

CITY COUNCIL AGENDA

City Council Meeting
Tuesday, March 24, 2020
Tom Davies Square - Committee Room C-11 or via Electronic Presentation

MAYOR BRIAN BIGGER, CHAIR

*REVISED

4:00 p.m. CLOSED SESSION, COMMITTEE ROOM C-11 OR VIA ELECTRONIC PARTICIPATION

6:00 p.m. OPEN SESSION, COMMITTEE ROOM C-11 OR VIA ELECTRONIC PARTICIPATION

City of Greater Sudbury Council and Committee Meetings are accessible and are broadcast publically online and on television in real time and will also be saved for public viewing on the City's website at:

<https://agendasonline.greatersudbury.ca>.

Please be advised that if you make a presentation, speak or appear at the meeting venue during a meeting, you, your comments and/or your presentation may be recorded and broadcast.

By submitting information, including print or electronic information, for presentation to City Council or Committee you are indicating that you have obtained the consent of persons whose personal information is included in the information to be disclosed to the public.

Your information is collected for the purpose of informed decision-making and transparency of City Council decision-making under various municipal statutes and by-laws and in accordance with the *Municipal Act, 2001, Planning Act, Municipal Freedom of Information and Protection of Privacy Act* and the City of Greater Sudbury's *Procedure By-law*.

For more information regarding accessibility, recording your personal information or live-streaming, please contact Clerk's Services by calling 3-1-1 or emailing clerks@greatersudbury.ca.

ROLL CALL

Resolution to move to Closed Session to deal with one (1) Acquisition or Disposition of Land item regarding downtown parking and one (1) Litigation or Potential Litigation / Solicitor-Client Privilege item regarding an expropriation of land; and one addendum to deal with one (1) Labour Relations or Employee Negotiations item regarding COVID-19 Developments in accordance with the *Municipal Act, 2001*, s. 239(2)(c), (d), (e) and (f).

(RESOLUTION PREPARED)

RECESS

MOMENT OF SILENT REFLECTION

ROLL CALL

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

COMMUNITY DELEGATIONS

Sudbury Peace Tower Housing Proposal
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Michael Cullen, Co-Chair, Steering Committee

(The Sudbury Peace Tower Housing Proposal Steering Committee was invited by Councillor Landry-Altmann. The presentation provides information regarding the Sudbury Peace Tower Housing Proposal.)

MATTERS ARISING FROM THE CLOSED SESSION

Deputy Mayor Sizer will rise and report on any matters discussed during the Closed Session. Council will then consider any resolution emanating from the Closed Session.

MATTERS ARISING FROM COMMUNITY SERVICES COMMITTEE

March 2, 2020

Council will consider, by way of one resolution, resolutions CS2020-05 to CS2020-06 and CS2020-08, all of which are found at <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1496&lang=en>. Any questions regarding the resolutions should be directed to Councillor Lapierre, Chair, Community Services Committee.

MATTERS ARISING FROM EMERGENCY SERVICES COMMITTEE

February 12, 2020

Council will consider, by way of one resolution, resolution ES2020-02, which is found at <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1521&itemid=rec>. Any questions regarding the resolutions should be directed to Councillor Montpelier, Chair, Emergency Services Committee.

MATTERS ARISING FROM OPERATIONS COMMITTEE

March 2, 2020

Council will consider, by way of one resolution, resolutions OP2020-08 to OP2020-13, all of which are found at <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1484&lang=en>. Any questions regarding the resolutions should be directed to Councillor McIntosh, Chair, Operations Committee.

MATTERS ARISING FROM THE PLANNING COMMITTEE

March 9, 2020

Council will consider, by way of one resolution, resolutions PL2020-33 to PL2020-35 and PL2020-37 to PL2020-41, all of which are found at <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1444&lang=en>. Any questions regarding the resolutions should be directed to Councillor Cormier, Chair, Planning Committee.

CONSENT AGENDA

(For the purpose of convenience and for expediting meetings, matters of business of repetitive or routine nature are included in the Consent Agenda, and all such matters of business contained in the Consent Agenda are voted on collectively.

A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Councillor. In the case of a separate vote, the excluded matter of business is severed from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively.

Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.)

ADOPTING, APPROVING OR RECEIVING ITEMS IN THE CONSENT AGENDA

(RESOLUTION PREPARED FOR ITEMS C-1 TO C-7)

MINUTES

C-1.	Operations Committee Minutes of February 10, 2020 (RESOLUTION PREPARED - MINUTES ADOPTED)	17 - 19
C-2.	Community Services Committee Minutes of February 10, 2020 (RESOLUTION PREPARED - MINUTES ADOPTED)	20 - 22
C-3.	Finance and Administration Committee Minutes of February 11, 2020 (RESOLUTION PREPARED - MINUTES ADOPTED)	23 - 29
C-4.	Emergency Services Committee Minutes of February 12, 2020 (RESOLUTION PREPARED - MINUTES ADOPTED)	30 - 33
C-5.	Hearing Committee Minutes of February 12, 2020 (RESOLUTION PREPARED - MINUTES ADOPTED)	34 - 35
C-6.	City Council Minutes of February 18, 2020 (RESOLUTION PREPARED - MINUTES ADOPTED)	36 - 42
C-7.	Planning Committee Minutes of February 19, 2020 (RESOLUTION PREPARED - MINUTES ADOPTED)	43 - 50

REGULAR AGENDA

PRESENTATIONS

1. Update on The Junction and Place des Arts Projects
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)
 - Ian Wood, Executive Director of Strategic Initiatives, Communications and Citizen Services

(This presentation provides an update on the City's large downtown projects; Place des Arts, The Junction East and The Junction West.)

MANAGERS' REPORTS

- | | | |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| R-1. | Report dated March 6, 2020 from the General Manager of Community Development regarding Community Housing Renewal Strategy Update 2.
(RESOLUTION PREPARED) | 51 - 143 |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
- (This report provides a recommendation regarding a new provincially funded program through the Community Housing Renewal Strategy called the Canada Ontario Housing Benefit.)

REFERRED & DEFERRED MATTERS

- R-2. Report dated March 11, 2020 from the Chief Administrative Officer regarding Core Service Review Final Report. **144 - 343**
(RESOLUTION PREPARED)
(This report provides recommendations on the Core Service Review that Council directed staff to undertake in 2019.)
- R-3. Report dated March 11, 2020 from the General Manager of Corporate Services regarding Property Standards and Clearing of Yards - By-law Review. **344 - 360**
(RESOLUTION PREPARED)
(This report provides a recommendation regarding a by-law review of the property standards of yards and clearing of yards.)
- R-4. Report dated March 11, 2020 from the General Manager of Community Development regarding Home For Good Phase 2 Capital Funding. **361 - 474**
(RESOLUTION PREPARED)
(This report provides a recommendation regarding Home For Good Phase 2 Capital Contribution Agreement with SW Water Tower Ltd / I Believe Network to develop affordable rental units with a common area and meeting space for programming to support homelessness.)
- R-5. Report dated March 11, 2020 from the General Manager of Corporate Services regarding Enhancing Community Broadband Coverage in Greater Sudbury and across Northern Ontario. **475 - 479**
(RESOLUTION PREPARED)
(This report provides a recommendation regarding staff's efforts to increase broadband connectivity.)

BY-LAWS

Draft by-laws are available for viewing a week prior to the meeting on the City's website at: <https://agendasonline.greatersudbury.ca>. Approved by-laws are publically posted with the meeting agenda on the day after passage.

The following By-Laws will be read and passed:

- 2020-58 A By-law of the City of Greater Sudbury to Establish and Regulate the City of Greater Sudbury Fire Services
Emergency Services Committee Resolution #ES2020-02
(This By-law replaces By-law 2014-84 to reflect changes approved by Council.)
- 2020-64 A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of March 24th, 2020
- 2020-65 A By-law of the City of Greater Sudbury to Regulate Filming Activity on City of Greater Sudbury Property
Community Services Committee Resolution #CS2020-06
(This By-law repeals and replaces the current Film By-law with an updated by-law

which supports the film industry and the interests of residents.)

- 2020-66 A By-law of the City of Greater Sudbury to Amend By-law 2020-26 being a By-law to Establish Miscellaneous User Fees for Certain Services provided by the City of Greater Sudbury

Community Services Committee Resolution #CS2020-06

(By-law to amend the User Fee By-law to remove Schedule “ED-1” to eliminate the film permit fee and correct inadvertent clerical errors in Schedule CS-10.)

- 2020-67 A By-law of the City of Greater Sudbury to Authorize the Purchase of Vacant Land Fronting on Municipal Road No. 35 in Chelmsford Described as PINs 73347-0330(LT), 73347-0893(LT) and 73347-0894(LT) from Theresa Cerilli

Planning Committee Resolution #PL2020-35

(This by-law authorizes the acquisition of vacant land on Municipal Road 35 in Chelmsford in for the Municipal Road 35 (MR35), Road Widening and Watermain Improvements project.)

- 2020-68Z A By-law of the City of Greater Sudbury to Amend By-law 2010-100Z Being the Comprehensive Zoning By-law for the City of Greater Sudbury

Planning Committee Resolution #PL2020-24

(This by-law rezones the subject property to "M1-1", Business Industrial in order to permit "M1-1", Business Industrial uses on vacant lands designated Mixed Use Commercial - 1973696 Ontario Ltd. – Cambrian Heights Drive, Sudbury.)

MEMBERS' MOTIONS

M-1. Request For Amendments to By-law 2016-16F

As presented by Councillors McIntosh and Cormier:

WHEREAS By-Law 2016-16F as amended, provides for the payment of expenses for Members of Council, other person appointed by Council to serve as a member of a Local Board and City of Greater Sudbury employees;

AND WHEREAS for publicly funded organizations, the issue of accountability surrounding the use of public funds is of considerable importance;

AND WHEREAS Council for the City of Greater Sudbury, as stewards of the City's finances and in the interests of increased transparency and consistency, wish to demonstrate the efficient and effective use of financial resources to ensure that all expenses claimed are reasonable and economical, and as such are seeking some amendments to By-law 2016-16F as amended as well as any related internal policies;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury directs staff to present a by-law at the April 21, 2020 Council meeting to amend By-law 2016-16F, as amended, as follows:

Section 8.-(1) to read as follows:

“Each Councillor is provided with an annual Office Expense Budget from which the Councillor may incur expenses of a type described in Schedule “B” and which, in their

opinion, are necessary in the course of carrying out the Councillor's duties. Only expenses incurred within the limits of a Councillor's annual Office Expense Budget will be reimbursed.

the first sentence of Schedule "B" to read as follows:

"Individual Councillors may make expenditures from their office expense budget, which are incurred in the course of engaging in their role as Councillor for the City, providing that the expenditures are within their annual office expense budget for that fiscal year, and within the following categories:"

M-2. Request to Designate Former Copper Cliff Fire Hall to be of Cultural Heritage Value

As presented by Councillor Vagnini:

WHEREAS the former Copper Cliff Fire Hall situated at 7 Serpentine Street, Copper Cliff, which was constructed in 1909, was added/listed in the City of Greater Sudbury Heritage Register in 2014;

AND WHEREAS the municipal register is the official list or record of cultural heritage properties that have been identified and "listed" as being important to the community;

AND WHEREAS "listing" is a means to formally identify properties that may have cultural heritage value or interest to the community and is an important tool in planning for their conservation and a measure of interim protection in that the owners must give the Municipality 60 days notice prior to demolition, which allows the municipality to decide whether to begin the designation process to give long term protection to the property;

AND WHEREAS at its meeting of November 25th, 2019, the Planning Committee approved that 7 Serpentine Street in Copper Cliff be declared surplus to the City's needs and be marketed for sale to the general public;

AND WHEREAS the former Copper Cliff Fire Hall is a land mark building with strong historical links to its surroundings and should be designated to be of cultural heritage value or interest;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to initiate the process to designate 7 Serpentine Street under Part IV of the Ontario Heritage Act, which would include consulting with the Municipal Heritage Advisory Panel as required by the Act, evaluating the property pursuant to the prescribed criteria, returning to Council with a staff recommendation, issuing a "Notice of intention to designate" including the publishing of the notice in the newspaper, an appeal period and the passage of a by-law.

CORRESPONDENCE FOR INFORMATION ONLY

- I-1. Report dated March 11, 2020 from the General Manager of Corporate Services regarding By-laws 87-340 and 87-341 Requiring Owners to Connect Water and Wastewater Works 2020 Exemption Amount.

480 - 481

(FOR INFORMATION ONLY)

(This report provides an update regarding the level of financial exemption for mandatory connections to water and wastewater systems in accordance with policy.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD

ADJOURNMENT

CONSEIL MUNICIPAL ORDRE DU JOUR

Réunion du Conseil municipal

24 mars 2020

Place Tom Davies - Salle Du Réunion C-11 ou par participation électronique

MAIRE BRIAN BIGGER, PRÉSIDENT(E)

*REVISER

16 h SÉANCE A HUIS CLOS, SALLE DE RÉUNION C-11 OU PAR PARTICIPATION ÉLECTRONIQUE

18 h SÉANCE PUBLIQUE, SALLE DU RÉUNION C-11 OU PAR PARTICIPATION ÉLECTRONIQUE

Les réunions du Conseil de la Ville du Grand Sudbury et de ses comités sont accessibles et sont diffusés publiquement en ligne et à la télévision en temps réel et elles sont enregistrées pour que le public puisse les regarder sur le site Web de la Ville à l'adresse <https://agendasonline.greatersudbury.ca>.

Sachez que si vous faites une présentation, si vous prenez la parole ou si vous vous présentez sur les lieux d'une réunion pendant qu'elle a lieu, vous, vos commentaires ou votre présentation pourriez être enregistrés et diffusés.

En présentant des renseignements, y compris des renseignements imprimés ou électroniques, au Conseil municipal ou à un de ses comités, vous indiquez que vous avez obtenu le consentement des personnes dont les renseignements personnels sont inclus aux renseignements à communiquer au public

Vos renseignements sont recueillis aux fins de prise de décisions éclairées et de transparence du Conseil municipal en vertu de diverses lois municipales et divers règlements municipaux, et conformément à la *Loi de 2001 sur les municipalités*, à la *Loi sur l'aménagement du territoire*, à la *Loi sur l'accès à l'information municipale et la protection de la vie privée* et au *Règlement de procédure* de la Ville du Grand Sudbury.

Pour obtenir plus de renseignements au sujet de l'accessibilité, de la consignation de vos renseignements personnels ou de la diffusion en continu en direct, veuillez communiquer avec le Bureau de la greffière municipale en composant le 3-1-1 ou en envoyant un courriel à l'adresse clerks@grandsudbury.ca.

APPEL NOMINAL

Résolution de séance à huis clos pour délibérer sur une (1) question d'acquisition ou de cession de terrain au sujet du stationnement au centre-ville et une (1) question de litige ou de litige possible/secret professionnel de l'avocat concernant l'expropriation d'un terrain; et un ajout portant sur une (1) question de relations de travail ou de négociations avec les employés concernant les faits nouveaux en matière de COVID-19 conformément à la *Loi de 2001 sur les municipalités*, art. 239(2)(c), (d), (e) et (f).

(RÉSOLUTION PRÉPARÉE)

SUSPENSION DE LA SÉANCE

MOMENT DE SILENCE

APPEL NOMINAL

DÉCLARATION D'INTÉRÊTS PÉCUNIAIRES ET LEUR NATURE GÉNÉRALES

DÉLÉGATION COMMUNAUTAIRES

Proposition de logement de la tour de la Paix de Sudbury
(PRÉSENTATION ÉLECTRONIQUE) (A TITRE D'INFORMATION)

- Michael Cullen, coprésident, comité directeur

(Le comité directeur de la proposition de logement de la tour de la Paix de Sudbury a été invité par la conseillère municipale Landry-Altmann. La présentation donnera des renseignements sur la proposition de logement de la tour de la Paix de Sudbury.)

QUESTIONS DÉCOULANT DE LA SÉANCE À HUIS CLOS

Maire adjoint Sizer rapportera toutes questions traitées pendant la séance à huis clos. Le Conseil examinera ensuite les résolutions.

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DES SERVICES COMMUNAUTAIRES

20 mars, 2020

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions CS2020-05 à CS2020-06 et CS2020-08, qui se trouve à <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1496&lang=en>. Toute question concernant ces résolutions devrait être adressée au Conseiller Lapierre, président du Comité des services communautaires.

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DES SERVICES D'URGENCE

Le 12 février 2020

Le Conseil municipal étudiera, par voie d'une résolution, résolution ES2020-02, qui se trouve à
<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1521&itemid=rec>.
Toute question concernant ces résolutions devrait être adressée au Conseiller Montpellier, président du Comité des services d'urgence.

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DES OPÉRATIONS

Le 2 mars 2020

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions OP2020-08 à OP2020-13, qui se trouve à
<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1484&lang=en>.
Toute question concernant ces résolutions devrait être adressée à la Conseillère McIntosh, président du Comité des opérations.

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DE LA PLANIFICATION

Le 9 mars 2020

Le Conseil municipal étudiera, par voie d'une résolution, PL2020-33 à PL2020-35 et PL2020-37 à PL2020-41, qui se trouve à
<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1444&lang=en>.
Toute question concernant ces résolutions devrait être adressée au Conseiller Cormier, président du Comité de la planification.

Ordre du jour des résolutions

(Par souci de commodité et pour accélérer le déroulement des réunions, les questions d'affaires répétitives ou routinières sont incluses à l'ordre du jour des résolutions, et on vote collectivement pour toutes les questions de ce genre.

À la demande d'un conseiller, on pourra traiter isolément d'une question d'affaires de l'ordre du jour des résolutions par voie de débat ou par vote séparé. Dans le cas d'un vote séparé, la question d'affaires isolée est retirée de l'ordre du jour des résolutions et on ne vote collectivement qu'au sujet des questions à l'ordre du jour des résolutions.

Toutes les questions d'affaires à l'ordre du jour des résolutions sont inscrites séparément au procès-verbal de la réunion.)

ADOPTION, APPROBATION OU RÉCEPTION D'ARTICLES DANS L'ORDRE DU JOUR DES CONSENTEMENTS

(RÉSOLUTION PRÉPARÉE POUR LES ARTICLES DE L'ORDRE DU JOUR DES
RÉSOLUTIONS C-1 À C-7)

PROCÈS-VERBAUX

C-1.	Procès Verbal du 10 février 2020, Comité des opérations (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	17 - 19
C-2.	Procès Verbal du 10 février 2020, Comité des services communautaires (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	20 - 22
C-3.	Procès Verbal du 11 février 2020, Comité des finances et de l'administration (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	23 - 29
C-4.	Procès Verbal du 12 février 2020, Comité des services d'urgence (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	30 - 33
C-5.	Procès Verbal du 12 février 2020, Comité d'audition (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	34 - 35
C-6.	Procès Verbal du 18 février 2020, Conseil municipal (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	36 - 42
C-7.	Procès Verbal du 19 février 2020, Comité de planification (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	43 - 50

Ordre du jour régulier

PRÉSENTATIONS

1. Compte rendu des projets La Jonction et la Place des arts
(PRÉSENTATION ÉLECTRONIQUE) (A TITRE D'INFORMATION)
 - Ian Wood, directeur administratif des initiatives stratégiques, des communications et des services aux citoyens

(Cette présentation donne un compte rendu des grands projets de la Ville au centre-ville : La Jonction Est, La Jonction Ouest et la Place des arts.)

RAPPORTS DES GESTIONNAIRES

R-1.	Rapport daté du 06 mars 2020 portant sur Compte rendu 2 de la Stratégie de renouvellement du secteur du logement communautaire. (RÉSOLUTION PRÉPARÉE)	51 - 143
------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------

(Ce rapport fait une recommandation concernant un nouveau programme subventionné par le gouvernement provincial par l'entremise de la Stratégie de renouvellement du secteur du logement communautaire appelée l'Allocation canadienne pour le logement.)

QUESTION RAPPORTÉES ET QUESTIONS RENVOYÉES

- R-2. Rapport Administrateur en chef, daté du 11 mars 2020 portant sur Rapport final sur l'examen des services de base. **144 - 343**
(RÉSOLUTION PRÉPARÉE)
(Ce rapport donne des recommandations sur l'examen des services de base que le Conseil municipal a demandé au personnel d'entreprendre en 2019.)
- R-3. Rapport Directeur général des Services corporatifs, daté du 11 mars 2020 portant sur Normes d'entretien des propriétés et nettoyage des cours – examen du règlement municipal. **344 - 360**
(RÉSOLUTION PRÉPARÉE)
(Ce rapport faire une recommandation concernant l'examen du règlement municipal sur les normes d'entretien des propriétés et le nettoyage des cours.)
- R-4. Rapport daté du 11 mars 2020 portant sur Financement d'immobilisations de la phase 2 du programme Logements pour de bon . **361 - 474**
(RÉSOLUTION PRÉPARÉE)
(Ce rapport faire une recommandation concernant une entente de financement d'immobilisations de la phase 2 du programme Logements pour de bon avec la société SW Water Tower Ltd/I Believe Network pour aménager des logements locatifs abordables dotés d'une partie commune et d'un lieu de rencontre pour les programmes visant à appuyer les personnes sans abri.)
- R-5. Rapport Directeur général des Services corporatifs, daté du 11 mars 2020 portant sur Amélioration de la couverture large bande communautaire dans le Grand Sudbury et dans le Nord de l'Ontario. **475 - 479**
(RÉSOLUTION PRÉPARÉE)
(Ce rapport fait une recommandation concernant les efforts du personnel visant à augmenter la connectivité à large bande.)

RÈGLEMENTS

Les membres du public peuvent consulter les projets de règlement municipal une semaine avant la réunion sur le site Web de la Ville à l'adresse <https://agendasonline.greatersudbury.ca>. Les règlements municipaux approuvés sont affichés publiquement avec l'ordre du jour de la réunion le lendemain de leur adoption.

Les règlements suivants seront lus et adoptés :

- 2020-58 Règlement de la Ville du Grand Sudbury établissant et régissant les Services d'incendie de la Ville du Grand Sudbury
- Résolution no ES2020-02 du Comité des services d'urgence
- (Ce règlement municipal remplace le règlement municipal 2014-84 pour refléter des

changements approuvés par le Conseil municipal.)

2020-64 Règlement de la Ville du Grand Sudbury pour confirmer les délibérations du Conseil municipal lors de sa réunion tenue le 24 mars 2020

2020-65 Règlement de la Ville du Grand Sudbury régissant l'activité de tournage de films sur des terrains appartenant à la Ville du Grand Sudbury

Résolution no CS2020-06 du Comité des services communautaires

(Ce règlement municipal abroge et remplace le règlement municipal sur le tournage de films actuel par un règlement municipal mis à jour qui soutient l'industrie cinématographique et les intérêts des résidents.)

2020-66 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2020-26 étant un règlement municipal établissant divers frais d'utilisation pour certains services fournis par la Ville du Grand Sudbury

Résolution no CS2020-06 du Comité des services communautaires

(Règlement municipal modifiant le règlement municipal sur divers frais d'utilisation pour enlever l'annexe ED-1 pour mettre fin au droit de permis de tournage de film et pour corriger des erreurs de transcription commises par inadvertance dans l'annexe CS-10.)

2020-67 Règlement de la Ville du Grand Sudbury autorisant l'achat d'une terre vacante donnant sur la route municipale no 35 à Chelmsford désignée comme les parcelles nos 73347-0330(LT), 73347-0893(LT) et 73347-0894(LT) à Theresa Cerilli

Résolution no PL2020-35 du Comité de planification

(Ce règlement municipal autorisant l'acquisition d'une terre vacante le long de la route municipale 35 à Chelmsford pour le projet d'élargissement de la route et d'amélioration de la conduite principale de la route municipale 35 (RM 35).)

2020-68Z Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-100Z, étant le règlement municipal général de zonage pour la Ville du Grand Sudbury

Résolution no PL2019-24 du Comité de planification

(Ce règlement municipal rezone la propriété en question « M1-1 », zone commerciale industrielle, afin de permettre des utilisations « M1-1 », zone commerciale industrielle, sur des terres vacantes désignées zone d'utilisation mixte commercial - 1973696 Ontario Ltd. – promenade Cambrian Heights, à Sudbury.)

MOTIONS DES MEMBRES

M-1. Demande de modifications au règlement municipal 2016-16F

Motion présentée par la conseillère municipale McIntosh et le conseiller municipal Cormier:

ATTENDU QUE le règlement municipal 2016-16F, tel qu'il est modifié, prévoit le paiement de frais pour les membres du Conseil municipal, d'autres personnes nommées par le Conseil municipal pour siéger à titre de membres d'un conseil local et les employés de la Ville du Grand Sudbury;

ATTENDU QUE, pour les organismes subventionnés par le gouvernement, la question de la reddition des comptes concernant l'utilisation des fonds publics est d'une importance considérable;

ATTENDU QUE le Conseil de la Ville du Grand Sudbury, à titre d'intendant des finances de la Ville, et, dans l'intérêt de la transparence et de la cohérence accrues, tient à démontrer une utilisation efficiente et efficace des ressources financières pour faire en sorte que tous les frais pour lesquels on demande un remboursement soient raisonnables et économiques, et que, par conséquent, il veut apporter certaines modifications au règlement municipal 2016-16F, tel qu'il est modifié, de même qu'à toutes politiques internes connexes;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury demande au personnel de présenter un règlement municipal lors de la réunion du Conseil municipal prévue pour le 21 avril 2020 visant à modifier le règlement municipal 2016-16F, tel qu'il est modifié, comme suit : L'article 8.-(1) doit être rédigé comme suit : « On prévoit un budget annuel de frais de bureau pour chaque conseillère municipale et chaque conseiller municipal dans le cadre duquel la conseillère municipale ou le conseiller municipal peut engager des dépenses d'un type décrit à l'annexe B et qui, à son avis, sont nécessaires à l'acquittement des fonctions de la conseillère municipale ou du conseiller municipal. Seules les dépenses engagées dans les limites du budget annuel de frais de bureau seront remboursées. »

La première phrase de l'annexe B doit être rédigée comme suit:

« Chaque conseillère municipale ou chaque conseiller municipal peut imputer des dépenses à son budget de frais de bureau, dépenses qui sont engagées dans l'exécution de leur rôle à titre de conseillère municipale ou de conseiller municipal pour la Ville, à condition que ces dépenses se situent dans les limites de son budget annuel de frais de bureau pour l'exercice financier en question, et dans les catégories suivantes : »

M-2. Demande de désigner l'ancien poste d'incendie de Copper Cliff comme ayant une valeur sur le plan du patrimoine culturel

Motion présentée par le conseiller municipal Vagnini:

ATTENDU QUE le nom de l'ancien poste de pompiers de Copper Cliff situé au 7, rue Serpentine, à Copper Cliff, qui a été construit en 1909, a été ajouté et inscrit au Registre patrimonial de la Ville du Grand Sudbury en 2014;

ATTENDU QUE le registre municipal constitue la liste officielle ou le document officiel des propriétés ayant une valeur sur le plan du patrimoine culturel qui ont été choisies et inscrites comme importantes pour la communauté;

ATTENDU QUE cette inscription est un moyen de reconnaître officiellement les propriétés qui ont une valeur ou un caractère sur le plan du patrimoine culturel pour la communauté et qu'il s'agit d'un important outil de planification pour leur conservation et une mesure de protection intérimaire à savoir que les propriétaires doivent donner 60 jours d'avis à la municipalité avant la démolition, ce qui permet à la municipalité pour décider s'il faut ou non entreprendre le processus de désignation pour assurer la protection à long terme de la propriété;

ATTENDU QUE, lors de sa réunion tenue le 25 novembre 2019, le Comité de planification a approuvé la proposition que le 7, rue Serpentine, à Copper Cliff, soit

déclaré excédentaire quant aux besoins de la Ville et qu'il soit mis sur le marché aux fins de le vendre au grand public;

ATTENDU QUE l'ancien poste de pompiers de Copper Cliff est un bâtiment d'intérêt public ayant de solides liens historiques avec ses environs et qu'il devrait être désigné comme ayant une valeur ou un caractère sur le plan du patrimoine culturel;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury demande au personnel d'entreprendre le processus de désignation du 7, rue Serpentine, aux termes de la partie IV de la Loi sur le patrimoine de l'Ontario, qui comprendrait la consultation du Groupe consultatif sur le patrimoine municipal comme l'exige la loi, l'évaluation de la propriété conformément aux critères prescrits, la présentation au Conseil municipal d'une recommandation du personnel, la publication d'un « Avis d'intention de désignation », y compris la publication de l'avis dans le journal, une période d'appel et l'adoption d'un règlement municipal.

CORRESPONDANCE À TITRE DE RENSEIGNEMENTS SEULEMENT

- I-1. Rapport Directeur général des Services corporatifs, daté du 11 mars 2020 portant sur Montant de l'exemption de 2020 aux règlements 87-340 et 87-341 exigeant des propriétaires qu'ils se raccordent aux services de distribution d'eau et d'évacuation des eaux usées.

480 - 481

(A TITRE D'INFORMATION)

(Ce rapport donne un compte rendu du niveau d'exemption financière pour les branchements obligatoires aux réseaux d'eau potable et d'eaux usées conformément à la politique.)

ADDENDA

PÉTITIONS CIVIQUES

PÉRIODE DE QUESTIONS

LEVÉE DE LA SÉANCE

Minutes

Operations Committee Minutes of 2/10/20

Location: Tom Davies Square -
Council Chamber

Commencement: 2:00 PM

Adjournment: 3:43 PM

Councillor McIntosh, In the Chair

Present Councillors Signoretti [A 2:04 p.m.], McCausland, Kirwan, McIntosh, Leduc,
Landry-Altmann
Councillor Sizer

City Officials Tony Cecutti, General Manager of Growth and Infrastructure; David Shelsted, Director
of Engineering Services; Randy Halverson, Director of Linear and Infrastructure
Services; Ryan Purdy, Traffic and Transportation Engineer Analyst;
Danielle Wicklander, Deputy City Clerk; Lisa Locken, Clerk's
Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Councillor Signoretti arrived at 2:04 p.m.

Presentations

1 Operations Committee Outlook 2020

Tony Cecutti, General Manager of Growth and Infrastructure, provided an electronic presentation regarding Operations Committee Outlook 2020 for information only.

2 Winter Control Operations Update

Report dated January 23, 2020 from the General Manager of Growth and Infrastructure regarding Winter Control Operations Update.

Randy Halverson, Director of Linear and Infrastructure Services, provided an electronic presentation regarding Winter Control Operations Update for information only.

Staff Direction

The following resolution was presented:

OP2020-04 McCausland/Kirwan: THAT the City of Greater Sudbury directs staff to prepare a report regarding the use of ice-breaker attachments for municipal tractors to be brought back to the Operations Committee in Q2 of 2020.

CARRIED

Change of Chair

At 3:33 p.m., Councillor McIntosh vacated the chair.

Councillor Signoretti, In the Chair

Managers' Reports

R-1 All Way Stop Control - Countryside Drive at Countryside Drive

Report dated January 23, 2020 from the General Manager of Growth and Infrastructure regarding All Way Stop Control - Countryside Drive at Countryside Drive.

For Information Only.

Rules of Procedure

Councillor McIntosh presented the following resolution:

OP2020-05 McIntosh/Kirwan: WHEREAS the January 23rd, 2020 report regarding All Way Stop Control - Countryside Drive at Countryside Drive presented February 10, 2020 as an information only report indicates that staff do not recommend installing an all-way stop at the intersection of Countryside Drive and Countryside Drive;

AND WHEREAS the technical data collected to make this recommendation does not take into consideration driver assumptions and uncertainty when approaching this intersection, particularly for drivers who are unfamiliar with the intersection;

THEREFOR IT BE RESOLVED that the City of Greater Sudbury direct that staff install an all-way-stop at the intersection of Countryside Drive and Countryside Drive.

CARRIED

Change of Chair

At 3:40 p.m., Councillor Signoretti vacated the chair.

Councillor McIntosh, In the Chair

R-2 Parking Restrictions - Eyre Street

Report dated January 20, 2020 from the General Manager of Growth and Infrastructure regarding Parking Restrictions - Eyre Street.

The following resolution was presented:

OP2020-06 Kirwan/Leduc: THAT the City of Greater Sudbury removes the parking restriction on the east side of Eyre Street from 9 metres south of Spruce Street to 31 metres south of Spruce Street.

AND THAT the City of Greater Sudbury directs staff to prepare a by-law to amend Traffic and Parking By-Law 2010-1 to implement the recommended changes as outlined in the report entitled "Parking Restrictions – Eyre Street" from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on February 10, 2020.

CARRIED

Members' Motions

No Motions were presented.

Addendum

No Addendum was presented.

Civic Petitions

No Civic Petitions were submitted.

Question Period

Please visit:

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1483&lang=en>
to view the questions asked.

Adjournment

OP2020-07 Kirwan/Leduc: THAT this meeting does now adjourn. Time: 3:43 p.m.

CARRIED

Danielle Wicklander, Deputy
City Clerk

Minutes

Community Services Committee Minutes of 2/10/20

Location:	Tom Davies Square - Council Chamber
Commencement:	4:33 PM
Adjournment:	5:18 PM

Councillor Lapierre, In the Chair

Present Councillors McCausland, Kirwan, Lapierre, Sizer, McIntosh, Leduc

City Officials Steve Jacques, General Manager of Community Development; Tyler Campbell, Director of Social Services; Jeff Pafford, Director of Leisure Services; Gail Spencer, Coordinator of Shelters and Homelessness; Aaron Archibald, Director, North East Centre of Excellence for Seniors Health; Danielle Wicklander, Deputy City Clerk; Lisa Locken, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Managers' Reports

R-1 Splash Pad Update

Report dated January 20, 2020 from the General Manager of Community Development regarding Splash Pad Update.

The following resolutions were presented:

Recommendation #1:

CS2020-01 McCausland/Kirwan: THAT the City of Greater Sudbury approves \$35,770 to be drawn from Parks Section 50 Reserve Fund in order to advance the Azilda (Whitewater Lake) splash pad project as outlined in the report entitled "Splash Pad Update", from the General Manager of Community Development, presented at the Community Services Committee meeting on February 10, 2020.

CARRIED

Recommendation #2:

CS2020-02 Kirwan/McCausland: THAT the City of Greater Sudbury name the Delki Dozi splash pad Club Montessori of Sudbury Splash Pad, as outlined in the report entitled "Splash Pad Update", from the General Manager of Community Development, presented at the Community Services Committee meeting on February 10, 2020.

CARRIED

R-2 Social Services - Discretionary Benefits

Report dated January 29, 2020 from the General Manager of Community Development regarding Social Services - Discretionary Benefits.

The following resolution was presented:

CS2020-03 Kirwan/McCausland: THAT the City of Greater Sudbury approves revisions to the Social Services Discretionary Benefits Policy as outlined in the report entitled "Social Services - Discretionary Benefits", from the General Manager of Community Development, presented at the Community Services Meeting on February 10, 2020.

CARRIED

Members' Motions

No Motions were presented.

Correspondence for Information Only

I-1 2020 Homelessness Enumeration

Report dated January 8, 2020 from the General Manager of Community Development regarding 2020 Homelessness Enumeration.

For Information Only.

Addendum

No Addendum was presented.

Civic Petitions

No Civic Petitions were submitted.

Question Period

Please visit:

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1495&lang=en> to view the questions asked.

Adjournment

CS2020-04 McCasuland/Kirwan: THAT this meeting does now adjourn. Time: 5:18 p.m.

CARRIED

Danielle Wicklander, Deputy City
Clerk

Minutes

Finance and Administration Committee Minutes of 2/11/20

Location:	Tom Davies Square - Council Chamber
Commencement:	4:05 PM
Adjournment:	6:52 PM

Councillor Jakubo, In the Chair

Present	Councillors Signoretti, Montpellier [D 6:16 p.m.], McCausland, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann [D 5:26 p.m., A 5:44 p.m.]
City Officials	Kevin Fowke, General Manager of Corporate Services; Tony Cecutti, General Manager of Growth and Infrastructure; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Steve Jacques, General Manager of Community Development; Joseph Nicholls, General Manager of Community Safety; Joanne Kelly, Director of Human Resources and Organizational Development; Marie Litalien, Acting Director of Communications & Community Engagements; Meredith Armstrong, Acting Director of Economic Development; Ron Foster, Auditor General; Randy Halverson, Director of Linear and Infrastructure Services; Kyla Bell, Manager of Taxation; Eleethea Savage, Special Projects Manager; Eric Labelle, City Solicitor and Clerk; Julie Lalonde, Clerk's Services Assistant; Nia Lewis, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Rules of Procedure

Councillor Jakubo moved that the order of the agenda be altered to deal with R-1, World Trade Center Proposal, following Community Delegations.

CARRIED BY TWO-THIRDS MAJORITY

Community Delegations

World Trade Centre Group

Cody Cacciotti, Director, World Trade Center Greater Sudbury, Marianne Matichuk, Director, World Trade Center Greater Sudbury, and Martin Salloum, Regional Director, North America, World Trade Centers Association, provided an electronic presentation regarding the World Trade Center Group for information only.

Managers' Reports

R-1 World Trade Center Proposal

Report dated January 28, 2020 from the Chief Administrative Officer regarding World Trade Center Proposal.

For Information Only.

Staff Direction

The following resolution was presented:

FA2020-06 Cormier/Jakubo: THAT as part of the development of the Junction West project (Convention and Performance Centre), the City of Greater Sudbury directs staff to undertake additional due diligence regarding the World Trade Center Greater Sudbury proposal to:

1. Learn about the role the municipal government has played in the creation and/or operation of World Trade Center locations in other Canadian cities;
2. Prepare a Concept Development and Local Market Analysis with support provided by CERE on a single-source basis in order to leverage the work the firm has done on Greater Sudbury's conference market for the Junction West project, at a cost not to exceed \$35,000 to further build Council's understanding of the World Trade Center Greater Sudbury Business Proposal as presented at the February 11, 2020 meeting of the Finance and Administration Committee; and

THAT the results of this analysis are presented to Council through the Finance & Administration Committee by Q3 of 2020.

Rules of Procedure

Councillor Landry-Altmann presented a friendly amendment to include that the Concept Development and Local Market Analysis be funded from the GSDC budget or the Economic Development budget. The friendly amendment was accepted by Councillor Cormier.

The following is the resolution with the inclusion of the friendly amendment:

FA2020-06 Cormier/Jakubo: THAT as part of the development of the Junction West project (Convention and Performance Centre), the City of Greater Sudbury directs staff to undertake additional due diligence regarding the World Trade Center Greater Sudbury proposal to:

1. Learn about the role the municipal government has played in the creation and/or operation of World Trade Center locations in other Canadian cities;
2. Prepare a Concept Development and Local Market Analysis with support provided by CERE on a single-source basis in order to leverage the work the firm has done on Greater Sudbury's conference market for the Junction West project, at a cost not to exceed \$35,000 to

be funded from the GSDC budget or the Economic Development budget, to further build Council's understanding of the World Trade Center Greater Sudbury Business Proposal as presented at the February 11, 2020 meeting of the Finance and Administration Committee; and

THAT the results of this analysis are presented to Council through the Finance & Administration Committee by Q3 of 2020.

CARRIED

At 5:26 p.m., Councillor Landry-Altmann departed.

Recess

At 5:26 p.m., the Committee recessed.

Reconvene

At 5:43 p.m., the Committee reconvened.

Adopting, Approving or Receiving Items in the Consent Agenda

The following resolution was presented:

FA2020-07 McIntosh/Sizer: THAT the City of Greater Sudbury approves Consent Agenda Item C-1.

CARRIED

The following is the Consent Agenda item:

Routine Management Reports

C-1 Healthy Community Initiative Fund Applications

Report dated January 20, 2020 from the General Manager of Community Development regarding Healthy Community Initiative Fund Applications.

FA2020-08 McIntosh/Sizer: THAT the City of Greater Sudbury approves the Healthy Community Initiative Fund requests, as outlined in the report entitled "Healthy Community Initiative Fund Applications", from the General Manager of Community Development, presented at the Finance and Administration Committee meeting on February 11, 2020;

AND THAT the City of Greater Sudbury directs staff to prepare a by-law to implement the recommended changes.

CARRIED

At 5:44 p.m., Councillor Landry-Altmann returned.

Presentations

Kevin Fowke, General Manager of Corporate Services, provided an electronic presentation regarding the CAO and Corporate Services 2020 Outlook Presentation for information only.

Managers' Reports

R-2 Reserves, Reserve Funds and Trust Funds By-Law Update

Report dated January 29, 2020 from the General Manager of Corporate Services regarding Reserves, Reserve Funds and Trust Funds By-Law Update.

The following resolution was presented:

FA2020-09 McIntosh/Sizer: THAT the City of Greater Sudbury directs staff to present a by-law to revise the Reserves, Reserve Funds and Trust Funds By-Law to reflect the changes outlined in the report entitled "Reserves, Reserve Funds and Trust Funds By-Law Update", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on February 11, 2020; and

THAT the City of Greater Sudbury approves the commitment of \$2.2 million from the Human Resources Reserve Fund towards succession planning initiatives; and

THAT the City of Greater Sudbury adopts the policy contained in Appendix D of the report from the General Manager of Corporate Services dated February 11, 2020.

At 6:16 p.m., Councillor Montpellier departed.

Rules of Procedure

Councillor Kirwan presented the following amendment:

FA2020-09-A1 Kirwan/Signoretti: THAT the resolution be amended to add "make best efforts to" after the word shall in the last bulleted paragraph under 7.1 of the Reserve and Reserve Fund Policy

CARRIED

The following resolution was presented:

FA2020-09 McIntosh/Sizer: THAT the City of Greater Sudbury directs staff to present a by-law to revise the Reserves, Reserve Funds and Trust Funds By-Law to reflect the changes outlined in the report entitled "Reserves, Reserve Funds and Trust Funds By-Law Update", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on February 11, 2020; and

THAT the City of Greater Sudbury approves the commitment of \$2.2 million from the Human Resources Reserve Fund towards succession planning initiatives; and

THAT the City of Greater Sudbury adopts the policy contained in Appendix D of the report from the General Manager of Corporate Services dated February 11, 2020.

Subject to an amendment to add "make best efforts to" after the word shall in the last bulleted paragraph under 7.1 of the Reserve and Reserve Fund Policy.

CARRIED

R-3 Snow Plowing for Winter Controls - Term of Contract

Report dated January 28, 2020 from the General Manager of Growth and Infrastructure regarding Snow Plowing for Winter Controls - Term of Contract.

The following resolutions were presented:

Resolution #1

FA2020-10 McIntosh/Sizer: THAT the City of Greater Sudbury authorizes the Award of contract ISD 19-70 – Part A, “Winter Operations Snow Plowing Services”, to Pioneer Construction Inc. at an estimated annual cost of \$ 980,000, for an eight-year term of contract with two single-year extension options, as outlined in the report “Winter Control Plowing Services – Contract Award” from the General Manager of Growth and Infrastructure at the Finance and Administrative Committee Meeting of February 11, 2020.

CARRIED

Resolution #2

FA2020-11 McIntosh/Sizer: THAT the City of Greater Sudbury authorizes the Award of contract ISD 19-70 – Part B, “Winter Operations Snow Plowing Services”, to Belanger Construction (1981) Inc. at an estimated annual cost of \$ 598,500, for an eight-year term of contract with two single-year extension options, as outlined in the report “Winter Control Plowing Services – Contract Award” from the General Manager of Growth and Infrastructure at the Finance and Administrative Committee Meeting of February 11, 2020.

CARRIED

Resolution #3

FA2020-12 McIntosh/Sizer: THAT the City of Greater Sudbury authorizes the Award of contract ISD 19-70 – Part C, “Winter Operations Snow Plowing Services”, to Belanger Construction (1981) Inc. at an estimated annual cost of \$ 598,500, for an eight-year term of contract with two single-year extension options, as outlined in the report “Winter Control Plowing Services – Contract Award” from the General Manager of Growth and Infrastructure at the Finance and Administration Committee Meeting of February 11, 2020.

CARRIED

R-4 Request for Decision to Delegate Tax Appeals Under Section 357(1)(d.1) to the Assessment Review Board

Report dated January 15, 2020 from the General Manager of Corporate Services regarding Request for Decision to Delegate Tax Appeals Under Section 357(1)(d.1) to the Assessment Review Board.

The following resolution was presented:

FA2020-13 Kirwan/Leduc: THAT the City of Greater Sudbury directs staff to prepare a by-law pursuant to subsection 357(11) of the Municipal Act, 2001, providing authority to delegate Council's authority to the Assessment Review Board only to exercise Council's powers and functions under subsections 357(1) and (5) with respect to applications made under subsection 357(1)(d.1) regarding an application for the cancellation, reduction or refund of taxes where the applicant is unable to pay taxes because of sickness or extreme poverty;

AND FURTHER THAT the City Clerk be directed to give a certified copy of the by-law to the

registrar of the Assessment Review Board and to the Municipal Property Assessment Corporation, as outlined in the report entitled "Request for Decision to Delegate Tax Appeals Under Section 357(1)(d.1) to the Assessment Review Board", from the General Manager of Corporate Services, presented at the Finance and Administration meeting on February 11, 2020.

CARRIED

R-5 Municipal Accommodation Tax Update

Report dated January 23, 2020 from the General Manager of Corporate Services regarding Municipal Accommodation Tax Update.

The following resolution was presented:

FA2020-14 Leduc/Kirwan: THAT the City of Greater Sudbury directs that the City's net portion of the Municipal Accommodation Tax be contributed to the "Tax Rate Stabilization Reserve" as outlined in the report entitled "Municipal Accommodation Tax Update", from the General Manager of Corporate Services, presented at the Finance and Administration meeting on February 11, 2020.

CARRIED

Members' Motion

No Motions were presented.

Correspondence for Information Only

I-1 Public Sale for Tax Arrears Under the Municipal Act - April 30, 2020

Report dated January 28, 2020 from the General Manager of Corporate Services regarding Public Sale for Tax Arrears Under the Municipal Act - April 30, 2020.

For Information Only.

Addendum

No Addendum was presented.

Civic Petitions

No Civic Petitions were submitted.

Question Period

No Questions were asked.

Adjournment

FA2020-15 Leduc/Kirwan: THAT this meeting does now adjourn. Time: 6:52 p.m.

CARRIED

Eric Labelle, City Solicitor and
Clerk

Minutes

Emergency Services Committee Minutes of 2/12/20

Location:	Tom Davies Square - Council Chamber
Commencement:	4:00 PM
Adjournment:	6:11 PM

Councillor Montpellier, In the Chair

Present Councillors Signoretti, Vagnini, Montpellier, Lapierre, Leduc

City Officials Joseph Nicholls, General Manager of Community Safety; Melissa Roney, Acting Deputy Chief of Emergency Services; Jesse Oshell, Acting Deputy Fire Chief; Kelly Gravelle, Deputy City Solicitor; Christine Hodgins, Deputy City Clerk; Nia Lewis, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Community Delegations

1 Our Towns - Our City

Tom Price and Dr. Karen Pappin, Our Towns - Our City, provided an electronic presentation regarding Fire Services within the City of Greater Sudbury for information only.

Presentations

1 Emergency Services Committee 2020 Outlook

Joseph Nicholls, General Manager of Community Safety, provided an electronic presentation regarding Emergency Services Committee 2020 Outlook for information only.

Managers' Reports

R-1 Paramedic Services - Primary Response Unit Conversion

Report dated January 29, 2020 from the General Manager of Community Safety regarding Paramedic Services - Primary Response Unit Conversion.

The following resolution was presented:

ES2020-01 Vagnini/Leduc: THAT the City of Greater Sudbury maintains a standardized PRU fleet through sole source purchasing vehicle conversion services from Rowland's Emergency Vehicle Products Inc. of Mississauga, ON for the next three (3) years, with two (2) optional one (1) year extensions in accordance with the purchasing by-law section 22-1(a), as outlined in the report entitled "Paramedic Services - Primary Response Unit Conversion", from the General Manager of Community Safety, presented at the Emergency Services Committee meeting on February 12, 2020.

CARRIED

Referred & Deferred Matters

R-2 Fire Services - Establishing and Regulating By-Law Update

Report dated January 20, 2020 from the General Manager of Community Safety regarding Fire Services - Establishing and Regulating By-Law Update.

Motion for Deferral

Councillor Vagnini moved to defer this item to the next Emergency Services Committee meeting for further information.

DEFEATED

The following resolution was presented:

ES2020-02 Leduc/Vagnini: THAT the City of Greater Sudbury approves the recommended revisions to By-law 2014-84, a By-law to Establish and Regulate the City of Greater Sudbury Fire Services, as outlined in the report entitled "Fire Services - Establishing and Regulating By-law Update", from the General Manager of Community Safety, presented at the Emergency Services Committee on December 11, 2019.

CARRIED

Members' Motions

No Motions were presented.

Correspondence for Information Only

I-1 Fire Services - OFM 2012 Fire Prevention Review Update

Report dated January 23, 2020 from the General Manager of Community Safety regarding Fire Services - OFM 2012 Fire Prevention Review Update.

For Information Only.

I-2 Fire Services Update

Report dated January 16, 2020 from the General Manager of Community Safety regarding Fire Services Update.

For Information Only.

I-3 Emergency Management Update

Report dated January 21, 2020 from the General Manager of Community Safety regarding Emergency Management Update.

For Information Only.

I-4 Paramedic Services Update

Report dated January 24, 2020 from the General Manager of Community Safety regarding Paramedic Services Update.

For Information Only.

Addendum

No Addendum was presented.

Civic Petitions

No Civic Petitions were submitted.

Question Period

Recess

At 6:02 p.m., the Committee recessed.

Reconvene

At 6:05 p.m., the Committee reconvened.

Staff Direction

The following resolution was presented:

ES2020-03 Vagnini/Signoretti: THAT staff be directed to prepare a report detailing the 2019 cost apportioned by station for all operating expenses to be presented at the Emergency Services Committee in Q3.

CARRIED

Adjournment

ES2020-04 Vagnini/Leduc: THAT this meeting does now adjourn. Time: 6:11 p.m.
CARRIED

Christine Hodgins, Deputy City
Clerk

Minutes

Hearing Committee Minutes of 2/12/20

Location:	Tom Davies Square - Council Chamber
Commencement:	6:18 PM
Adjournment:	6:28 PM

Councillor Signoretti, In the Chair

Present Councillors Signoretti, Vagnini, Lapierre, Cormier, Leduc

City Officials Kelly Gravelle, Deputy City Solicitor; Kyla Bell, Manager of Taxation; Christine Hodgins, Deputy City Clerk; Nia Lewis, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Public Hearings

- 1 Cancellation, Reduction or Refund of Taxes under Sections 357 and 358 of the Municipal Act, 2001

The Hearing Committee meeting was adjourned and the Public Hearing was opened to deal with the following:

Report dated January 8, 2020 from the General Manager of Corporate Services regarding Cancellation, Reduction or Refund of Taxes under Sections 357 and 358 of the *Municipal Act, 2001*.

Kyla Bell, Manager of Taxation, outlined the report.

Staff responded to questions from Committee members.

The Chair asked whether there was anyone in the audience who wished to speak in favour or against this application and seeing none:

The Public Hearing concerning this matter was closed and the Hearing Committee resumed in order to discuss and vote on the application.

The following resolution was presented:

HC2020-01 Vagnini/Leduc: THAT the City of Greater Sudbury adjusts the taxes totalling approximately \$53,188.36 under Sections 357 and 358 of the Municipal Act, 2001, of which the City's (municipal) portion is estimated to be \$40,023.22, as outlined in the report entitled "Cancellation, Reduction or Refund of Taxes under Sections 357 and 358 of the Municipal Act, 2001," from the General Manager of Corporate Services, presented at the Hearing Committee on February 12, 2020;

AND THAT the associated interest be cancelled in proportion to the tax adjustments;

AND THAT the Manager of Taxation be directed to adjust the Collector's Roll accordingly;

AND THAT staff be authorized and directed to do all things necessary to give effect to this resolution.

YEAS: Councillors Signoretti, Vagnini, Lapierre, Cormier, Leduc
CARRIED

Members' Motions

No Motions were presented.

Addendum

No Addendum was presented.

Civic Petitions

No Civic Petitions were submitted.

Question Period

No Questions were asked.

Adjournment

HC2020-02 Leduc/Vagnini: THAT this meeting does now adjourn. Time: 6:28 p.m.
CARRIED

Christine Hodgins, Deputy City
Clerk

Minutes

City Council Minutes of 2/18/20

Location:	Tom Davies Square - Council Chamber
Commencement:	3:05 PM
Adjournment:	10:05 PM

His Worship Mayor Brian Bigger, In the Chair

Present	Councillors Signoretti, Vagnini [A 3:12 p.m.], Montpellier [D 6:28 p.m.], McCausland, Kirwan, Lapierre [D 6:06 p.m.], Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann [A 3:44 p.m.], Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Eric Labelle, City Solicitor and Clerk; Melissa Zanette, Chief of Staff
Closed Session	<p>The following resolution was presented:</p> <p>CC2020-44 Montpellier/Kirwan: THAT the City of Greater Sudbury moves to Closed Session to deal with one (1) Personal Matters (Identifiable Individual(s)) item regarding a performance review in accordance with the <i>Municipal Act, 2001</i>, s. 239(2)(b).</p> <p>CARRIED</p> <p>Council moved into closed session at 3:06 p.m.</p>
Recess	At 6:37 p.m., Council recessed.
Reconvene	At 7:05 p.m., Council commenced the Open Session in the Council Chamber.

His Worship Mayor Brian Bigger, In the Chair

Present	Councillors Signoretti [D 8:32 p.m., A 8:57 p.m.], Vagnini [A 7:37 p.m., D 8:39 p.m., A 8:57 p.m.], Montpellier, McCausland, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Tony Cecutti, General Manager of Growth and Infrastructure; Steve Jacques, General Manager of Community Development; Joseph Nicholls, General Manager of Community Safety; Ian Wood, Executive Director of Strategic Initiatives and Citizen Services; Ron Foster, Auditor General; Marie Litalien, Acting Director of

Communications & Community Engagements; Kelly Gravelle, Deputy City Solicitor; Joanne Kelly, Director of Human Resources and Organizational Development; Jeff Pafford, Director of Leisure Services; Melissa Zanette, Chief of Staff; Aaron Archibald, Director, North East Centre of Excellence for Seniors Health; Eric Labelle, City Solicitor and Clerk; Nia Lewis, Clerk's Services Assistant; Julie Lalonde, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Matters Arising from the Closed Session

Deputy Mayor Sizer, as Chair of the Closed Session, reported that Council met in Closed Session to deal with one (1) Personal Matters (Identifiable Individual(s)) item regarding a performance review in accordance with *Municipal Act, 2001*, s. 239(2)(b). Direction was given to staff regarding the matter.

Adopting, Approving or Receiving Items in the Consent Agenda

The following resolution was presented:

CC2020-45 Kirwan/Montpellier: THAT the City of Greater Sudbury approves Consent Agenda Items C1 to C-2 inclusive.

CARRIED

The following are the Consent Agenda Items:

Minutes

C-1 CC2020-46 Montpellier/Kirwan: THAT the City of Greater Sudbury adopts the Operations Committee meeting minutes of January 13, 2020.

CARRIED

C-2 CC2020-47 Kirwan/Montpellier: THAT the City of Greater Sudbury adopts the Finance and Administration Committee meeting minutes of January 14, 2020.

CARRIED

Managers' Reports

R-1 Home For Good Program Update

Report dated February 5, 2020 from the General Manager of Community Development regarding Home For Good Program Update.

The following resolution was presented:

CC2020-48 Kirwan/Montpellier: THAT the City of Greater Sudbury directs staff to repeal By-Law 2018-86 authorizing the transfer of 291 Lourdes Street, Sudbury described as PINs 73583-0183(LT) and 73584-0882(LT) to Canadian Mental Health Association -

Sudbury/Manitoulin (CMHA) by way of a Grant, as well as terminate the Home For Good Phase 2 Capital Contribution Agreement between the City of Greater Sudbury and CMHA, as outlined in the report entitled "Home For Good Program Update", from the General Manager of Community Development presented at the City Council Meeting on February 18, 2020.
CARRIED

Referred & Deferred Matters

R-2 Core Service Review Final Report

Report dated January 22, 2020 from the Chief Administrative Officer regarding Core Service Review Final Report.

At 7:37 p.m., Councillor Vagnini arrived.

The following resolutions were presented:

Recommendation #1:

THAT the General Manager of Community Development establish new terms with local school boards regarding the shared use of facilities that provide better matching of costs and benefits, and deliver a new agreement for Council's review and approval by the end of the third quarter of 2020, as outlined in the report entitled "Core Service Review Final Report", from the Chief Administrative Officer, presented at the City Council meeting on February 18, 2020.

Rules of Procedure

Councillor Kirwan presented the following amendment:

CC2020-49-A1 Kirwan/Leduc: THAT Recommendation #1 be amended by deletion and replaced with the following:

"THAT the General Manager of Community Development continue to work with local school boards to establish mutually agreeable terms regarding the shared use of facilities that provide a fair matching of costs and benefits while maintaining the fundamental principles which have guided our shared use arrangements over the years, and deliver a formal agreement for Council's review and approval by the end of the third quarter of 2020."

CARRIED

At 8:32 p.m., Councillor Signoretti departed.

The resolution as amended was presented:

CC2020-49 Kirwan/Lapierre: THAT the General Manager of Community Development continue to work with local school boards to establish mutually agreeable terms regarding the shared use of facilities that provide a fair matching of costs and benefits while maintaining the fundamental principles which have guided our shared use arrangements over the years, and deliver a formal agreement for Council's review and approval by the end of the third quarter of 2020.

CARRIED

Recommendation #2:

CC2020-50 McIntosh/Leduc: THAT the Chief Financial Officer update the User Fee policy to

include a framework that guides what portion of recreation costs should be recovered by user fees and the rate of subsidy that should be provided by taxpayers for Council's review and approval by the end of 2020, as outlined in the report entitled "Core Service Review Final Report", from the Chief Administrative Officer, presented at the City Council meeting on February 18, 2020.

At 8:39 p.m., Councillor Vagnini departed.

Rules of Procedure

Councillor Lapierre presented the following amendment:

CC2020-50-A1 Lapierre/Leduc: THAT recommendation #2 be amended to replace "by the end of 2020" with "by the end of the third quarter of 2020".

CARRIED

At 8:57 p.m., Councillor Signoretti returned.

At 8:57 p.m., Councillor Vagnini returned.

Rules of Procedure

Councillor Jakubo presented the following amendment:

CC2020-50-A2 Jakubo/Sizer: THAT the resolution be amended by deleting "as outlined in the report entitled "Core Services Review Final Report" from the Chief Administrative Officer, presented at the City Council meeting on February 18, 2020".

CARRIED

The resolution as amended was presented:

Recommendation #2:

CC2020-50 McIntosh/Leduc: THAT the Chief Financial Officer update the User Fee policy to include a framework that guides what portion of recreation costs should be recovered by user fees and the rate of subsidy that should be provided by taxpayers for Council's review and approval by the end of the third quarter of 2020.

Rules of Procedure

Councillor Vagnini requested a Simultaneous Written Recorded Vote.

YEAS: Councillors McCausland, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Leduc

NAYS: Councillors Signoretti, Vagnini, Montpellier, Cormier, Landry-Altmann, Mayor Bigger

CARRIED

Recommendation #3:

CC2020-51 Cormier/Leduc: THAT the Chief Administrative Officer develop a communications plan to support Council's further deliberations about KPMG's recommendations to rationalize facilities and review maintained parkland requirements, as outlined in the report entitled "Core Service Review Final Report", from the Chief Administrative Officer, presented at the City Council meeting on February 18, 2020.

Rules of Procedure

Councillor McIntosh presented the following amendment:

CC2020-51-A1 McIntosh/Sizer: THAT recommendation #3 be amended by inserting "and prepare a policy describing minimum utilization rates and other similar criteria" after the words "communication plan" and further, by inserting at the end of the recommendation "to be presented to Council by the end of the third quarter of 2020."

CARRIED

Recess

At 9:51 p.m., Council recessed.

Reconvene

At 9:56 p.m., Council reconvened.

Rules of Procedure

Councillor McIntosh presented the following amendment:

CC2020-51-A2 McIntosh/Kirwan: THAT recommendation #3 be replaced with the following:

"THAT Council direct staff to prepare a report and policy describing minimum utilization rates and other similar criteria to support Council's further deliberations about KPMG's recommendations to rationalize facilities and review maintained parkland requirements to be presented to Council by the end of the third quarter of 2020."

Rules of Procedure

Councillor Montpellier requested a Simultaneous Written Recorded Vote.

YEAS: Councillors McCausland, Kirwan, Lapierre, Jakubo, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger

NAYS: Councillors Signoretti, Vagnini, Montpellier, Sizer (Abstained)

CARRIED

Resolution to proceed past 10:05 p.m.

CC2020-53 Leduc/Kirwan: THAT this meeting proceeds past the hour of 10:05 p.m.

DEFEATED

By-Laws

The following resolution was presented:

CC2020-52 Leduc/Kirwan: THAT the City of Greater Sudbury read and pass By-law 2020-43 to and including By-law 2020-49Z.

CARRIED

The following are the By-laws:

2020-43 A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of February 18th, 2020

- 2020-44 A By-law of the City of Greater Sudbury to Delegate Authority to a Consent Official
(This By-law repeals and replaces By-law 2011-76 delegating consent granting and validation authority to the City's Consent Official. Consistent with current practice, the delegation refers to a staff position rather than to a named individual.)
- 2020-45 A By-law of the City of Greater Sudbury to Amend By-law 2018-121 being A By-law of the City of Greater Sudbury Respecting the Appointment of Officials of the City
(This by-law updates certain appointments to reflect staff changes.)
- 2020-46 A By-law of the City of Greater Sudbury to Authorize a Multi-Year Governance Agreement in Conjunction with the Metrolinx Transit Procurement Initiative with the Ontario Ministry of Transportation
City Council Resolution #CC2020-42
(This by-law delegates authority to the General Manager of Community Development to enter into a Multi-Year Governance Agreement in conjunction with the Metrolinx Transit Procurement Initiative (TPI) program for participation in cooperative purchasing of transit related vehicles, equipment, technologies, facilities and related supplies and services and designates the Director of Transit Services as the City's representative under the TPI.)
- 2020-47 A By-law of the City of Greater Sudbury to Authorize the Sale of 66 Patterson Street in Sudbury Described as PIN 02136-0062(LT) to Lise Phillion
Planning Committee Resolution #PL2020-20
(This by-law authorizes the sale of 66 Patterson Street, Sudbury and delegates authority to sign all documents necessary to effect the sale.)
- 2020-48Z A By-law of the City of Greater Sudbury to Amend By-law 2010-100Z Being the Comprehensive Zoning By-law for the City of Greater Sudbury
Planning Committee Resolution #PL2018-49
(This by-law rezones the subject property to "M2(19)", Light Industrial Special in order to permit a contractor's yard, commercial self-storage, service trade, warehouse and related accessory uses on the former Wanup Public School site – Glass, Michael, 4543 Old Wanup Road, Wanup.)
- 2020-49Z A By-law of the City of Greater Sudbury to Amend By-law 2010-100Z Being the Comprehensive Zoning By-law for the City of Greater Sudbury
Planning Committee Resolution #PL2018-154
(This by-law rezones the subject lands to "R3(69)", Medium Density Residential Special in order to permit a four unit multiple dwelling - John Headley, 105 Service Road, Onaping.)

Adjournment

Automatic Adjournment at 10:05 p.m.

The following items were not addressed at the meeting:

R-2 Core Service Review Final Report

Members' Motions

Project Manitou DC Motion

Addendum

Civic Petitions

Question Period

Mayor Brian Bigger, Chair

Eric Labelle, City Solicitor and
Clerk

Minutes

Planning Committee Minutes of 2/19/20

Location:	Tom Davies Square - Council Chamber
Commencement:	12:00 PM
Adjournment:	3:01 PM

Councillor Cormier, In the Chair

Present Councillors McCausland, Kirwan, Sizer, Cormier, Landry-Altmann
Councillor Leduc [D 12:55 p.m.]

City Officials Keith Forrester, Manager of Real Estate; Jeff Pafford, Director of Leisure Services; Shawn Turner, Director of Assets and Fleet Services; Paul Javor, Drainage Engineer [D 12:15 p.m.]; Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk

Closed Session

The following resolution was presented:

PL2020-22 Kirwan/McCausland: THAT the City of Greater Sudbury move into Closed Session to deal with two (2) Proposed or Pending Acquisition or Disposition of Land Matters:

- Purchase of Land - Main Street, Sudbury
- Surplus School - Gemmell Street, Sudbury

in accordance with the *Municipal Act*, 2001 s.239(2)(c).

CARRIED

At 12:01 p.m. the Planning Committee moved into Closed Session.

Recess At 12:59 p.m. the Planning Committee recessed.

Reconvene At 1:35 p.m. the Planning Committee commenced the Open Session in the Council Chamber.

Councillor Cormier, In the Chair

Present	Councillors McCausland, Kirwan, Sizer, Cormier, Landry-Altmann Councillor McIntosh
City Officials	Jason Ferrigan, Director of Planning Services; Alex Singbush, Manager of Development Approvals; Robert Webb, Supervisor of Development Engineering; Kris Longston, Manager of Community and Strategic Planning; Mauro Manzon, Senior Planner; Ed Landry, Senior Planner of Community and Strategic Planning; Wendy Kaufman, Senior Planner; Melissa Riou, Senior Planner; Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk; Lisa Locken, Clerk's Services Assistant; Nia Lewis, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Public Hearings

- 1 Carpenter Investment Ltd. - Application for a temporary use by-law in order to permit the outdoor sale of blueberries for a period of three (3) years, South Lane Road, Sudbury

The Planning Committee was adjourned and the Public Hearing was opened to deal with the following application:

Report dated January 22, 2020 from the General Manager of Growth and Infrastructure regarding Carpenter Investment Ltd. - Application for a temporary use by-law in order to permit the outdoor sale of blueberries for a period of three (3) years, South Lane Road, Sudbury.

Arthur Choquette, agent for the applicant, was present.

Wendy Kaufman, Senior Planner, outlined the report.

The Planning Department responded to questions from Committee members.

The Chair asked whether there was anyone in the audience who wished to speak in favour or against this application and seeing none:

The Public Hearing concerning this matter was closed and the Planning Committee resumed in order to discuss and vote on the application.

The following resolution was presented:

PL2020-23 McCausland/Kirwan: THAT the City of Greater Sudbury approves the application by Carpenter Investments Ltd. to amend Zoning By-law 2010-100Z in order to extend the existing temporary zoning "RU T91" Rural Temporary, in order to permit the outdoor sale of

blueberries in accordance with Section 39 of the Planning Act for a temporary period of three years until May 30, 2023, on those lands described as PIN 73479-0262, Parcel 22728 SES, Part 3, Plan 53R-7705, Lot 12, Concession 5, Township of Dill, as outlined in the report entitled "Carpenter Investments Ltd.", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on February 19, 2020.

Rules of Procedure

Councillor Kirwan presented the following amendment:

PL2020-23-A1 Kirwan/Sizer: THAT the resolution be amended to include the following paragraph at the end of the resolution:

"AND THAT the City of Greater Sudbury directs staff to waive the fees regarding the application by Carpenter Investments Ltd."

Rules of Procedure

Councillor Cormier presented a friendly amendment to include "City of Greater Sudbury" before fees in the resolution. The friendly amendment was accepted by Councillor Kirwan.

The following resolution with the inclusion of the friendly amendment was presented:

PL2020-23A-1 Kirwan/Sizer: THAT the resolution be amended to include the following paragraph at the end of the the resolution:

"AND THAT the City of Greater Sudbury directs staff to waive the City of Greater Sudbury fees regarding the application by Carpenter Investments Ltd."

YEAS: Councillors McCausland, Kirwan, Sizer

NAYS: Councillors Landry-Altmann, Cormier

CARRIED

The resolution as amended was presented:

PL2020-23 McCausland/Kirwan: THAT the City of Greater Sudbury approves the application by Carpenter Investments Ltd. to amend Zoning By-law 2010-100Z in order to extend the existing temporary zoning "RU T91" Rural Temporary, in order to permit the outdoor sale of blueberries in accordance with Section 39 of the Planning Act for a temporary period of three years until May 30, 2023, on those lands described as PIN 73479-0262, Parcel 22728 SES, Part 3, Plan 53R-7705, Lot 12, Concession 5, Township of Dill, as outlined in the report entitled "Carpenter Investments Ltd.", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on February 19, 2020;

AND THAT the City of Greater Sudbury directs staff to waive the City of Greater Sudbury fees regarding the application by Carpenter Investments Ltd.

YEAS: Councillors Cormier, McCausland, Kirwan, Sizer, Landry-Altmann

CARRIED

As no public comment, written or oral, was received, there was no effect on the Planning Committees decision.

1973696 Ontario Ltd - Application for rezoning in order to permit "M1-1", Business Industrial uses on vacant lands designated Mixed Use Commercial, Cambrian Heights Drive, Sudbury

The Planning Committee was adjourned and the Public Hearing was opened to deal with the following application:

Report dated January 23, 2020 from the General Manager of Growth and Infrastructure regarding 1973696 Ontario Ltd - Application for rezoning in order to permit "M1-1", Business Industrial uses on vacant lands designated Mixed Use Commercial, Cambrian Heights Drive, Sudbury.

Patrick Danielson, agent for the applicant, was present.

Mauro Manzon, Senior Planner, outlined the report.

The Chair asked whether there was anyone in the audience who wished to speak in favour or against this application and seeing none:

The Public Hearing concerning this matter was closed and the Planning Committee resumed in order to discuss and vote on the application.

The following resolution was presented:

PL2020-24 Kirwan/McCausland: THAT the City of Greater Sudbury approves the application by 1973696 Ontario Ltd to amend Zoning By-law 2010-100Z by changing the zoning classification from "R3", Medium Density Residential to "M1-1", Business Industrial on lands described as PINs 02127-0146, 02127-0219 & 02127-0221, Parcels 48238 & 48257 S.E.S., Part 2, Plan 53R-6294, Part 5, Plan 53R-11457, Parts 2 & 3, Plan 53R-13402, Block B, Plan M-930 in Lot 5, Concession 5, Township of McKim, as outlined in the report entitled "1973696 Ontario Ltd", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on February 19, 2020.

YEAS: Councillors Cormier, McCausland, Kirwan, Sizer, Landry-Altmann
CARRIED

As no public comment, written or oral, was received, there was no effect on the Planning Committee's decision.

Matters Arising from the Closed Session

Councillor Kirwan reported that the Committee met in Closed Session to deal with two (2) Proposed or Pending Acquisition or Disposition of Land Matters. Direction was given to staff regarding one of the matters in question. The following resolution emanated therefrom:

PL2020-25 McCausland/Kirwan: THAT the City of Greater Sudbury authorize the purchase of vacant land at 0 Main Street, Sudbury, legally described as PIN 02123-0434(LT), being part of Lot 4, Concession 5, City of Greater Sudbury, for drainage purposes;

AND THAT the land acquisition, legal fees and disbursements be funded from the approved Nickeldale Junction Creek capital project as included in the 2020 Capital Budget;

AND THAT a by-law be prepared to authorize the purchase and the execution of the documents required to complete the real estate transaction in accordance with the terms set out in the report.

CARRIED

Adopting, Approving or Receiving Items in the Consent Agenda

Rules of Procedure

Councillor Cormier requested that C-4 be pulled for separate vote.

The following resolution was presented:

PL2020-26 McCausland/Kirwan: THAT the City of Greater Sudbury approves Consent Agenda Items C-1 to C-3.

CARRIED

The following are the Consent Agenda Items:

Routine Management Reports

C-1 Baikinson Land Corp - Application to extend draft plan of subdivision approval (Marquis Park, Chelmsford)

Report dated January 20, 2020 from the General Manager of Growth and Infrastructure regarding Baikinson Land Corp - Application to extend draft plan of subdivision approval (Marquis Park, Chelmsford).

PL2020-27 Kirwan/McCausland: THAT the City of Greater Sudbury's delegated official be directed to amend the conditions of draft approval for the draft plan of subdivision on lands described as Part of Parcels 15910A, 29828 and 31001 S.W.S., and Part of Lot 1, Plan 53M-1277 in Lots 1 and 2, Concession 2, Township of Balfour, City of Greater Sudbury, File 780-5/94003, as outlined in the report entitled "Baikinson Land Corp", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on February 19, 2020, as follows:

a) By amending the draft plan lapsing date in Condition #14 to November 21, 2022.

b) By adding the following to Condition #17:

"A lot grading agreement shall be registered on title, if required, to the satisfaction of the Director of Planning Services and the City Solicitor. The owner shall be responsible for the legal costs of preparing and registering the agreement."

c) By replacing the reference to "Nickel District Conservation Authority" with "Conservation Sudbury" in Condition #22.

d) By adding the following to Condition #25:

"A soils caution agreement shall be registered on title, if required, to the satisfaction of the Chief Building Official and City Solicitor. The owner shall be responsible for the legal costs of preparing and registering the agreement."

CARRIED

C-2 1468766 Ontario Ltd. - Application to extend draft plan of subdivision approval (Adam & Eve Subdivision, Sudbury)

Report dated January 20, 2020 from the General Manager of Growth and Infrastructure regarding 1468766 Ontario Ltd. - Application to extend draft plan of subdivision approval (Adam & Eve Subdivision, Sudbury).

PL2020-28 Sizer/Kirwan: THAT the City of Greater Sudbury's delegated official be directed to amend the conditions of draft approval for the draft plan of subdivision on lands described as PINs 73566-0030, 73566-0541 & 73566-0833, Parcels 760 N.W.S., and 2768 S.E.S., and Part of Block F, Plan M-1005 in Lot 11, Concession 6, Township of Neelon, City of Greater Sudbury, File 780-6/97001, as outlined in the report entitled "1468766 Ontario Ltd.", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on February 19, 2020, as follows:

- a) By amending the draft plan lapsing date in Condition #10 to December 4, 2022.
- b) By replacing the references to "Nickel District Conservation Authority" with "Conservation Sudbury" in Conditions #14 and 17.
- c) By replacing the references to "General Manager of Infrastructure Services" with "General Manager of Growth and Infrastructure" in Conditions #17, 21, 24, 27, 32 & 34.
- d) By adding the following to Condition #24:

"A lot grading agreement shall be registered on title, if required, to the satisfaction of the Director of Planning Services and the City Solicitor. The owner shall be responsible for the legal costs of preparing and registering the agreement."
- e) By replacing the reference to "Ontario Ministry of the Environment and Climate Change" with "Ontario Ministry of the Environment, Conservation and Parks" in Condition #25.

CARRIED

C-3 Bonaventure Development Company Ltd. - Application to extend a draft approved plan of subdivision approval, Lots 64-97, 97-117, 127-175, Blocks D & E & Part of Block C, Plan M-1058, Lot 1, Concession 3, Township of Balfour (Pinellas Road & Keith Avenue, Chelmsford)

Report dated January 20, 2020 from the General Manager of Growth and Infrastructure regarding Bonaventure Development Company Ltd. - Application to extend a draft approved plan of subdivision approval, Lots 64-97, 97-117, 127-175, Blocks D & E & Part of Block C, Plan M-1058, Lot 1, Concession 3, Township of Balfour (Pinellas Road & Keith Avenue, Chelmsford).

PL2020-29 Kirwan/Sizer: THAT the City of Greater Sudbury's delegated official be directed to amend the conditions of draft approval for a plan of subdivision on those lands described as Lots 64-97, 97-117, 127-175, Blocks D & E & Part of Block C, Plan M-1058, Lot 1, Concession 3, Township of Balfour, File # 780-5/10001, in the report entitled "Bonaventure Development Company Ltd.", from the General Manager of Growth and Infrastructure, presented at the meeting of February 6, 2020, upon payment of Council's processing fee in the amount of \$1,820.67 as follows:

- 1. By deleting Condition #25 entirely and replacing it with the following:

"25. That this draft approval shall lapse on November 25, 2021.

CARRIED

Item C-4 was dealt with separately.

C-4 Dalron Construction Ltd. - Application to extend a draft approved plan of subdivision approval, PIN 73578-0515, Part 1, Plan 53R-18272, Part of Lots 11 & 12, Concession 3, Township of Neelon (Greenwood Subdivision, Sudbury)

Motion for Deferral

Councillor Cormier moved to defer this item to a Planning Committee meeting in May 2020 in order to provide additional information.

DEFERRED

Managers' Reports

R-1 Affordable Housing Landbanking Strategy

Report dated January 27, 2020 from the General Manager of Growth and Infrastructure regarding Affordable Housing Landbanking Strategy.

The following resolution was presented:

PL2020-30 Kirwan/Sizer: THAT the City of Greater Sudbury approves the Affordable Housing Land Banking Strategy, as outlined in the report entitled "Affordable Housing Landbanking Strategy", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on February 19, 2020.

CARRIED

R-2 Report on the Commercial Parking Standards Study

Motion for Deferral

Councillor McCausland moved to defer this item to a Planning Committee meeting in early Q3 of 2020 in order to provide additional information.

DEFERRED

Members' Motions

No Motions were presented.

Addendum

No Addendum was presented.

Civic Petitions

No Civic Petitions were submitted.

Question Period

No Questions were asked.

Adjournment

PL2020-31 Sizer/Kirwan: THAT this meeting does now adjourn. Time: 3:01 p.m.

CARRIED

Brigitte Sobush, Manager of Clerk's
Services/Deputy City Clerk

Presented To:	City Council
Presented:	Tuesday, Mar 24, 2020
Report Date	Friday, Mar 06, 2020
Type:	Managers' Reports

Request for Decision

Community Housing Renewal Strategy Update 2

Resolution

THAT the City of Greater Sudbury approves the request to participate in the Canada Ontario Housing Benefit program as part of the Community Housing Renewal Strategy funded by provincial and federal governments;

AND THAT the Manager of Housing Services be directed to submit all relevant documentation related to the Community Housing Renewal Strategy, as outlined in the report entitled "Community Housing Renewal Strategy Update 2", from the General Manager of Community Development presented at the City Council Meeting on March 24, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Housing as it aligns with expanding affordable and attainable housing options and developing and promoting solutions to support existing housing choices.

Report Summary

This report outlines the release of a new provincial program from the Ministry of Municipal Affairs & Housing called the Canada Ontario Housing Benefit Program through the Community Housing Renewal Strategy.

Financial Implications

This report has no financial implications.

Signed By

Report Prepared By

Cindi Briscoe
Manager, Housing Services
Digitally Signed Mar 6, 20

Financial Implications

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed Mar 6, 20

Recommended by the Department

Steve Jacques
General Manager of Community
Development
Digitally Signed Mar 8, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Mar 11, 20

Purpose

This report outlines the release of a new program from the Ministry of Municipal Affairs & Housing (the Ministry) called the Canada-Ontario Housing Benefit (COHB) through the Community Housing Renewal Strategy. This report requests approval to continue to participate in the existing program areas, as well as enter into a Transfer Payment Agreement with the Province for the new COHB program.

Executive Summary

On April 17, 2019, the Ministry of Municipal Affairs and Housing announced the launch of the Community Housing Renewal Strategy (the Strategy); a multi-year plan to sustain and grow the community housing system with the aim to achieve:

- an increased supply and appropriate mix of affordable housing,
- improved access to affordable housing and supports that meet individuals' needs to achieve housing stability, and
- improved efficiency of the community housing system to ensure value for money and long-term sustainability.

This report requests approval to participate in the three (3) funded programs, Canada Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI), and Canada Ontario Housing Benefit (COHB).

Community Housing Renewal Strategy

In 2019, two (2) funded programs were launched in Greater Sudbury. The Canada-Ontario Community Housing Initiative (COCHI), and the Ontario Priorities Housing Initiative (OPHI) (Appendix A – COCHI & OPHI Guidelines). The funding for these programs provided an opportunity for Service Managers and housing providers to address challenges associated with projects reaching the end of their operating agreement and/or mortgage maturity. Service Managers received information related to their notional allocation.

The proposed allocation for Greater Sudbury is as follows:

Program	2019-2020 Confirmed Allocation	2020-2021 Planning Allocation	2021-2022 Planning Allocation
Investment in Affordable Housing for Ontario (2014 extension)	\$838,300	N/A	N/A
Home For Good (Phase I) – Operating	To be Determined	To be Determined	To be Determined
Canada-Ontario Community Housing Initiative (COCHI)	\$607,628	\$1,457,726	\$2,486,554
Ontario Priorities Housing Initiative (OPHI)	\$1,381,900	\$715,900	\$1,114,600

All proposed allocations must be utilized within the program year. Funding cannot be transferred from one year to the next if underspending occurs.

COCHI & OPHI Allocations

Once the Ministry has confirmed the 2020-2021 allocations for both COCHI & OPHI, Housing Services will enter into a rent supplement agreement with Native People of Sudbury Development Corporation to address the challenges associated with projects reaching the end of their operating agreements. In April 2020 there will be 20 units which fall within this category. By offsetting the rents with rent supplement funding, the Native People of Sudbury Development Corporation will have the capacity to keep their rents affordable as well as balance their annual budget.

The balance of the funds will be used to offset capital costs amongst non profit and cooperative community housing projects whose capital reserves are not sufficiently funded. Business cases were submitted to Housing Services and financial reviews were completed by the Coordinator of Financial Services to ensure the business cases met the guidelines. Amaresco Asset Planner data was also used to ensure that the requests made in the business cases were aligned.

New Program – Canada-Ontario Housing Benefit (COHB)

The Canada-Ontario Housing Benefit is a federal-provincial housing allowance program launching on April 1, 2020. The purpose of the COHB is to increase the affordability of rental housing by providing an income-tested, portable housing benefit (PHB) payment directly to eligible households in need that are on, or are eligible to be on social housing centralized wait lists and to households in financial need living in the community. The guidelines for this new funding opportunity are attached. (Appendix B – COHB Program Guidelines).

Housing Services identifies households who may be eligible and assists with the application submission, while the Ministry of Finance (MOF) confirms eligibility and issues payments directly to the households. The monthly payment amount is calculated using the household's net income as determined using relevant tax information. ServiceOntario will be the ongoing point of contact for households once they are enrolled in the program regarding inquiries and to report changes.

The target groups who will receive priority for the portable housing benefit are as follows:

- Persons experiencing or at risk of homelessness,
- Indigenous persons,
- Seniors, and
- Persons with disabilities.

Service Managers are provided with annual planning allocations for the benefit payments for successful applications, administration costs, and reimbursement of first and last month's rent (if applicable), for each fiscal year.

Greater Sudbury's proposed allocations are as follows:

- 2020-2021: \$345,045
- 2021-2022: \$452,112 (increase of \$107,067 from year 1 funding).

The province will retain COHB funding for each fiscal year for payments to households approved in previous years.

The following process will take place:

- Households complete rent-geared-to-income application to determine that they are eligible to reside in community housing.
- Once eligibility is determined, households complete COHB application with the assistance of Housing Services staff.
- Completed COHB application and accompanying documentation is forwarded to the Ministry of Finance (MOF) to determine eligibility for COHB program.
- Eligible applicants will receive a monthly benefit based on the difference between 80% of average market rent of Greater Sudbury rental units as determined by Canada Mortgage and Housing Corporation (CMHC), and 30% of their adjusted family net income (line 236 of Income Tax Return).
- Eligible applicants must be removed from the Social Housing Wait List in order to remain eligible.

- Payments are issued by MOF directly to the households and will be subject to an annual review process. Households who are eligible may also receive first and last month's rental assistance directly from Service Managers, where appropriate.

The provincial and federal governments have committed to funding the program for approximately nine (9) years.

Next Steps

In order to ensure that Housing Services meets all required deadlines of the Community Housing Renewal Strategy with the Ministry of Municipal Affairs and Housing, the Manager of Housing Services is requesting authorization to submit all relevant documentation (i.e. transfer payment agreement(s), investment plan(s), etc.) related to the three (3) funded programs to the Ministry for their review and approval. A by-law will need to be executed in order to comply with funding guidelines.

An update of the three (3) funded programs will be provided in Q3 of 2020.

Resources Cited

Ministry of Municipal Affairs & Housing, Community Housing Renewal Strategy,
<https://www.ontario.ca/page/community-housing-renewal-strategy>

Community Housing Renewal Strategy Report, Community Services Committee meeting, June 3, 2019,
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1354&itemid=16871&lang=en>

Community Housing Renewal Strategy Update, Community Services Committee meeting, November 18, 2019,
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1359&itemid=17555>




SCHEDULE G – PROGRAM GUIDELINES

Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) PROGRAM GUIDELINES

Program Guidelines Summary

Introduction

Ontario's Community Housing Renewal Strategy is a multi-year plan to stabilize and grow Ontario's community housing sector, with the aim of achieving the following outcomes and measures of success:

Strategic Outcomes	Desired Intermediate Outcomes
 Increased supply and appropriate mix of affordable and adequate housing	<ul style="list-style-type: none"> • Increased non-profit, co-op and municipal affordable rental supply • Housing stock is in better state of repair and meets the housing needs of the people of Ontario • Greater involvement of the private sector to support more opportunities for affordable and mixed-income buildings
 People have improved access to affordable housing and supports that meet their needs to achieve housing stability	<ul style="list-style-type: none"> • People are better connected to housing assistance and supports that are responsive to their complex and changing needs • People live in safe and well-maintained housing • People have more choice about their housing and opportunities to participate in the economy and their community • People experiencing homelessness obtain and retain housing
 Improved efficiency of the community housing system to ensure value for money and long-term sustainability	<ul style="list-style-type: none"> • Improved system and inter-ministerial coordination to better identify and respond to people's needs • Improved system management and provider sustainability to better provide a range of housing options • Increased administrative efficiency • Reduced pressure on other service systems including health, social services, emergency, criminal justice

Over time, the Community Housing Renewal Strategy will help Ontarians be more connected to housing assistance and supports that better meet their needs, live in safer and well-maintained buildings, find housing more easily, and have more opportunities to participate in the economy and their community.

The Community Housing Renewal Strategy is complemented by the Housing Supply Action Plan, which is focused on enhancing housing affordability in the broader housing market. Creating more housing, of the types and sizes people need, will help make home ownership and renting more affordable and give people more choice.

Together, Ontario's Community Housing Renewal Strategy and the Housing Supply Action Plan demonstrate the government's commitment to supporting the creation of housing that responds to all Ontarians' needs, across all incomes.

Leveraging the nine-year (2019-20 to 2027-28) federal government investments under the National Housing Strategy is important to achieving the goals and objectives of Ontario's Community Housing Renewal Strategy.

On April 30, 2018, Ontario and the Canada Mortgage and Housing Corporation signed a Bilateral Agreement regarding the National Housing Strategy. This agreement provides an opportunity to align federal funds with Ontario's Community Housing Renewal Strategy priorities.

The Bilateral Agreement defines community housing:

- Community-based housing that is owned and operated by non-profit housing corporations and housing co-operatives or housing owned directly or indirectly by provincial, territorial or municipal governments or district social services administration boards and includes Social Housing.

For the purposes of these programs, in Ontario, social housing is defined as follows:

- A project listed as a "Transferred Housing Program" in Schedule 1, Regulation 367/11 of the *Housing Services Act, 2011*.

Consistent with the Community Housing Renewal Strategy, the nine-year National Housing Strategy investments will be delivered in three three-year funding periods:

- Phase I - (2019-20 through to 2021-22)
- Phase II - (2022-23 through to 2024-25)
- Phase III - (2025-26 through to 2027-28)

These guidelines set out the parameters for Phase I for the following two National Housing Strategy funding streams:

- Canada-Ontario Community Housing Initiative (COCHI) - to protect affordability for households in social housing, to support the repair and renewal of existing social housing supply, and to expand the supply of community housing over time.
- Ontario Priorities Housing Initiative (OPHI) - to address local housing priorities, including affordability, repair and new construction.

COCHI funding represents a re-investment of federal funding that has been declining under the Canada-Ontario Social Housing Agreement. It provides an opportunity for Service Managers and housing providers to address the challenges associated with projects reaching the end of their operating agreements and/or mortgage maturity. The Province recognizes the significant challenges that Service Managers face in maintaining this important supply of community housing.

OPHI is modelled after similar, previous affordable housing programs, with the most recent being the Investment in Affordable Housing Program Extension (IAH-E). There are a number of additional features in this program, including the addition of a support services component and the eligibility of social housing under Ontario Renovates.

There will be an opportunity to review program priorities and desired outcomes prior to the second and third funding periods. The Ministry intends to undertake a review of the

early experience with program take-up and release updated/revised guidelines in 2021 to align planning for implementation beginning in April 2022.

COCHI and OPHI Program Parameters

Although COCHI and OPHI are separate programs under the Bilateral Agreement, they are designed to share as many common elements as possible.

Service Managers are encouraged to view COCHI and OPHI as companion stackable programs as there are common eligibility parameters, e.g., repair under the COCHI Capital Component and OPHI Ontario Renovates Component, and rent supplements under the COCHI Operating Component and OPHI Rental Assistance Component.

COCHI and OPHI funding under the Bilateral Agreement cannot replace or displace any level of municipal spending in place on or before March 31, 2018.

Uses of Funding

The Bilateral Agreement sets out the following broad uses of funding for COCHI and OPHI, which will assist in achieving the goals of Ontario's Community Housing Renewal Strategy:

Capital Expenditures	COCHI	OPHI
New Supply	✓ Social Housing	✓ <ul style="list-style-type: none"> Affordable Rental New Construction Affordable Rental Acquisition and/or Rehabilitation Affordable Rental Conversion Social Housing Affordable Homeownership
Repair	✓ Social Housing	✓ <ul style="list-style-type: none"> Affordable Ownership Housing Affordable Rental Housing Social Housing
Homeownership Down Payment Assistance	✗	✓
Operating Expenditures		
Rent Supplements	✓	✓
Housing Allowances	✗	✓
Support Services*	✗	✓
Transitional Operating Funding for Housing Providers	✓	✗

*Please refer to Appendix D for a non-exhaustive list of eligible support services.

Ontario Targets to be Achieved

The Bilateral Agreement includes nine-year targets agreed to by the Province and the Canada Mortgage and Housing Corporation. Funding under the Bilateral Agreement is to be used to ensure that the same number of units under the Canada-Ontario Social Housing Agreement in place as of April 1, 2019 will continue to be offered as community housing over the period of 2019-20 to 2027-28.

In addition, the Bilateral Agreement requires the preservation of Urban Native Housing (UNH) units to ensure there is no net loss of units with adequate rental affordability and that retained units will be improved through repair and/or capital replacement. The Ministry recognizes that UNH units may well require operating/rent-geared-to income (RGI) subsidies on an on-going basis.

Ontario and the Canada Mortgage and Housing Corporation agreed to the following baseline numbers:

- 131,063 Social Housing units, of which 95,109 are low-income;
- Of the total number of Social Housing units, 1,452 are UNH, with all 1,452 units being targeted as low-income.

Scope of the Guidelines

These Program Guidelines describe the program priorities and requirements for COCHI and the program components and requirements of OPHI for the first three-year period (2019-20 to 2021-22) of the National Housing Strategy investments.

In alignment with the phased approach of the Community Housing Renewal Strategy, the nine-year National Housing Strategy investments will be delivered in three three-year phases. At the end of each phase, program achievements will be reviewed and assessed, and if necessary, program priorities for the following three-year period will be adjusted.

Please note that the Program Guidelines may be updated on an as needed basis and any changes will be communicated to the Service Managers.

Role of the Service Manager

Service Managers are responsible for:

- Entering into a Transfer Payment Agreement with the province
- Completing and updating an Investment Plan outlining how their confirmed and planning funding allocations will be used under COCHI and OPHI
- Developing application processes for COCHI and OPHI, if applicable
- Selecting, recommending, and where applicable, approving projects
- Entering into funding agreements with housing providers/proponents/landlords/service providers/recipients

- Advancing payments to proponents, housing providers, service providers or recipients based on agreed upon payment schedules
- Monitoring projects to ensure timely completion and occupancy
- Fulfilling reporting requirements as per the Transfer Payment Agreement
- Adhering to indemnification provisions as per the Transfer Payment Agreement
- Preventing and resolving issues for projects that encounter difficulties
- Participating in communication events pertaining to the National Housing Strategy as per the Communications Protocol Requirements outlined in Schedule F of the Transfer Payment Agreement.

Service Managers retain all responsibility for the delivery of COCHI and OPHI even if third party delivery agencies or providers are engaged.

The Ministry is available to assist Service Managers with the implementation of COCHI and OPHI. For any questions or more information, Service Managers are encouraged to e-mail HousingProgramsDelivery@Ontario.ca.

Transfer Payment Agreement

One Transfer Payment Agreement will govern the responsibilities of Service Managers for both COCHI and OPHI.

Service Managers will enter into a Transfer Payment Agreement with the province to participate in COCHI and OPHI. The Transfer Payment Agreement contains an accountability framework between the province and Service Managers and outlines the roles and responsibilities of the Service Manager.

The Transfer Payment Agreement outlines:

- Financial provisions (i.e. administration fees, payment dates and financial accountability)
- Eligibility criteria
- Indemnification and repayment provisions
- Risk management protocols for projects facing difficulties
- Reporting and other accountability provisions
- Other requirements (e.g. French Language Services).

Transfer Payment Agreements should be signed by no later than September 15, 2019 to ensure that Service Managers receive program funding in a timely manner.

Investment Plan, Reporting and Monitoring Approach

Investment Plan

To balance Service Manager flexibility and the province's need to be accountable to the Canada Mortgage and Housing Corporation for spending under the Bilateral Agreement, Service Managers will be required to develop an Investment Plan.

The Investment Plan will be used as the main budget setting and quarterly reporting tool.

The Investment Plan will outline how the annual COCHI and OPHI funding allocations will be used over the first three-year funding period (2019-20 to 2021-22). Investment Plans must be Council/Board (or delegated authority) approved. The Ministry will review the Investment Plans to ensure consistency with the Bilateral Agreement and Program Guidelines.

As part of developing the Investment Plan, the Ministry's expectation is that Service Managers will consult with community housing providers within their service areas to determine their needs and requirements to promote long-term sustainability and viability. The Ministry acknowledges that timing for the 2019-20 fiscal year may not allow for extensive consultation and planning.

The Investment Plan is intended to be a concise document that identifies:

- The COCHI and OPHI components the Service Manager will deliver in each year of the program and how the selected components address the needs identified in the Service Managers' Housing and Homelessness Plan;
- How, in the COCHI and OPHI capital components, Service Manager decisions will reflect value for money and prudent use of public funds;
- The number of units expected to be created and repaired and households to be assisted under the selected COCHI and OPHI components in each year of the program;
- The amount of funding from each year's funding allocation to be used for the COCHI and OPHI selected components, and the projected and actual commitments on a quarterly basis;
- The timing and method of the distribution of COCHI and OPHI funds on a project-level;
- Any targeted vulnerable sub-populations under the selected program components, according to the groups defined under the National Housing Strategy¹, as applicable; and,
- The amount of funding from each year's funding allocation to be used for administration.

In addition to the Implementation Plan, there is a COCHI Sustainability Plan that illustrates how the selection of projects will support the Community Housing Renewal objective of COCHI. Service Managers are required to list the specific projects they intend to fund with their COCHI allocation to ensure that only housing providers that demonstrate long-term sustainability receive this funding. This plan must be Council/Board (or delegated authority) approved. Although the submission of the

¹ NHS vulnerable sub-populations: Seniors, Indigenous peoples, persons with disabilities, women and girls, particularly those fleeing situations of domestic violence, veterans, visible minorities, refugees, people suffering from mental illness or substance dependence, individuals and families experiencing homelessness.

COCHI Sustainability Plan is mandatory, payments will not be contingent on its submission. Please refer to Schedule I of the Transfer Payment Agreement.

Reporting

The Investment Plan will also serve as the baseline reporting tool to enable the province to monitor program achievements and to report back to Canada Mortgage and Housing Corporation per the Bilateral Agreement. As such, Service Managers will be required to provide quarterly updates to the Investment Plan.

The Ministry is committed to achieving streamlined reporting requirements across all transfer payment programs to minimize administrative burden and maximize the focus on achieving outcomes, while providing necessary accountability for the expenditure of government funds. In the case of the COCHI and OPHI programs, the Ministry must meet minimum requirements in order to access federal funding and must work towards progressively meeting the full requirements of Canada Mortgage and Housing Corporation, as outlined in the Bilateral Agreement, for reporting to the federal government. The Ministry is also committed to working with Service Managers and Canada Mortgage and Housing Corporation towards a streamlined and efficient reporting approach.

Service Managers are required to provide the following information in the Investment Plan for all components under COCHI and OPHI:

- Details on initial budget by component for both COCHI and OPHI (see above);
- For applicable components, an initial projection of how funding will be disbursed by quarter;
- Quarterly updates on actual disbursements to date (this will include a comparison of initial projected disbursements to actual disbursements);
- Changes to the budget by component;
- Narrative information;
- Project level details; and
- Performance measures (e.g., targets).

The details identified in the Investment Plan will help to inform quarterly payments made by the Ministry, progress on spending, and targets. This information will then be used to update reports such as the Progress Reports and Quarterly Claims required by Canada Mortgage and Housing Corporation under the Bilateral Agreement.

The province is required to submit an Annual Audited Statement of Disbursements to the Canada Mortgage and Housing Corporation for each fiscal year. The information provided through the year-end Investment Plan due to the Ministry each May 31, will be aggregated at the provincial level, audited and presented to the Canada Mortgage and Housing Corporation as part of the Annual Audited Statement of Disbursements requirement under the Bilateral Agreement.

Please note there are other reporting requirements for components under COCHI and OPHI that are specified under each component in the Program Guidelines.

The initial Investment Plan for 2019-20 must be submitted to the Ministry for review no later than September 15, 2019.

The Supplemental COCHI Sustainability Plan may be emailed directly to HousingProgramsDelivery@Ontario.ca, by no later than December 15, 2019.

Service Managers are required to update their Investment Plans and include details on progress (i.e. actual disbursements against projected disbursements) and revised forecasts per the schedule below:

Due Date	Description	Purpose
September 15, 2019	Initial Investment Plan to Ministry due. Includes: <ul style="list-style-type: none"> Budget by component for both COCHI and OPHI For applicable components, projected disbursements by quarter for both COCHI and OPHI 	<ul style="list-style-type: none"> Provides a budget breakdown by component for COCHI and OPHI to be input into the Transfer Payment Hub System (formerly known as Grants Ontario) for program spending requirements The forecast spending by quarter allows the Ministry to know how to flow quarterly payments
December 15, 2019 Q3 Report	Updates to the Investment Plan. Includes: <ul style="list-style-type: none"> Year-to-date (YTD) actual disbursements for both COCHI and OPHI Projected disbursements for remainder of the year for COCHI and OPHI 	<ul style="list-style-type: none"> YTD information allows for program monitoring Projected disbursements for remainder of the year allows for updated payment information
February 15, 2020 Q4 Report	Updates to Investment Plan. Includes: <ul style="list-style-type: none"> YTD actual disbursements for both COCHI and OPHI Projected disbursements for February and March for both COCHI and OPHI 	<ul style="list-style-type: none"> Actual and projected disbursement information is required for program monitoring and to ensure full take-up of available funding

May 31, 2020	<p>Final year-end reporting to Investment Plan. Includes:</p> <ul style="list-style-type: none"> • Updated actual disbursements for Fiscal Year 2019-20 for both COCHI and OPHI • Any other updates if necessary <p>Report confirming continued compliance with the French Language Services (FLS) requirements.</p>	<ul style="list-style-type: none"> • Allows the Ministry to complete final reconciliation • The final information will be used to form the Annual Audited Statement of Disbursements requirement of CMHC • FLS reporting is to comply with provincial legislation
--------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

The Investment Plans for 2020-21 and 2021-22 must be submitted to the Ministry according to the following schedule:

Due Date	Description	Purpose
February 15, 2020 and 2021	<p>Initial Investment Plan Year 2 and 3 to Ministry for review. Includes:</p> <ul style="list-style-type: none"> • Budget by component for both COCHI and OPHI • For applicable components, projected disbursements by quarter for new fiscal year for both COCHI and OPHI 	<ul style="list-style-type: none"> • Provides a budget breakdown by component for COCHI and OPHI to be input into TP Hub System for program spending requirements • The forecast spending by quarter allows the Ministry to monitor progress
September 15, 2020 and 2021 Q2 Report	<p>Updates to the Investment Plan Year 2 and Year 3 include:</p> <ul style="list-style-type: none"> • YTD actual disbursements for both COCHI and OPHI • Projected disbursements for remainder of the year for both COCHI and OPHI 	<ul style="list-style-type: none"> • YTD information allows for program monitoring • Projected disbursements by quarter allows for updated payment information
December 15, 2020 and 2021 Q3 Report	<p>Updates to the Investment Plan Year 2 and Year 3 include:</p> <ul style="list-style-type: none"> • YTD actual disbursements for both COCHI and OPHI • Projected disbursements for remainder of the year by quarter for both COCHI and OPHI 	<ul style="list-style-type: none"> • YTD information allows for program monitoring • Projected disbursements for remainder of the year allows for updated payment information

February 15, 2021 and 2022 Q4 Report	Investment Plan Update Year 2 and Year 3: <ul style="list-style-type: none"> • YTD actual disbursements for both COCHI and OPHI • Projected disbursements for February and March for both COCHI and OPHI 	<ul style="list-style-type: none"> • Actual and projected disbursement information is required for program monitoring and to ensure full take-up of available funding
May 31, 2021 and 2022	Final year-end reporting on Investment Plan Year 2 and Year 3. Includes: <ul style="list-style-type: none"> • Updated actual disbursements for fiscal year 2020-21 and 2021-22 for both COCHI and OPHI • Any other updates if necessary Report confirming continued compliance with the French Language Services (FLS) requirements.	<ul style="list-style-type: none"> • Allows the Ministry to complete final reconciliation • The final information will be used to form the Annual Audited Statement of Disbursements • FLS reporting is to comply with provincial legislation

Monitoring

The quarterly updates to the Investment Plan will also serve as the tool for the Ministry to monitor program progress. Although payments will be made up-front based on the projected disbursements in the Investment Plan, the Ministry will use the information provided in the quarterly updates to the Investment Plan to adjust quarterly payments to reflect Service Manager needs.

Funding Commitments

Funding allocations are provided on a “use it or lose it” basis. For operating components, all funds must be disbursed to the recipient in the program year in which the funding was committed.

Funds not committed by the required timelines may be reallocated to other Service Managers as funding from one year cannot be allocated by the Province to future years. Realignment to other Service Managers will help to maximize federal funding received in one year to reach overall desired program outcomes. Details on what constitutes a commitment are provided in the subsequent COCHI and OPHI sections.

As part of the Bilateral Agreement, the Province is required to provide the Canada Mortgage and Housing Corporation with project level details for both capital and

operating expenditures under COCHI and OPHI. If this information is not provided to the Ministry by the key dates identified, Service Managers risk losing funding as per the “use it or lose it” provision.

Payments

Where applicable and unless otherwise stated in the Program Guidelines, the Ministry will provide quarterly payments based on the information requested through the Investment Plan.

Generally, payments to Service Managers will be made on a quarterly basis as follows:

- April 15;
- July 15;
- October 15; and
- No later than March 1.

These dates may be adjusted within 2019-20.

Administration Costs

Service Managers may use up to five percent of each of their annual COCHI and OPHI funding allocations to assist with the administration costs for delivering the respective initiatives. Service Managers are responsible for determining the amounts required by program year and identifying these amounts in their Investment Plans.

Service Managers are encouraged to reduce their administration costs below 5 percent to provide more funding to program recipients.

Administration costs will be paid to Service Managers quarterly based on the annual Investment Plan.

French Language Services

Service Managers providing a service to the public in connection with COCHI or OPHI and that have an office (including the offices of sub-contractors) located in or serving a designated area must:

- Ensure services are provided in French; and,
- Make it known to the public (through signs, notices, other information on services, and initiation of communications in French) that services provided to and communications with the public in connection with the initiatives are available in French.

The list of designated areas can be found in Appendix A.

Service Managers are required to submit annual French Language Services Reports confirming their continued compliance with the French language services requirements,

by May 31 of each year so that it aligns with the final year-end reporting.

Environmental Assessment

Projects approved under COCHI and OPHI are subject to the *Canadian Environmental Assessment Act 2012* ("CEAA 2012"). Service Managers are required to check for compliance of the CEAA 2012 and provide confirmation to the Ministry. Please refer to Appendix B for the CEAA 2012 checklist. CEAA 2012 compliance does not apply to the Homeownership, Rental Assistance, or Housing Support Services components of OPHI or the operating component of COCHI.

Communications Protocol

Service Managers participating in COCHI and OPHI must agree to adhere to the Canada Mortgage and Housing Corporation-Ontario Bilateral Agreement – Communications Protocol. This is to ensure open, transparent, effective and proactive communications with citizens through ongoing public information activities that recognize the contributions of each party.

Important Dates

Date	Description
September 15, 2019 <i>For 2019-20 only</i>	<ul style="list-style-type: none"> Transfer Payment and Investment Plan due to ensure timely quarterly payments
September 15, 2020 and 2021 Q2 Report	Updates to the Investment Plan. Includes: <ul style="list-style-type: none"> Year-to-date actual disbursements for both COCHI and OPHI For applicable components, projected disbursements for remainder of the year for both COCHI and OPHI Note: <i>Service Managers have until September 15 to formally request transfers of funding between Capital and Operating components, and vice versa, within each of the COCHI and OPHI allocations. This allows time for the Ministry to seek the necessary approvals to move funding to align with Service Manager needs.</i>
December 15, 2019, 2020 and 2021 Q3 Report	Updates to the Investment Plan. Includes: <ul style="list-style-type: none"> Year-to-date actual disbursements for both COCHI and OPHI For applicable components, projected disbursements for remainder of the year for both COCHI and OPHI
December 31, 2019, 2020,	<ul style="list-style-type: none"> Final day to input Contribution Agreements into Transfer Payment Hub System and to commit funding

2021 OPHI Rental Component only	<ul style="list-style-type: none"> <i>If Contribution Agreements not in system, the respective funding allocation may be reallocated to another Service Manager</i>
January 30, 2020, 2021 and 2022	<ul style="list-style-type: none"> Final day to input Project Information Forms and, where applicable, Contribution Agreements into Transfer Payment Hub System and to commit funding <i>If Project Information Forms and Contribution Agreements not in system, the respective funding allocation may be reallocated to another Service Manager</i>
February 15, 2020 and 2021 and 2022	<ul style="list-style-type: none"> Investment Plan for 2020-21 and 2021-22 funding for both COCHI and OPHI due
Q4 Report	Investment Plan update Year 2 and Year 3: <ul style="list-style-type: none"> Year-to-date actual disbursements and projected disbursements for February and March for both COCHI and OPHI
May 31, 2020, 2021 and 2022	Final year-end reporting on Investment Plan. Includes: <ul style="list-style-type: none"> Final actual disbursements for each fiscal year for both COCHI and OPHI The final information will be used to form the Annual Audited Statement of Disbursements Any other updates if necessary

*If any of the above dates fall on a holiday or weekend, the due date is one day before the stated date above.

Canada-Ontario Community Housing Initiative (COCHI)

Introduction

When the responsibility for social housing was transferred from the federal to the provincial government in the late 1990s, a distinction was made between social housing projects that were built under programs funded solely by the federal government, and programs that received some form of provincial funding.

Social housing projects that were solely federally-funded retained their original operating agreement and mortgage as required by the Canada-Ontario Social Housing Agreement. This is also the case for units funded through federal rent supplement programs. Together, these units account for approximately 25 percent of the social housing supply in Ontario:

- These projects are owned and operated by non-profits, co-ops, and private landlords (for rent supplements).
- This category also includes Urban Native Housing programs.
- They are governed by the rules and requirements outlined in their original operating agreement; specific requirements vary on an agreement-by-agreement basis.
- After the operating agreement ends, neither the Province nor Service Managers have authority over these projects unless Service Managers and housing providers have entered into some form of agreement that addresses ongoing obligations.

Social housing projects that included provincial funding had their operating agreements voided and their rules transferred to provincial legislation, now the *Housing Services Act, 2011*. These projects account for over 70 percent of the social housing supply:

- Some of these projects are owned and operated by non-profits and co-ops. The remainder are government-owned public housing projects, administered and delivered through municipal Local Housing Corporations.
- Although there are funding formula differences between Local Housing Corporations and non-profit and co-operative housing projects, these projects are governed by rules and procedures detailed in the *Housing Services Act, 2011*.
- These rules include how rent-geared-to-income tenants are selected (through the centralized wait list), how rents are calculated, how the operating subsidy that the

provider receives from the Service Manager is calculated, and how the Service Manager may intervene in provider operations or governance under certain circumstances.

- As these projects are no longer tied to an operating agreement, there is no specific “end date” to the housing provider’s obligations to provide social housing (or to the Service Manager’s responsibility to fund that provider).

While there are numerous challenges facing social housing in Ontario, a key issue is the risk of “losing” community housing supply and the potential impacts on lower-income tenants related to end of operating agreements and mortgages for social housing providers and to the state of good repair.

The Province recognizes that Service Managers are the primary funders of social housing, with financial assistance provided by the federal government through the Canada-Ontario Social Housing Agreement (and in the case of District Social Service Boards, some provincial funding associated with Territories Without Municipal Organization).

The Province also acknowledges the variations in social housing portfolios (e.g. non-profit, co-operative and Local Housing Corporations), demand and local solutions that Service Managers are using now to manage housing needs in their respective areas.

Consistent with the goals of Ontario’s Community Housing Renewal Strategy, the Canada-Ontario Community Housing Initiative has been designed to provide a flexible approach to help Service Managers address these issues and modernize the community housing system to move towards greater housing provider sustainability and self-sufficiency.

Objective

The objective of COCHI for the first three years of the program (2019-20 to 2021-22) is to protect tenants in projects with expiring operating agreements/mortgages and to begin to stabilize the supply of community housing through repairs, renovations and operating support. COCHI funding is intended to support social housing providers that can demonstrate their potential for long-term sustainability.

There will be an opportunity to review COCHI program priorities prior to the second and third funding periods.

Funding Allocation

Service Managers have been provided with COCHI funding allocations for the first three years to allow for planning and program implementation. COCHI funding will also be used to support provincial dedicated supportive housing providers and the Rural and Native Housing program.

The annual amount of COCHI funding for Service Managers is primarily determined by the amount required to offset the ongoing annual funding decline from the Canada-Ontario Social Housing Agreement. The Social Housing Agreement funding to be received by Service Managers is published in the *Ontario Gazette*. COCHI funding, however, is different from the Social Housing Agreement funding in that it is provided as a distinct Transfer Payment.

Funding allocations will be provided on a “use it or lose it” basis, as funds are provided by the federal government on the same basis. Funds that are not committed by the required timelines may be re-allocated by the Ministry to other Service Managers. Since funding from one year cannot be allocated by the Province to future years, realignment to other Service Managers would ensure utilization of all available federal funding in each year.

Service Managers are allowed to use up to five percent of their funding allocation for administration costs. Administration costs will be paid out equally on a quarterly basis in the year.

Funding Commitments

The following documentation is required to commit funds under COCHI:

- Operating Component - Commitment letter from the Ministry

NOTE: Funding for both COCHI operating components – Rental Supplements and Transitional Operating – must be fully disbursed to the recipient in the program year in which the funding was committed. Funding cannot be extended beyond the program year.

- Capital Component – Approved Project Information Form in Transfer Payment Hub System and either an executed Letter of Agreement or Funding Agreement

Reallocation

To ensure all funds are committed, Service Managers may move funding from one COCHI component to another within the same program year if the original planned commitment for funding cannot be met, as follows:

- If a Service Manager wishes to reallocate funding from the capital component to the operating components, or vice versa, a request for reallocation shall be submitted to the Ministry by September 15 of the applicable year for which the reallocation is requested. The Ministry will attempt to accommodate such requests but cannot guarantee approval.

All annual funding allocations must be committed to projects within the specified timelines in each program year; otherwise, the outstanding funding allocation may be reallocated to other Service Managers. The Ministry will review Service Managers' third quarter Investment Plan updates for each program year to determine whether funding targets will be met and whether reallocation is needed. Any funding remaining to be committed after January 30 of each program year may be re-allocated. Any funding that is re-allocated from a Service Manager will be deducted from that Service Manager's total overall allocation.

General Eligibility

Housing providers/projects are eligible to receive COCHI funding if:

- As of April 1, 2019, Schedule 1, the project was administered within a "Transferred Housing Program" in Schedule 1, Regulation 367/11 of the *Housing Services Act, 2011*.
- At the time of the commitment and use of the COCHI funding for the provider/project, the project is still listed as a "Transferred Housing Program" in Schedule 1, Regulation 367/11 of the *Housing Services Act, 2011*.

Note that housing that was, or is, only within either of the following social housing categories is **not** eligible to receive COCHI funding:

- "Program No 2: Rent Supplement Program" (federal requirements are that COCHI funding be used to support community housing, which does not include private landlords);
- "Program No 9: Rural and Native Homeownership Program" (the Province provides funding to Ontario Aboriginal Housing Services for this program).

Uses of Funding

As outlined in the Bilateral Agreement, COCHI funding is to:

- Be used solely in social housing and community housing;
- Protect, regenerate and expand social housing and to reduce housing need in social housing; and,
- Preserve Urban Native housing units – no net loss of units; retained units improved through repair/capital replacement; and adequate affordability support.

To support Ontario's Community Housing Renewal Strategy, Service Managers are encouraged to use COCHI funding for:

1. Protecting rent-geared-to-income tenants in non-profit and co-operative housing projects with expiring operating agreements/mortgages;
2. Preserving social housing supply through repairs and renovations; and/or
3. Supporting social housing providers that can demonstrate their potential for long-term sustainability through transitional operating funding.

NOTE: As per the Bilateral Agreement, COCHI funding cannot be used to offset municipal social housing subsidy expenditures. COCHI funding must be used **in addition** to existing municipal subsidy social housing expenditures.

Urban Native Housing

For those Service Managers with Urban Native housing units, there is a requirement that this stock will be prioritized to receive COCHI funding where providers are able and willing to continue. Urban Native housing projects typically have higher repair/renovation needs and most were developed with 100% rent-geared-to-income units.

Of the total number of social housing units in Ontario, 1,452 are Urban Native housing, with all 1,452 units being targeted for low-income households receiving rent-geared-to-income assistance.

The COCHI program requires the preservation of Urban Native housing units to ensure that there is no net loss of units and retained units will be improved through repair, capital replacement as well as through adequate affordability support.

Unlike other social housing providers, Urban Native housing providers are not subject to the rules of the *Housing Services Act, 2011* and have their own operating agreements. In order to help guide Service Managers when working with Urban Native housing providers, the Ministry is requiring Service Managers to follow the principles outlined below:

- Urban Native housing is intended to support individuals in housing need that identify as Indigenous;
- There is a fair and transparent approach for selecting tenants;
- Indigenous governance of Urban Native providers is to be supported and maintained; and,
- Funding is to be used to support culturally safe housing stability for tenants and ongoing viability and sustainability of the provider.

The Ministry acknowledges that operating subsidies for many Urban Native housing projects will likely need to be ongoing (rather than transitional) given that most projects have no market housing units to offset operating costs.

Further guidelines on Urban Native housing may be developed in consultation with housing providers and Service Managers.

COCHI Operating Components:

Protection for RGI tenants and support for housing providers that can demonstrate their potential for long-term sustainability could take the form of operating funding.

Rent Supplements

Where operating expenditures are planned, eligible costs could include a rent supplement. A rent supplement is a subsidy paid to the landlord on behalf of a household in need of rental assistance.

Service Managers are encouraged to prioritize households residing in social housing and affected by expiring operating agreements and/or mortgage maturity.

Providing rent supplements is intended to promote housing stability for tenants who would otherwise face affordability challenges.

Transitional Operating Funding

COCHI funding may also be used as a short-term transitional operating subsidy. The expectation is that housing providers would use this funding to address immediate areas of concern with the clear objective of reaching an operational and financial status that does not require an ongoing government subsidy but could transition to a rent subsidy agreement that is not an ongoing subsidy.

For example, transitional operating subsidy funding could help a housing provider to address:

- Asset management planning services, such as building condition audits and technical assessments of significant repairs that must be addressed within identified timelines;
- Business streamlining/operations analysis; and,
- Enabling acquisitions and mergers of housing providers/assets to improve operating efficiencies and economies of scale.

Households paying a rent-geared-to-income rent consistent with the *Housing Services Act, 2011* who are supported through the use of COCHI operating funding will be eligible to meet a Service Manager's Service Level Standard as per the Act.

COCHI Capital Component:

Repair

Support for community housing providers, including Local Housing Corporations, could take the form of repair and renovation funding.

Where capital expenditures are planned, the Ministry encourages Service Managers to utilize COCHI funding for strategic capital repairs which preserve and extend the functional lifespan of the social housing supply, such as investments based on capital needs identified in current building condition audits and that help support ongoing housing provider sustainability.

Eligible work could include:

- Replacing and/or repairing core building systems, and sub-systems (e.g. heating and/or cooling, leaking roof systems, water issues, structural repairs, etc.); and,
- Carrying out health and safety repairs (e.g., accessibility renovations).

Housing providers/projects that receive funding under the COCHI Capital Component must remain affordable for a ten-year period after the completion of the funded retrofit work, including a minimum of five (5) years during which it will operate as social housing under the *Housing Services Act, 2011*. This requirement applies regardless of any operating agreements or mortgage obligations or agreements between a Service Manager and eligible housing provider.

Service Managers may also utilize OPHI funding for social housing capital repair (please refer to Page 43 for more detail).

Project Submission/Approval Process

COCHI Operating Components:

Allocations will be committed at the beginning of each program year through a letter from the Ministry based on the projected disbursements identified in the Investment Plan submitted by the Service Manager through the Transfer Payment Hub System.

Service Managers are required to report-back on a quarterly basis and demonstrate program take-up through updates of their actual disbursements in their Investment Plans. Please see Page 7 for details on reporting requirements and due dates.

Once the Ministry has reviewed the annual Investment Plans and the individual social housing projects receiving COCHI operating components funding are approved by the Service Manager, the Service Manager will enter project details into the Transfer Payment Hub System.

COCHI Capital Component:

Service Manager funding is provided in the form of a forgivable loan to the housing provider based on the estimated cost of reviewed work items. Service Managers must not reduce existing subsidy payments to social housing providers as a result of COCHI funding.

The Service Manager is responsible for selecting and approving all eligible COCHI projects, monitoring progress and completion of projects, quality of work and for the advancement of funds. Service Managers and housing providers are encouraged to liaise early with building departments to avoid code compliance issues, i.e., building permits, etc.

Service Managers are also responsible for creating and entering into project funding agreements with each eligible housing provider that will receive COCHI Capital Component funding. Repairs must commence within 120 days of signing the funding agreement and completed by the end of the subsequent Fiscal Year, i.e. March 31, 2021 for the 2019-20 funding year. Copies of all financial invoices must be kept for reporting and audit purposes.

Once the Ministry has reviewed the annual Investment Plans and the individual projects are approved by the Service Manager, the Service Manager will enter project details as per the Project Information Form into the Transfer Payment Hub System to commit funding.

The Ministry reserves the right to decline any proposed uses of COCHI funding that are not consistent with the Program Guidelines and the Bilateral Agreement; revision and resubmission may be required.

A minimum of 90 percent of the annual capital component funding allocation must be committed to eligible housing providers by December 31 of each program year. If a Service Manager has not met this threshold, the Ministry reserves the right to reallocate funds to another Service Manager to ensure full commitment of program funding. Any funding remaining to be committed after January 30 of each program year may be re-allocated to another Service Manager.

The Service Manager must not approve a funding request unless the housing provider has agreed to operate the project as per the affordability requirements included on Page 20.

Service Managers must ensure project status is updated and documents are posted in the Transfer Payment Hub System on an on-going basis.

Funding Payment Process

COCHI Operating Components:

The Ministry will provide quarterly payments based on quarterly projected disbursements identified in the Investment Plan.

Funds are transferred electronically to Service Managers. Service Managers must ensure that the Ministry has their latest banking information to receive these funds.

Service Managers advance monthly payments to housing providers upon the signing of housing provider agreements.

COCHI Capital Component:

Service Managers will receive 20 percent of the annual program funding as their first quarter payment based on the repair budget identified in the Investment Plan.

The Ministry will make the remaining 80 percent through subsequent quarterly payments to Service Managers based on the projected disbursements in the Investment Plan.

The primary purpose of the quarterly forecasts in the Investment Plan is to indicate quarterly cash flow requirements over the life of the program, but no later than the end of the subsequent fiscal year. The quarterly cash flow request must be at or close to the time the funds are needed by the housing provider to pay for their relevant expenditures.

Payments to Service Managers will not be based on development milestones of individual projects; Service Managers must flow funds to the housing providers based on pre-established project milestones for their respective projects.

Reporting

Service Managers will be required to report municipal social housing expenditures that match the annual COCHI allocation provided. The Ministry will work with Services Managers in 2019-20 to confirm reporting format.

COCHI Operating Components:

COCHI reporting consists of updating and submitting the Investment Plan with Service Manager progress on a quarterly basis. Quarterly reports should be completed and submitted through the Ministry's Transfer Payment Hub System. Please see Page 7 for dates and reporting requirements.

For quarterly updates, Service Managers are required to track disbursements and recipient numbers separately for each stream. Quarterly Investment Plan updates must include the number of occupied units.

Service Managers are also required to track and report on the following information for the social housing projects receiving COCHI funding:

- Landlord agreements and, if applicable, agreements with third-party delivery agencies
- Where a project specifically targets any of the targeted vulnerable sub-populations listed on Page 6.

This reporting ensures compliance with the provisions of the Canada Housing and Mortgage Corporation-Ontario Bilateral Agreement, the Service Manager Transfer Payment Agreement, and other established program parameters.

COCHI Capital Component:

Service Managers are required to report to the Ministry on the status of each project during its repair, retrofit and regeneration activities. Service Managers must update progress on project activities and payments to housing providers regularly through the Ministry's Transfer Payment Hub System. Service Managers must submit confirmation of construction start and completion for each project in the Ministry's Transfer Payment Hub System.

Service Managers are also required to track and report on the following information for the Social Housing projects receiving COCHI funding through the Project Information Form:

- Where a project specifically targets any of the targeted vulnerable sub-populations listed on Page 6.

Please see Page 7 for dates and reporting requirements.

Service Managers must also monitor compliance with the ten-year affordability period for each project that receives COCHI capital funding. Service Managers are required to file project reports annually to the Ministry for the first three years following project completion. After this period, the Ministry will audit a sample of Service Managers every year. Every Service Manager will be audited at least once over the remaining seven years of the affordability period.

Ontario Priorities Housing Initiative (OPHI)

Program Components

OPHI offers the following program components to Service Managers:

- Rental Housing component
- Homeownership component
- Ontario Renovates component
- Rental Assistance component
- Housing Support Services component

Details on each component are included in these Guidelines.

Service Managers have the flexibility to select the components they will deliver each year using their OPHI approved and planned annual funding allocations. Planned commitments and projected take-up for selected program components must be identified in each Service Manager's Investment Plan – see page 5.

Funding Allocations

Service Managers have been provided with their approved funding allocation for Year 1 and planning allocations for Years 2 and 3 of OPHI. Allocations are based on the Service Manager's share of all households in Ontario and their share of Ontario households in core housing need equally weighted.

The Ministry will work with Service Managers who wish to “pool” their annual funding allocations into one fiscal year to facilitate the development of larger projects. In this scenario, the Ministry coordinates a swapping of funding allocations from different fiscal years between Service Managers and ensures each Service Manager maintains their total funding allocations. Requests for swapping should be made as soon as possible by emailing HousingProgramsDelivery@Ontario.ca.

Funding Commitments

Funding allocations are provided on a “use it or lose it” basis. Funds not committed by the required timelines may be reallocated to other Service Managers as the swapping exercise described above is the only option available to move funds between program years.

The following documentation is required to commit funds under OPHI:

- Rental Housing – Contribution Agreement, confirmation of security
- Homeownership – Approved project information in Transfer Payment Hub System and Agreement of Purchase and Sale, or Funding/Contribution Agreement with non-profit developer and confirmation of security
- Ontario Renovates – Approved project information in Transfer Payment Hub System, confirmation of security (mortgage or promissory note), either an executed Letter of Agreement or Funding Agreement
- Rental Assistance – Commitment letter from the Ministry
- Housing Support Services – Services Agreement with a Support Services Agency or equivalent, payments for services if applicable

NOTE: Funding allocations are provided on a “use it or lose it” basis, since funding from one year cannot be allocated by the Province to future years. Therefore, unlike the previous Investment in Affordable Housing program, funding for both OPHI operating components – Rental Assistance and Housing Support Services – must be disbursed in the program year in which the funding was committed. Funding cannot be extended beyond the program year.

Capital Components

Rental Housing component funding allocations must be committed by December 31 of each program year.

For the Homeownership and Ontario Renovates components, no more than 10% of each component’s funding allocation may be planned for take-up in the fourth quarter of the respective program years. A minimum of 90% of the annual funding allocations for each component must be committed by December 31 of each program year.

Notwithstanding the above, any funding that remains to be committed by January 30 of each program year may be reallocated to other Service Managers.

Operating Components

Allocations for the Rental Assistance component will be committed at the beginning of each program year through a letter from the Ministry based on the projected disbursements identified in the Service Manager’s Council-approved Investment Plan. Housing Support Service funding will be committed based on the submission of Services Agreements (or equivalent if delivered directly by the Service Manager)

Service Managers who directly deliver the Rental Assistance component and/or the Housing Support Services component are required to report on program take-up through their quarterly Investment Plan updates. The Ministry will provide quarterly

payments to Service Managers based on projected disbursements. Service Managers will be required to provide copies of rent supplement Landlord Agreements and Services Agreements under the Housing Support Services component to demonstrate program take-up.

Reallocation

To ensure all funds are committed, Service Manager's may move funding from one OPHI component to another within the same program year if the original planned commitment for funding cannot be met, as follows:

- Funding originally planned for the capital components (Rental Housing, Homeownership and the Ontario Renovates) can be reallocated within these components
- Funding originally planned for the Rental Assistance component's Rent Supplement stream and Housing Allowance Direct Delivery stream, or the Housing Support Services component can be reallocated within these streams/components (for more information on delivery streams please refer to Page 47)
- No funding can be moved to the Housing Allowance Shared Delivery stream from the other OPHI components, or vice versa
- If a Service Manager wishes to reallocate funding from the capital components to either the Rental Assistance Component's Direct Delivery Streams or the Housing Support Services component, or vice versa, a request for reallocation shall be submitted to the Ministry by September 15 of the applicable year for which the reallocation is requested. The Ministry will attempt to accommodate such requests but cannot guarantee approval.

Under the capital components, all annual funding allocations must be committed to projects within the specified timelines in each program year; otherwise, the outstanding funding allocation may be reallocated to other Service Managers. The Ministry will review Service Managers' third quarter Investment Plan updates for each program year to determine whether funding targets will be met and whether reallocation is needed. Any funding remaining to be committed after January 30 of each program year may be reallocated. Any funding that is reallocated from a Service Manager will be deducted from that Service Manager's total overall allocation.

Rental Housing Component

The Rental Housing component will:

- Increase the supply of community rental housing for households on, or eligible to be on, social housing waiting lists.
- Ensure that safe, adequate and affordable rental housing is available to Ontario households.

Eligibility Criteria - Projects

Eligible projects must be non-profit/municipal/co-operative developments or partnerships, and be one of the following:

- New construction, including additions and extensions
- Acquisition and, where required, rehabilitation of existing residential buildings to maintain or increase the affordable rental housing stock
- Conversion of non-residential buildings or units to purpose-built rental buildings/units

Social housing redevelopment which involves building new affordable rental units/additions on social housing sites is eligible provided that the appropriate ministerial or Service Manager consent, as applicable, is obtained as per the *Housing Services Act, 2011*.

Amendments to the *Housing Services Act, 2011*, effective January 1, 2017, have resulted in changes to consent authorities. Specifically, Service Managers now have consent authority for the transfer of most social housing properties. Please refer to the Guide for Service Manager Consents under the Housing Services Act, 2011 which can be found at: <http://www.mah.gov.on.ca/AssetFactory.aspx?did=15950>.

Projects that are **not eligible** include:

- Projects proposed by private sector proponents without non-profit/municipal/co-operative partnership*
- Secondary suites in owner-occupied housing (eligible under the Ontario Renovates component)
- Nursing and retirement homes
- Shelters and crisis care facilities
- Owner-occupied housing
- Student residences

*Canada Mortgage and Housing Corporation has made available other programs – for example, the National Housing Co-Investment Fund – to support the development of affordable units by private developers. The Ministry is interested in focusing OPHI funding on the development of community housing that will provide longer-term public benefit.

Eligibility Criteria – Units

Units must be modest in size and amenities relative to other housing in the community. Units are expected to be self-contained. Proponents who wish to develop congregate living buildings (rooms with shared living spaces) for supportive housing may be eligible for program funding and should provide a rationale in order to receive funding.

Service Managers may establish size and amenity requirements. If Service Managers do not set size requirements, the following provincial minimum and average size requirements must be used as a guideline for new construction projects.

	Bachelor	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom
Minimum	40.0 m ²	48.7 m ²	60.4 m ²	83.6 m ²	102.2 m ²
Average	41.8 m ²	55.0 m ²	67.4 m ²	92.9 m ²	109.2 m ²

Up to 30% of the total available space may be used for non-residential purposes, including common areas and services used directly with the residential accommodation such as office space for support services providers.

Project Submission Process

Service Managers will solicit proposals and select Rental Housing projects to recommend to the Ministry for funding approval. All procurement processes must be in accordance with the *Municipal Act, 2001* or the *City of Toronto Act, 2006* (applicable to the City of Toronto).

Service Managers will submit recommended projects for the Ministry's consideration within the allocation set out in their Investment Plans.

Recommended projects shall:

- Be approved by council and/or board based on municipal/board procurement practices and in accordance with the *Municipal Act, 2001* or the *City of Toronto Act, 2006* (applicable to the City of Toronto).
- Be able to sign a Contribution Agreement no later than December 31 of each program year.
- Be able to start construction within 120 days after signing a Contribution Agreement and be completed within four years.
- Be financially viable from a construction and operating cost perspective – based on Service Manager confirmation.
- Meet the current Ontario Building Code and *Canadian Environment Assessment Act, 2012* requirements.
- Have rents that on average for the project are at or below 80% of the Canada Mortgage and Housing Corporation Average Market Rent for the community or

as approved by the Ministry for a minimum of 20 years (see “Affordability Criteria and Rents” on page 33 for additional details).

- Provide the required equity, if applicable – 4% for partnerships between private sector and non-profit organizations; 0% for non-profit organizations.
- Address local housing needs and target tenant groups identified in local housing and homelessness plans.
- Are projected to maximize achievable reductions in energy consumption and greenhouse gas emissions relative to minimum requirements (i.e. meet or exceed the current National Energy Code and Ontario Building Code requirements for new construction; for renovations/repairs, maximize the achievable energy savings where possible when planning work or retrofits).
- Have an occupancy plan in place to ensure that units will be occupied in a timely manner.

Further, Service Managers are encouraged to give priority consideration to projects that:

- Have Contributions by Others, including the Service Manager, local municipality, and proponent – to be used in partnership with OPHI Rental Housing funding.
- Include family-sized (multi-bedroom) units.
- Are fully accessible and/or have units that are accessible to persons with disabilities.
- Provide community employment benefits including:
 - Work contracts for small and medium-sized businesses
 - Job creation for apprentices, Indigenous Peoples, women in construction, veterans and newcomers to Canada
- Have support service funding in place, if applicable.

Recommended projects for commitment should be submitted to the Ministry up to November 30 of each program year. All projects must be submitted through the Transfer Payment Hub System along with additional project background information such as that contained in Council/board reports.

Project Approval Process

Project approval will be based on construction readiness, ability to meet the program’s eligibility criteria, and alignment with the Investment Plan.

Service Managers are required to create and submit Project Information Forms through the Transfer Payment Hub System. Once approved, a project will receive a Conditional Letter of Commitment from the Ministry, which confirms Ministry approval and outlines the steps to take prior to signing a Contribution Agreement.

The Contribution Agreement shall describe legal obligations and reporting requirements for the project. All Service Managers are required to enter into Contribution Agreements directly with proponents.

As funding allocations must be committed for each year of the program, the deadline to execute Contribution Agreements is December 31 of each program year to allow time for reallocation of funds if necessary. Service Managers that have not signed a Contribution Agreement or have not begun construction by the required dates may have their funding reallocated.

Funding

Service Manager funding for the Rental Housing component is provided as a forgivable capital loan.

The OPHI Rental Housing component will fund up to 75% of the pro-rated share of the capital costs of the affordable units. Total capital costs include land, financing, hard (construction) and soft costs but less any HST rebates.

To encourage the development of family-sized units, and in recognition of the variance in costs across the province, per unit funding caps have been eliminated under the OPHI Rental Housing component. Service Managers are encouraged to consider factors such as unit bedroom size, unit type (e.g., low-rise apartment, high-rise apartment, townhouse), or geographic location of the project within the Service Manager's service area when determining project funding amounts. The Ministry, however, will only approve projects that are determined to provide value for public money and are modest relative to other housing in the community.

Service Managers are required to perform their due diligence to ensure that a project is financially viable from a construction cost and on-going operating context, costs per unit are accurate and the program expenditures represent a prudent and best value use of public dollars.

The Ministry, at its discretion, may require an independent analysis to confirm project financial viability.

Contributions by Others

In addition to the mandatory program requirements Service Managers, municipalities and proponents are encouraged to provide additional contributions in order to increase the financial viability of the project and/or to provide deeper affordability for tenants.

Contributions by Service Managers and/or municipalities may include: waiving or reducing development charges, planning approvals application fees, building permit fees, and full property tax exemptions as well as contributions of municipal grants, and municipally-owned land.

Where appropriate, and to avoid the granting of bonuses, a Service Manager will need to ensure that an appropriate policy or program (e.g., Community Improvement Plan (per Section 28 of the *Planning Act, 1990*), Municipal Housing Facilities By-law (per

Section 110 of the *Municipal Act, 2001* – see page 32)) is in place to enable municipal contributions. For additional information on this and other municipal tools and incentives for affordable housing development, please contact the appropriate service manager, municipality, and/or HousingProgramsDelivery@Ontario.ca for more information.

Contributions by proponents may include land or cash, including that from fundraising and donations.

Payment Process

The Ministry will advance funding directly to Service Managers, who will be responsible for making project payments to housing proponents. Service Managers will advance funds to proponents based on the completion of construction milestones and compliance with the program requirements.

Funding will be advanced to Service Managers based on the following instalments:

1. 50% at signing of the Contribution Agreement and confirmation of registration of security.
2. 40% at confirmation of structural framing.
3. 10% at confirmation of occupancy, submission of Initial Occupancy Report and submission of an updated capital cost statement in a form acceptable to the Ministry.

The Ministry may consider accelerated payments for projects sponsored by non-profit proponents or acquisition/rehabilitation projects on a case-by-case basis.

All final payments are required to be made within four years of signing the Contribution Agreement, and not later than March 31, 2026. Service Managers are required to ensure that all projects are completed and request the final payment prior to this deadline.

Eligible Target Groups

The Rental Housing component aims to create affordable rental housing for households that are on, or eligible to be on, social housing waitlists. This includes, but is not limited to:

- Seniors
- Persons with disabilities
- Indigenous peoples
- People with mental health or addictions issues
- Survivors of domestic violence
- Those who are homeless or at risk of homelessness
- Recent immigrants
- Working poor
- Veterans
- Racialized groups

Income Verification

Service Managers are required to establish maximum income levels for OPHI-funded Rental Housing units at the time of initial tenancy; however, all households must be on, or eligible to be on, the waiting list for social housing. Service Managers must establish an approach for income verification to ensure that households in need are targeted. Annual income verification is at the Service Manager's discretion.

Affordability Criteria and Rents

Projects approved under the Rental Housing component must remain affordable for a minimum period of 20 years. Affordability is defined as having rents for the project that are at or below 80% of Canada Mortgage and Housing Corporation Average Market Rent at the time of occupancy. Average rent is calculated using actual rents paid by tenants and any rent supplements provided by the Service Manager.

While individual unit rents may be set above or below the 80% threshold, in no instance shall an OPHI-funded Rental Housing unit have a rent that is greater than the Canada Mortgage and Housing Corporation Average Market Rent for the area.

If Canada Mortgage and Housing Corporation Average Market Rents are not available for certain communities, or in instances where in the opinion of the Service Manager the Canada Mortgage and Housing Corporation Average Market Rents do not reflect the actual average market rents in the local market area, a Service Manager may request an alternate average market rent by submitting a business case including a local market rent survey for the Ministry's consideration.

Projects may include both OPHI Rental Housing and market units, but only units with rents that meet affordability requirements will receive OPHI funding.

If rent supplements are used for OPHI-funded units to provide deeper affordability for tenants, the Service Manager shall ensure total rent received by a Proponent, including rent from the tenant and any rental supplements from the Service Manager or other party shall not exceed 100% of Canada Mortgage and Housing Corporation Average Market Rent. In addition, the total of the rent paid by the tenant and any federal and/or provincially funded rent supplements paid to the proponent must be used to calculate the weighted average rent in a project.

Rent increases after initial occupancy must be made in accordance with rules established in the *Residential Tenancies Act, 2006*. New rental buildings (no part of which was occupied for residential purposes on or before November 15, 2018) are technically exempt from the *Residential Tenancies Act, 2006* rent increase guidelines but are subject to terms and conditions in the Transfer Payment Agreement. The Transfer Payment Agreement states that rent increases follow the *Residential Tenancies Act, 2006* rent increase guidelines but must still remain at or below 100% of

Canada Mortgage and Housing Corporation Average Market Rent and that average rents for the project must not exceed 80% of Canada Mortgage and Housing Corporation Average Market Rent.

The Ministry updates Average Market Rent information on its website annually at www.mah.gov.on.ca.

General Requirements

The following general program requirements apply to projects approved under the Rental Housing component:

Municipal Housing Facility By-law

- Where appropriate a Service Manager will ensure that a Municipal Housing Facility By-law is available to enable municipal contributions in accordance with the *Municipal Act, 2001* or the *City of Toronto Act, 2006* (applicable to the City of Toronto).
- Where a District Social Services Administration Board (DSSAB) is the Service Manager, collaboration with the appropriate local municipality will be required to ensure a Municipal Housing Facility By-law is available to proponents when deemed necessary.

Note: A Municipal Housing Facilities By-law and Agreements are a tool available under *Section 110 of the Municipal Act, 2001* and *O. Reg 603/06* (among many other tools under the *Municipal Act, 2001* and *Planning Act, 1990*) that may help facilitate municipal contributions and incentives for housing development. It may not always be appropriate and/or required for all housing developments. For more information contact the appropriate Service Manager, municipality, and/or email HousingProgramsDelivery@Ontario.ca.

Municipal Capital Facilities Agreement

Municipal Capital Facilities Agreements per O. Reg 603/06 may be used by municipalities to create relationships with other parties to deliver municipal facilities. An example of this may involve an agreement between a municipality and a not-for-profit organization in which the municipality provides financial assistance for affordable housing facilities.

Under these agreements, assistance provided by a municipality may include: giving or lending money; giving, leasing or lending property; guaranteeing borrowing; providing the services of employees of the municipality; and/or providing tax exemptions or reductions.

Construction

- Projects must start construction within 120 days of signing a Contribution Agreement.
- Projects that do not start construction within 120 days of signing a Contribution Agreement may, at the Ministry's discretion, have program funding withdrawn and reallocated to another Service Manager.
- Written confirmation of construction start must be provided to the Ministry.
- Site inspections will be conducted at the discretion of the Ministry.
- Projects must complete construction within four years of signing a Contribution Agreement.

Equity

- Minimum four percent equity must be provided for projects sponsored by partnerships between private companies and non-profit organizations.
- No equity contribution is required for projects sponsored by non-profit or co-operative housing organizations to encourage participation by these groups in the program.
- Please note that private lenders may have additional equity requirements.

Municipal Property Tax

- Service Managers/Municipalities are required during the first 20-year affordability period of projects less than seven units to either:
 - Reduce property taxes for Rental Housing projects by setting it at a rate equivalent to, or lower than, the single residential rate for the area; or
 - Provide a grant in lieu of this property tax reduction.

Indemnification and Repayment

There are obligations for all OPHI parties with regard to the indemnification and recovery of government funding. Specific obligations and provisions are included in the Transfer Payment Agreement.

The Ministry has developed the Affordable Housing Program and Investment in Affordable Housing Risk Mitigation Strategies Guide (2012) that provides best practices and clarification on preventing and resolving issues with affordable housing projects that may experience difficulties. The Guide can be found at:

<http://www.mah.gov.on.ca/Asset9886.aspx>.

In cases where an OPHI Rental Housing project encounters difficulties, the risk mitigation strategies outlined in the Guide may assist proponents and Service Managers.

Reporting

In addition to individual project submission through the Transfer Payment Hub System, Service Managers are required to update their Investment Plans with their funding commitment projections under the Rental Housing component on a quarterly basis. Please refer to Page 7 for reporting requirements and due dates. Proponents will be required to report accordingly to their Service Manager.

Quarterly updates to the Investment Plan will be supplemented by regular milestone updates through the Transfer Payment Hub System along with progress reports to the Ministry contacts describing project progress and potential issues of concern that might delay or jeopardize the project.

Service Managers will be required to submit signed project checklists and documentation in the Transfer Payment Hub System as follows:

- Within 130 days after signed Contribution Agreement: first available Building Permit, Confirmation of Construction Start.
- At completion of structural framing: confirmation of structural framing.
- An audited capital cost statement within six months following the initial occupancy date, or such additional time acceptable to the Ministry.

Service Managers are also required to complete and file with the Ministry an Initial Occupancy Report once projects are completed and occupied, and Annual Occupancy Reports for the first three years after project completion. After the first three years, filing of the Annual Occupancy Report is not required although the Service Manager is still required to complete the Annual Occupancy Report and may be requested to submit the report periodically.

This reporting ensures compliance with the provisions of the CMHC-Ontario Bilateral Agreement under the National Housing Strategy and other established program requirements. All reports and updates are to be submitted through the Transfer Payment Hub System, where possible.

Homeownership Component

The Homeownership component aims to assist low to moderate income renter households to purchase affordable homes by providing down payment assistance in the form of a forgivable loan.

Specific objectives are:

- To provide renter households with an opportunity to move into homeownership.
- To ease the demand for rental housing by assisting renter households to purchase affordable homes.
- To encourage non-profit affordable homeownership developers to build affordable ownership units.

NEW FOR OPHI

Homeownership component funding may be provided to non-profit affordable home ownership providers during the construction phase of affordable ownership units to help providers secure and reduce the cost of construction financing. Funding is limited to \$50,000 per unit and must be secured on title to the lands. Similar to the Rental Housing component, Service Managers would enter into contribution/funding agreements with the proponent to commit the funding.

The associated per unit funding would then be provided to home buyers as down payment assistance at the time of closing of the purchase of the unit. The requirements of the Homeownership component (e.g., eligibility criteria, loan and repayment provisions) outlined below will apply to the down payment assistance.

Eligibility Criteria

To be eligible for down payment assistance, prospective purchasers must:

- Be a renter household buying a sole and principal residence in a participating Service Manager area.
- Have household income at or below the 60th percentile income level for the Service Manager area or the province, whichever is lower (see Appendix C).
- Meet any additional criteria as established and communicated by the Service Manager.

Household income verification is the responsibility of the Service Manager.

Purchasers must be selected and approved through a fair and open process developed by the Service Manager based on local criteria and defined needs specified in the Service Manager's Investment Plan.

Purchase Price

The purchase price of a home must not exceed the average resale price in the Service Manager's area. Service Managers may establish their own maximum house prices, provided they are lower than the average resale price in the Service Manager area. Maximum house prices will be updated on an annual basis and provided by the Ministry.

Eligible Unit Types

Resale or new homes (including conversions from non-residential use that include a new home warranty) are eligible unit types under the Homeownership component.

Homes may be detached, semi-detached, town (condo and freehold), stacked homes, row houses, apartments or other similar built forms approved by the Ministry. Service Managers may also choose to include duplexes as eligible units.

Homes must be modest in size, relative to community norms, in terms of floor area and amenities, as determined by the Province and/or the Service Manager.

Home inspections are required for all resale homes and are strongly recommended for new homes.

Eligible Target Groups

Service Managers are encouraged to address groups identified through their local Housing and Homelessness Plan and give consideration to households residing in social housing but whose incomes have increased and are paying market rent.

Education and Training

Service Managers must ensure education and training on the home buying experience – including financial guidance around the up-front and on-going costs of homeownership – and on the obligations and benefits of being a homeowner are offered to purchasers approved under the Homeownership component.

The Canada Mortgage and Housing Corporation website has a number of tools, worksheets, calculators and guides to assist and inform interested home buyers. This information can be found at <https://www.cmhc-schl.gc.ca/en/buying>.

Service Manager Revolving Loan Fund (RLF)

Creation and maintenance of a dedicated account / revolving fund is a prerequisite of program participation. Service Managers with an already-established Revolving Loan Fund of 20 years are eligible to receive OPHI Homeownership component funding.

Service Managers that do not have a Revolving Loan Fund established will need to ensure that one is created and maintained for at least a 20-year period with the option of phasing out after 15 years.

Funding

Funding is provided as a down payment assistance loan for eligible purchasers. Assistance is forgiven after a minimum of 20 years – the affordability period for the Homeownership component. Service Managers may choose to require a forgiveness period of more than 20 years.

The amount of down payment assistance for each eligible purchaser will be determined by the Service Manager, to a maximum of \$50,000 per eligible unit.

Total funding advanced by each Service Manager must not exceed 10% of the sum of purchase prices for all units acquired by eligible purchasers – other than units acquired from non-profit homeownership providers as they are exempt from this calculation.

If a Service Manager elects to provide less than five percent down payment assistance, the primary lending institution and/or insurance provider may require additional equity to be contributed by the purchaser.

Partnerships

Service Managers may wish to partner with non-profit affordable homeownership providers (such as Habitat for Humanity) in the delivery of the Homeownership component.

Funding Commitment

A minimum of 90% of the annual Homeownership component funding allocation must be committed to eligible purchasers of eligible units by December 31 of each program year. If a Service Manager has not met this threshold, the Ministry may reallocate funds to another Service Manager to ensure full commitment of program funding. Any funding remaining to be committed after January 30 of each program year may be reallocated to another Service Manager.

Payment Process

Service Managers are to provide down payment assistance to eligible purchasers at the time of closing on the purchase of the home; when a mortgage can be registered on title. Please note that OPHI Homeownership component funding may not be used for deposits toward eligible units.

Once an eligible purchaser has been approved by the Service Manager, the required project information – along with a copy of the Agreement of Purchase and Sale – must be submitted to the Ministry through the Transfer Payment Hub System.

Payments to Service Managers will be made within 15 business days of project approval, or within seven days of the closing date of the sale of the unit, whichever is later. All payments must be made to approved home purchasers within four years of the date of commitment, but in any event, no later than March 31, 2026.

NEW FOR OPHI – NON-PROFIT AFFORDABLE HOMEOWNERSHIP DEVELOPERS

Funding will be advanced to Service Managers in three instalments:

1. 50% at signing of the Contribution Agreement and confirmation of registration of security.
2. 40% at confirmation of structural framing.
3. 10% at confirmation of construction completion.

Conditions for Repayment by Homeowner

Repayment of the original down payment contribution must be made if the following situations occur while the OPHI Homeownership loan is outstanding:

- The unit is sold or leased.
- The unit is no longer the sole and principal residence of the loan recipient.
- The loan recipient becomes bankrupt or insolvent.
- The loan recipient misrepresented their eligibility for the program.
- The loan recipient used the proceeds of the loan for a purpose other than the acquisition of the unit.
- The death of the loan recipient.

Traditional interest will not be charged on the assistance. The original loan amount and the percentage share of the realized capital gains proportionate to the down payment assistance must be repaid in the above cases. For example, if the purchaser was assisted with five percent of the purchase price, the loan amount plus five percent of any capital gains/appreciation would have to be repaid.

If a unit is sold for less than the original purchase price, the difference between the down payment assistance and the depreciated amount will be repayable.

- Amount payable = Loan – (original purchase price – resale price)

For example, if the down payment assistance was \$10,000 for a home originally purchased at \$100,000 and then sold for \$92,000:

- Amount payable = \$10,000 - (\$100,000 - \$92,000) = \$2,000
- If the same home is sold for \$85,000, the principal shall be forgiven.

The Service Manager must be satisfied that the sale was at fair market value.

If a purchaser chooses to repay the down payment assistance without selling the home within the affordability period, the purchaser is still required to repay the proportionate percentage of any notional capital gain* as of the date of repayment.

Only the principal amount would have to be repaid in the event of the death of a homeowner prior to the expiry of the affordability period.

Repayments are to be made into the Revolving Loan Fund and redistributed under the Homeownership component in the Service Manager's area.

**Notional capital gains will be calculated based on the current fair market value of the home at the time of repayment of the loan. Fair market value shall be based on an independent appraisal acceptable to the Service Manager.*

Canada Mortgage and Housing Corporation

In support of the Homeownership component, the Canada Mortgage and Housing Corporation will recognize down payment assistance as owner's equity in its underwriting evaluation.

Reporting

Service Managers are required to update their Investment Plan with their approved progress under the Homeownership component on a quarterly basis. Please see Page 7 for reporting requirements and due dates.

In addition, as part of the project submission process, the Service Manager must provide the following information on a per project basis:

- Number of households assisted through the program
- Number of occupants
- Price of unit
- Actual occupancy and closing dates
- Amount of OPHI subsidy

Service Managers are also required to report annually on loan repayments to, and loans funded from, the Revolving Loan Fund.

This reporting ensures compliance with the provisions of the CMHC-Ontario Bilateral Agreement under the National Housing Strategy and other established program requirements. All reports and updates are to be submitted through the Transfer Payment Hub System, where possible.

Documentation Required for Records

Service Managers are responsible for retaining the following documents over the life of the program:

Eligibility information:

- The signed application form, including a declaration that all information is accurate
- The Notice of Assessment for all members of the household
- Copies of photo identification
- Unit eligibility information

Loan information:

- Agreements of Purchase and Sale
- OPHI Homeownership loan agreement
- Mortgage registration documentation
- Title search

Payment documents and default actions:

- Records of all payments and defaults
- Confirmation of compliance with the terms of the Loan Agreement (e.g., letter confirming that the unit remains the sole and principal residence of the eligible purchaser)
- Record of actions taken by the Service Manager and the participant on any defaults

Ontario Renovates Component

The Ontario Renovates component provides financial assistance to renovate and/or rehabilitate affordable ownership and rental properties including community housing.

The objectives of Ontario Renovates are:

- To improve the living conditions of households in need through financial assistance to repair deficiencies in affordable ownership and rental properties including community housing.
- To foster independent living of seniors and persons with disabilities by providing financial assistance to support modifications and renovations to increase accessibility of affordable rental and ownership properties.
- To increase the supply of affordable rental housing by providing assistance to create secondary suites in existing single-family homes.

The Ontario Renovates component consists of two sub-components:

- a) *Home Repair* to assist low to moderate income homeowner households:
 - Repair their home to bring to acceptable standards while improving the energy-efficiency of the unit.
 - Increase accessibility of their unit through modifications and adaptations.
- b) *Multi-Unit Rehabilitation* to assist:
 - Landlords of eligible affordable rental buildings and community housing providers to rehabilitate units that require essential repairs and/or modify units to increase accessibility.
 - Low to moderate income homeowners to create a new affordable rental unit in an existing single-family home.
 - In repairing, rehabilitating and improving existing shelters.

General Eligible Activities and Costs

Eligible repairs for Ontario Renovates may include the following activities:

- Repairs and rehabilitation required to bring a home/unit to an acceptable standard while improving energy efficiency. Examples include, but are not limited to:
 - Heating systems
 - Chimneys
 - Doors and windows
 - Foundations
 - Roofs, walls, floors and ceilings
 - Vents, louvers
 - Electrical systems
 - Plumbing
 - Septic systems, well water, and well drilling

- Fire safety
 - Other repairs may be considered, with supporting documentation, at the discretion of the Service Manager
- Remediation for an overcrowded dwelling through the addition of habitable living space.
 - Modifications to reduce physical barriers related to housing and reasonably related to the occupant's disability. Examples include, but are not limited to:
 - Ramps
 - Handrails
 - Chair and bath lifts
 - Height adjustments to countertops
 - Cues for doorbells/fire alarms
 - Other modifications may be considered, with supporting documentation, at the discretion of the Service Manager
 - Creation of self-contained secondary suites and garden suites for affordable rental purposes.

Other eligible costs may include labour and applicable taxes, building permits, legal fees, certificates, appraisal fees, inspection fees, drawing and specification and any other costs that the Service Manager deems reasonable and that are agreed to by the Ministry.

Repairs must commence within 120 days of the date of the funding agreement/letter of agreement. Copies of all financial invoices must be kept for reporting and audit purposes.

Energy Efficiency

The Ministry strongly encourages the use of energy-saving products or systems for the required repairs to housing under the Ontario Renovates component such as ENERGY STAR certified products

Ineligible Projects

The following projects are not eligible for Ontario Renovates funding:

- Retirement Homes, Long-Term Care Homes (including nursing homes), and crisis care facilities.
- Units not subject to the *Residential Tenancies Act, 2006* (except shelters and transitional housing).
- Creation of new rental units (except secondary suites in a single-family home and garden suites on the property lot of a primary residence).

Project Submission Process

The Service Manager is responsible for selecting and approving all eligible Ontario Renovates projects, monitoring progress and completion of projects, quality of work and for the advancement of funds.

Once an eligible project has been approved by the Service Manager, completed project information along with proof of loan security (promissory note or mortgage registration) if required must be entered and approved in the Transfer Payment Hub System to confirm program take-up. The Ministry reserves the right to return an Ontario Renovates project application for revision and resubmission if it is not consistent with the Program Guidelines.

Loans may be secured by promissory notes. If funding exceeds \$25,000, a mortgage registered on title is required upon project completion. Loan security is not required for social housing projects.

Service Managers must confirm that property taxes and mortgage payments are up-to-date. Insurance coverage should be in place for the full value of the home or project.

For *Home Repair* projects, Service Managers must provide a sign-back letter of agreement to each homeowner outlining the scope of work, funding commitment and roles and responsibilities of both the homeowners and the Service Manager.

For *Multi-Unit Rehabilitation* projects, the Service Manager must verify the following additional conditions:

- Certificate of insurance is provided, as appropriate.
- For affordable rental housing projects, the Service Manager and the proponent or homeowner have signed a Funding Agreement, which confirms that:
 - Rental projects must remain affordable for a minimum of 15 years (maintain rent levels at or below Canada Mortgage and Housing Corporation Average Market Rents, and
 - Forgiveness of funding is earned at an equal rate per year for the minimum 15-year period.
- For projects under the *Housing Services Act, 2011*, please refer to COCHI section of the Program Guidelines (Page 14) for program requirements.

Service Managers must ensure project status is updated and documents are posted in the Transfer Payment Hub System on an on-going basis.

Funding Commitment

A minimum of 90% of the annual Ontario Renovates component funding allocation must be committed to eligible homeowners or landlords by December 31 of each program year. If a Service Manager has not met this threshold, the Ministry reserves the right to

reallocate funds to another Service Manager to ensure full commitment of program funding. Any funding remaining to be committed after January 30 of each program year may be reallocated to another Service Manager.

Affordability Criteria

Home Repair

Under the Ontario Renovates *Home Repair* subcomponent, eligible households must:

- Have a household income at or below the 60th income percentile for the Service Manager area or province, whichever is lower. Service Managers are responsible for household income verification. (See Appendix C)
- Own a home that is their sole and principal residence with a market value at or below the average resale price for the Service Manager area as updated annually by the Ministry. In communities where data is non-existent, market values may be determined by the Service Manager.

The Province will supply annual updates to the 60th percentile income figures. Service Managers may use these or more restrictive ceilings or figures, such as Household Income Limits (HILs).

Multi-Unit Rehabilitation

Under the Ontario Renovates *Multi-Unit Rehabilitation* subcomponent, units must be modest relative to community norms in terms of floor space and amenities, with rents at or below the Canada Mortgage and Housing Corporation Average Market Rent for the Service Manager area for the entire loan forgiveness period.

Repairs and upgrades to social housing are eligible. Depending on local needs, Service Managers may wish to complement COCHI capital funding with OPHI Ontario Renovates funding. Please refer to the COCHI section of the Program Guidelines (Page 14).

Renovations to rooming houses are eligible activities for funding under the *Multi-Unit Rehabilitation* subcomponent. Rooming house units must have rents at or below 60 percent of Average Market Rent levels for 1-bedroom units in the Service Manager area.

Renovations and upgrades to existing shelters are eligible under the *Multi-Unit Rehabilitation* subcomponent.

The creation of affordable secondary suites in existing single-family homes or garden suites on the property lot of a single-family home are also eligible activities under the *Multi-Unit Rehabilitation* subcomponent. The household income of the incoming tenant must be at or below the 60th income percentile for the Service Manager area or

province, whichever is lower; however, Service Managers may establish more restrictive income limits. Service Managers must establish an approach for income verification to ensure that households in need are targeted. House value and income limits of the homeowner household may be set by, and are at the discretion of, the Service Manager.

Funding

Funding is provided in the form of a forgivable loan to the proponent / homeowner based on the cost of the work items approved by the Service Manager. Service Managers may vary the amount of funding per unit in order to address local priorities, to a maximum of \$50,000. The average funding across a Service Manager's area must not exceed \$25,000 per unit. Funding for projects must not be greater than the cost of repairs net any HST rebates.

The period of forgiveness for *Home Repair* projects is a minimum of 10 years and for *Multi-Unit Rehabilitation* projects it is a minimum of 15 years, with the exception of social housing projects. Forgiveness is earned at an equal rate per year over the affordability period beginning on the date of repair completion.

Funding for accessibility repairs made to a home and/or unit, up to a maximum of \$5,000 is in the form of a contribution without an affordability period and does not require repayment provided the funds are used for their intended purpose.

The applicant is considered to be in default and any outstanding loan amount must be repaid if the following situations occur:

- The unit or project is sold.
- Rent levels are increased beyond allowable limits.
- Homeowners cease to occupy the unit as sole and principal residence.

If any of the following situations occur, the applicant is considered to be in default and the original loan amount must be repaid:

- Misrepresentation occurs related to eligibility for the program.
- Funding is used for other purposes.

Repayments made to the Service Manager are to be reinvested into Ontario Renovates projects unless otherwise directed by the Ministry.

Payment Process

For social housing repair projects, please refer to the COCHI section of the Program Guidelines (Page 22) for the payment process for these projects.

The Ministry will transfer funds electronically on a quarterly basis to Service Managers based on their projected planned commitments in the Investment Plan

Once an eligible project has been approved by the Service Manager, a completed project information form along with a promissory note or mortgage registration and funding agreement/letter of agreement must be entered and approved in the Transfer Payment Hub System to confirm program take-up. Repair activities must start within 120 days of the date of the funding agreement/letter of agreement.

Service Managers are responsible for project selection and approval, monitoring progress and completion of projects, quality of work and for the advancement of funds. Repair activities must be completed by the end of the subsequent Fiscal Year, i.e. March 31, 2021 for the 2019-20 funding year. Service Managers must ensure project status is updated in the Transfer Payment Hub System. Should project details – for example, completion dates – not be updated as required, payments to Service Managers may be reduced.

The Ministry will monitor Service Managers' progress under the Ontario Renovates component in the Transfer Payment Hub System throughout the year. In particular, the Ministry will review progress at the end of the third quarter of each program year. Service Managers that have not demonstrated take-up of 90% or more of their yearly Ontario Renovates allocation by December 31 may risk losing their funds. Any funding remaining to be committed after January 30 of each program year will be reallocated to another Service Manager.

Reporting

For social housing repairs, please refer to the COCHI section of the Program Guidelines (Page 23) for details on reporting requirements for these repairs.

Service Managers are required to update and submit their Investment Plans with their progress under the Ontario Renovates component on a quarterly basis. Please see Page 7 for reporting requirements and due dates.

Service Managers will also be required to prepare and file with the Ministry the following reports:

- Post-Repair Occupancy Report upon the completion of *Multi-Unit Rehabilitation* projects
- Annual Report (includes Annual Occupancy Reports for *Multi-Unit Rehabilitation* projects throughout the affordability period of all Ontario Renovates projects) for the first three years after project completion. After the first three years, filing of the Annual Report is not required although the Service Manager is still required to complete the Annual Report and may be requested to submit the report periodically.

Service Managers are required to create and submit reports through the Transfer Payment Hub System and ensure that Project Information Form and rents are updated on an ongoing basis.

This reporting ensures compliance with the provisions of the CMHC-Ontario Bilateral Agreement under the National Housing Strategy and other established program requirements. All reports and updates are to be submitted through the Transfer Payment Hub System, where possible.

Rental Assistance Component

The objective of the Rental Assistance component is to address affordability issues of households in rental units across the province.

The Rental Assistance component consists of three streams:

- Rent Supplement
- Housing Allowance Direct Delivery
- Housing Allowance Shared Delivery.

A Rent Supplement is a subsidy paid to the landlord on behalf of a household in need of rental assistance. A Housing Allowance is a subsidy paid directly to a household in need of rental assistance. Housing Allowance payments may be made directly to landlords where the recipient has chosen this approach and provided written direction and consent.

Service Managers may deliver the Rental Assistance component locally (Rent Supplement or Housing Allowance Direct Delivery) or in partnership with the Province (Housing Allowance Shared Delivery). Under Housing Allowance Shared Delivery, the Ministry of Finance (MOF) provides certain administrative functions that include providing the portable monthly payments directly to eligible households.

Service Managers are allocated funding for the Rental Assistance component at the beginning of each year of the program, based on the commitments for each stream identified in their Council-approved Investment Plans.

- Note: Some Service Managers will continue to have separate concurrent Operating (Rent Supplement and/or Housing Allowance) funding commitments under various initiatives of the Investment in Affordable Housing (IAH) program.

Eligible Target Groups

Service Managers should give priority to households affected by expiring programs (e.g., those living in social housing transitioning out of rent-geared-to-income subsidy, recipients of operating funding under the various iterations of the Investment in Affordable Housing program). Households who are homeless or at risk of homelessness should also be prioritized. Providing housing allowances or rent supplements is intended to promote housing stability for tenants who would otherwise face affordability challenges and potential homelessness.

Service Managers must report on any targeted groups in their Investment Plan updates.

Funding Allocations

Allocations will be committed at the beginning of each program year through a letter from the Ministry based on the planned commitments identified in the Investment Plan.

Service Managers may also contribute their own funding to the Rental Assistance component.

Funding allocations are provided on a “use it or lose it” basis, since funding from one year cannot be allocated by the Province to future years. Therefore, unlike the Operating component of the IAH program, Rental Assistance funding must be fully disbursed to recipients in the program year in which the funding was committed. Funding cannot be extended beyond the program year.

Monthly Subsidy Amounts

Service Managers must determine amounts to be paid to households (Housing Allowance streams) or landlords on behalf of each household (Rent Supplement stream). To ensure program alignment, Service Managers are encouraged to consider a benefit calculation similar to the calculation under the provincial Portable Housing Benefit Framework.

Reporting

In the initial Investment Plan, Service Managers are required to break down their Rental Assistance component funding by streams and indicate the subsidy levels and estimated number of units/households to be assisted. Please see Page 7 for reporting requirements and due dates.

Direct Delivery Streams

Service Managers who participate in the direct delivery streams are required to provide quarterly projected disbursements on the initial Investment Plan and demonstrate program take-up by updating their actual disbursements through their quarterly Investment Plan updates.

Rental Assistance funding must be fully disbursed to recipients in the program year in which the funding was committed. Funding cannot be extended beyond the program year.

OPHI reporting consists of updating and submitting the Investment Plan with Service Manager progress on a quarterly basis. Reports will be completed and submitted through the Transfer Payment Hub System.

For quarterly updates, Service Managers are required to track disbursements and recipient numbers separately for each stream. Quarterly Investment Plan updates must include, in the case of the Rent Supplement stream, the number of occupied units, and in the case of the Housing Allowance stream, the number of eligible households.

Service Managers are also required to track and report on the following information:

- Landlord agreements and agreements with third-party delivery agencies
- Approved applications
- Target groups assisted.

This reporting ensures compliance with the provisions of the CMHC-Ontario Bilateral Agreement under the National Housing Strategy, the Service Manager Transfer Payment Agreement, and other established program parameters.

Shared Delivery Stream

No quarterly updates are required from Service Managers through their Investment Plan updates for the Shared Delivery stream. Service Managers are provided access to the Ministry of Finance ONT-TAXS Online system to access client information and request reports as required.

Payment Process

Direct Delivery Streams

The Ministry will provide quarterly payments based on quarterly projected disbursements.

Funds are transferred electronically to Service Managers. Service Managers must ensure that the Ministry has their latest banking information to receive these funds.

Service Managers advance monthly payments to landlords upon the signing of landlord agreements and updated unit occupancy figures. Under the Housing Allowance Direct Delivery stream, Service Managers pay households directly.

Shared Delivery Stream

The Ministry of Finance administers the Shared Delivery stream on behalf of Service Managers and pays eligible households directly. No funds are transferred to Service Managers. Rather, the Ministry holds back funds from each Service Manager's OPHI allocation as per the Investment Plan, Housing Allowance Shared Delivery stream, for use by the Ministry of Finance to pay recipients.

Household Eligibility

For the purposes of the Rental Assistance component, "household" is defined as any family unit or single individual renting either a self-contained unit or a room in shared accommodation. Households in receipt of social housing rent-geared-to-income subsidy or payments under any other rent support programs are not eligible.

To be eligible for funding under the Rental Assistance component, households must be on, or be eligible to be on, social housing waiting lists and have household incomes that do not exceed the applicable Household Income Limits in the annually amended Ontario Regulation 370/11 under the *Housing Services Act, 2011*.

Service Managers must establish a clear set of rules to determine whether the applicant's household income is at, or below, Household Income Limits. These rules must be in writing and available to the general public.

Service Managers must conduct annual income testing of households to ensure continued eligibility for the Rental Assistance component, but may exempt specific types of households (e.g., seniors with fixed incomes). Service Managers are solely responsible for establishing the necessary rules, forms and procedures to meet this requirement.

Unit Eligibility

Units may be in private buildings or in non-profit and co-operative projects. However, only market rent units in social housing developments are eligible, as program funding cannot be combined with rent-geared-to-income assistance.

Rent Supplement

Rent Supplement units must be modest as determined by the Service Manager. Self-contained units and congregate living arrangements are both eligible for funding.

Rent supplement units must meet local occupancy standards. Service Managers must establish local occupancy standards and include them in program information available to the general public.

Household Income Limits

If a Service Manager is of the opinion that Household Income Limits in the annually amended Ontario Regulation 370/11 under the *Housing Services Act, 2011* are too low and do not correlate with Canada Mortgage and Housing Corporation's Average Market Rents for their area, they can request in writing modifications to their Household Income Limits by emailing HousingProgramsDelivery@Ontario.ca.

Housing Support Services Component

Support services are beneficial to tenants who may need extra support – either temporary or permanent – to achieve housing stability. Housing stability results in improved health outcomes, less reliance on other emergency services, while promoting social inclusion. Funding for support services is more cost-effective for Service Managers and the system as a whole.

The objective of the Housing Support Services component is to ensure housing retention, greater self-reliance and social inclusion for tenants.

Service Managers may not exceed five percent of the three-year funding allocation for the Housing Support Services component.

Eligibility Criteria

Housing Support Services component funding can only be used to provide housing support services to eligible tenants in existing social housing, affordable housing units created under previous programs, as well as to those tenants in units established through OPHI.

Service Managers may provide a variety of support services (see Appendix “D” for a sample list of eligible services) to recipients either directly, or through partnerships with external community agencies. Supports funded should help ensure housing retention, greater self-reliance, and social inclusion for tenants. Service Managers are encouraged to work with providers that have familiarity with the addiction and mental health system and, where appropriate, with Ministry of Children, Community and Social Services (MCCSS) regional offices, the Ministry of Health and Long-Term Care and local community agencies that provide supportive housing and homelessness-related services.

Funding Allocations

Service Managers are required to fully disburse their annual allocations – as outlined in their Investment Plans – within each program year. The Ministry may reallocate funds to another Service Manager in instances where allocations are at risk of not being fully disbursed within the relevant fiscal year. Service Managers are required to demonstrate program take-up by updating their actual disbursements through their quarterly updates to their Investment Plans.

Reporting

Initial Investment Plan

In the initial Investment Plan, Service Managers are required to provide projected disbursements for Housing Support Services on a quarterly basis along with the number of households to be assisted.

Investment Plan Updates

On-going Housing Support Services component reporting consists of updating and submitting quarterly updates to the Investment Plan indicating actual disbursements by Service Manager along with number of households assisted. Reports will be completed and submitted through the Transfer Payment Hub System. Please see Page 7 for reporting requirements and due dates.

Service Managers are also required to provide copies of services agreements with community agencies, where applicable, to support the expenditure information included in the quarterly updates. Service Managers may enter into multi-year services agreement with community agencies, however, the agreements must clearly identify the funding requirements for each fiscal year.

This reporting ensures compliance with the provisions of the CMHC-Ontario Bilateral Agreement under the National Housing Strategy and other established program requirements.

Payment Process

The Ministry will provide quarterly payments based on initial quarterly projected disbursements. Funds are transferred electronically to Service Managers. Service Managers must ensure that the Ministry has their latest banking information to receive these funds.

Appendix A – List of Designated Areas under the French Language Services Act

Service Manager	Designated Area(s)
City of Toronto	All
Central Region	
Regional Municipality of Peel	City of Mississauga; City of Brampton
Regional Municipality of York	City of Markham
County of Simcoe	Town of Penetanguishene; Townships of Tiny and Essa
Eastern Region	
City of Cornwall	County of Glengarry; Township of Winchester; County of Stormont
City of Kingston	City of Kingston
City of Ottawa	All
United Counties of Prescott and Russell	County of Prescott; County of Russell
County of Renfrew	City of Pembroke; Townships of Stafford and Westmeath
Western Region	
Municipality of Chatham-Kent	Town of Tilbury; Townships of Dover and Tilbury East
City of Hamilton	All of the City of Hamilton as it exists on December 31, 2000
City of London	City of London
Regional Municipality of Niagara	City of Port Colborne; City of Welland
City of Windsor	City of Windsor; Towns of Belle River and Tecumseh; Townships of Anderdon, Colchester North, Maidstone, Sandwich South, Sandwich West, Tilbury North, Tilbury West and Rochester
Northeast Region	
Algoma District Services Administration Board	District of Algoma
Cochrane District Social Services Administration Board	All
City of Greater Sudbury	All
Manitoulin-Sudbury District Services Board	District of Sudbury
District of Nipissing Social Services Administration Board	District of Nipissing
District of Parry Sound Social Services Administration Board	Municipality of Callander
District of Sault Ste. Marie Social Services Administration Board	The part of the District of Algoma that is part of the district for the District of Sault Ste. Marie Social Services Administration Board
District of Timiskaming Social Services Administration Board	All
Northwest Region	
Kenora District Services Board	Township of Ignace
District of Thunder Bay Social Services Administration Board	Towns of Geraldton, Longlac and Marathon; Townships of Manitouwadge, Beardmore, Nakina and Terrace Bay

Appendix B: Canadian Environmental Assessment Act (CEAA)

Pre-screening Guidelines

The *Canadian Environmental Assessment Act, 2012* (the “CEAA 2012”) has replaced the *Canadian Environmental Assessment Act, 1992*. Under CEAA 2012, housing-related activities do not currently constitute physical activities as described in the *Regulations Designating Physical Activities*. Accordingly, the Pre-Screening Guideline (the “Guideline”) has been simplified and updated to reflect the provisions of the CEAA 2012 and replaces all previous versions of the Guideline.

Service Managers are required to consider this checklist when recommending project proposals to the Ministry for funding approval. Service Managers must confirm to the Ministry that the proposed project complies with the CEAA 2012, as per Canada Mortgage and Housing Corporation requirements. The answers to the two questions must be “NO” for the CEAA 2012 to be complied with.

- Is the project carried out on federal lands*?
- Has the project been specifically identified by the Minister of the Environment in an Order Designating Physical Activities?

*NOTE: “federal lands” includes lands that belong to, or that may be disposed of by, Her Majesty in right of Canada, but does not include lands under the administration and control of the Commissioner of Yukon, the Northwest Territories, or Nunavut.

Appendix C: Maximum Household Income Level, 2019*

Service Managers	Income at 60th Percentile
Greater Toronto Area**	\$96,000
City of Toronto	
Regional Municipality of Durham	
Regional Municipality of Halton	
Regional Municipality of Peel	
Regional Municipality of York	
City of Brantford	\$88,400
City of Cornwall	\$77,200
City of Greater Sudbury	\$93,800
City of Hamilton	\$90,300
City of Kawartha Lakes	\$82,000
City of Kingston	\$89,200
City of London	\$84,500
City of Ottawa**	\$96,000
City of Peterborough	\$82,900
City of St. Thomas	\$83,600
City of Stratford	\$88,400
City of Windsor	\$86,600
County of Bruce	\$93,100
County of Dufferin**	\$96,000
County of Grey	\$80,200
County of Hastings	\$77,400
County of Huron	\$84,200
County of Lambton	\$91,600
County of Lanark	\$91,400
County of Lennox & Addington	\$87,400
County of Norfolk	\$89,500
County of Northumberland	\$88,700
County of Oxford	\$91,100
County of Renfrew	\$85,200
County of Simcoe**	\$96,000
County of Wellington**	\$96,000
District Municipality of Muskoka	\$86,600
Municipality of Chatham Kent	\$75,500
Regional Municipality of Waterloo**	\$96,000
Regional Municipality of Niagara	\$83,800
United Counties of Leeds & Grenville	\$86,800
United Counties of Prescott & Russell**	\$96,000
Algoma DSSAB	\$72,800
Cochrane DSSAB	\$91,100
Kenora DSSAB**	\$96,000
Manitoulin-Sudbury DSSAB	\$81,800
Nipissing DSSAB	\$79,200
Parry Sound DSSAB	\$77,800
Rainy River DSSAB	\$85,700
Sault Ste. Marie DSSAB	\$80,900
Thunder Bay DSSAB	\$89,200
Timiskaming DSSAB	\$78,600
ONTARIO**	\$96,000

* Based on Statistics Canada, 2016 Census of Population, indexed to 2018 based on CPI.

** In areas where 60th income percentile is greater than the provincial level, the provincial level 60th income percentile is used.

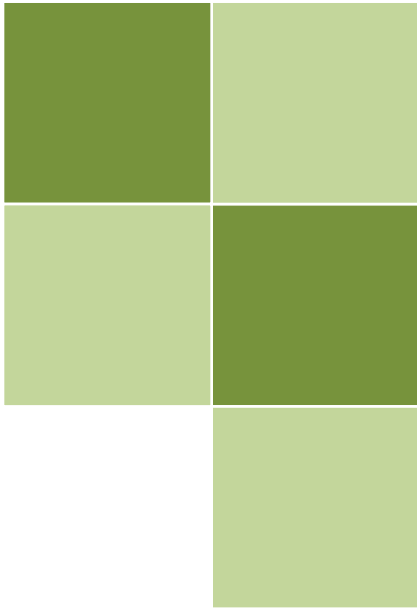
Appendix D: Examples of Eligible Support Services

The types of support services that are eligible to be funded include, but are not limited to, the following:

- Counselling, case management, crisis prevention, harm reduction, and intervention services.
- Support with physical and cognitive disabilities.
- Household set-up assistance, including: obtaining personal identification; moving; transportation; basic furnishings; and rent / utility deposits.
- Development of support service plans, to document recipients' goals, activities, and levels of support to be provided.
- Assistance with maintaining rental tenancy, including information about: rights and responsibilities; tenant-landlord relations and orientations; and information about how to be a good neighbor and crisis intervention / eviction prevention.
- Assistance with basic needs, including: personal care (e.g., bathing, hygiene, and dressing); exercise; shopping; purchasing food and meal preparation; house cleaning; laundry; money management (e.g., budgeting, banking, financial goals); dispensing medication; and conflict resolution.
- Assistance with referrals to gain access to services including: income support; employment, job placements, vocational counselling, education, and skills training; parenting courses and child care; legal services; and recreational activities.
- Assistance with the coordination of opportunities for social engagement and inclusion in community life, including: volunteer experiences; participation in social clubs, organizations, and sports; and transportation to events.
- Support to connect with peers and strengthen positive relationships with family members and friends.
- Recruitment and / or employment of staff members and peer support workers to deliver support services to recipients, either on-site or through external community agencies.
- Community relations worker who connects people experiencing difficulty to the right community-based supports.

Canada-Ontario Housing Benefit (COHB)

Program Guidelines



Ontario Ministry of Municipal Affairs & Housing
April 2020



TABLE OF CONTENTS

About These Guidelines.....	1
List of Acronyms	1
1. Summary	2
2. Introduction	3
3. About the PHB	4
4. Program Description	5
4.1 Objectives	5
4.2 Targets and Outcomes.....	5
4.3 Priority Groups	5
4.4 Eligibility Criteria: New Applicants	6
4.5 Eligibility Criteria: Annual Renewal.....	7
4.6 Owning a Home	7
4.7 Portability	7
4.8 PHB-SPP Program (2018-2020) Recipients.....	8
5. Program Delivery	9
5.1 Application Process.....	9
5.2 Annual Renewal Process	10
6. Payments to Applicants.....	11
6.1 Calculation of COHB	11
6.2 Average Market Rent (AMR)	11
6.3 Adjusted Family Net Income (AFNI)	12
6.4 Interaction with Social Assistance	13
6.5 Automated Income Verification	13
6.6 Exemption from Automated Income Verification	14
6.7 First and Last Month's Rent	14
6.8 In-Year Changes	14
6.9 Monthly Payments.....	15
6.10 Direct Deposit.....	15
6.11 T5007 Tax Forms	16
7. Funding.....	17
8. Accountability and Reporting.....	18
8.1 Memoranda of Understanding	18
8.2 Transfer Payment Agreements	18
8.3 Quarterly Claims	18
8.4 Service Level Standards	19
8.5 French Language Services Act Compliance	19
9. Roles and Responsibilities	20
10. Important Dates	21
Appendix A: Ministry of Municipal Affairs and Housing Contacts.....	22
Appendix B: Ministry of Children, Community and Social Services Regional Office Contacts....	24

ABOUT THESE GUIDELINES

These guidelines form part of the COHB program Transfer Payment Agreements between the province and Service Managers. They provide a framework for the COHB program and are designed to assist Service Managers with their administration of the program in their local communities.

The Ministry of Municipal Affairs and Housing (MMAH) recognizes that changes to the COHB program design may be necessary in the future; as such, the guidelines may be updated as needed, and any updates will be communicated to Service Managers.

LIST OF ACRONYMS

- AFNI – adjusted family net income
- AMR – average market rent
- CMHC – Canada Mortgage and Housing Corporation
- COHB – Canada-Ontario Housing Benefit
- CRA – Canada Revenue Agency
- MCCSS – Ministry of Children, Community and Social Services
- MMAH – Ministry of Municipal Affairs and Housing
- MOF – Ministry of Finance
- NOA – Notice of Assessment
- NHS – National Housing Strategy
- PHB – portable housing benefit
- PHB-SPP – Portable Housing Benefit - Special Priority Policy
- RGI – rent-geared-to-income
- SPP – Special Priority Policy

1. SUMMARY

The COHB is a federal-provincial housing allowance program launching on April 1, 2020. The program is jointly funded through the CMHC-Ontario Bilateral Agreement under the 2017 National Housing Strategy and is provincially delivered.

The purpose of the COHB program is to increase the affordability of rental housing by providing an income-tested, portable housing benefit (PHB) payment directly to eligible households in housing need that are on, or are eligible to be on, social housing waiting lists and to households in housing need living in community housing.

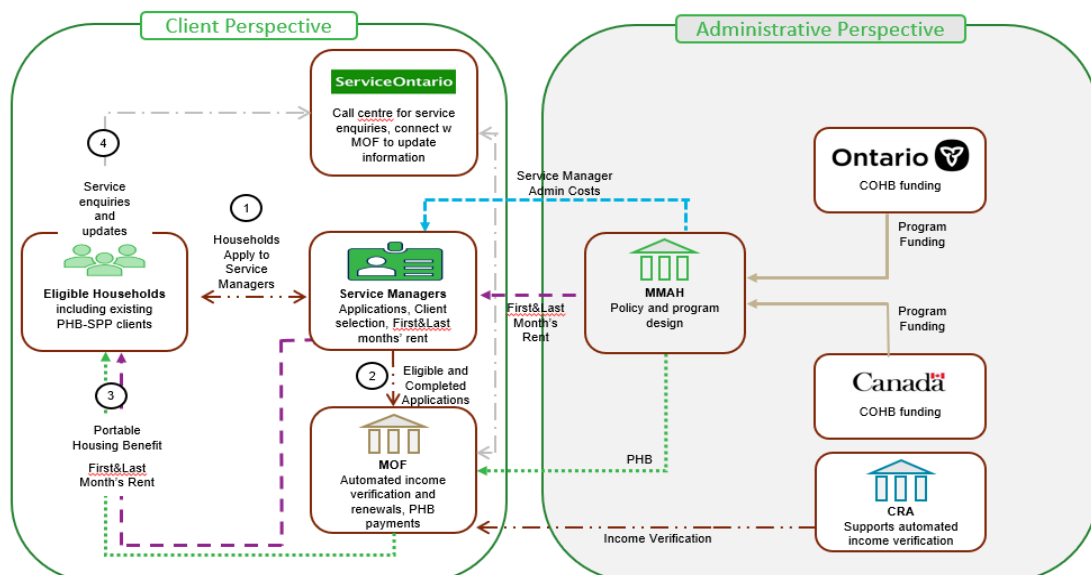
The COHB program is modelled on Ontario's Portable Housing Benefit – Special Priority Policy (PHB-SPP), which it replaces. PHB-SPP was targeted to survivors of domestic violence and human trafficking, while the COHB program expands the target groups to also include persons experiencing or at risk of homelessness, Indigenous persons, seniors, and people with disabilities, as well as households living in community housing.

Service Managers identify households who may be eligible and assist with the application submission, while the Ministry of Finance confirms eligibility and issues payments directly to households. The monthly payment amount is generally calculated using the household's net income as determined using relevant tax information. ServiceOntario is the ongoing point of contact for households in the program for inquiries and to report changes.

Service Managers are provided with annual planning allocation amounts for PHB payments to successful applicants, administration costs, and reimbursement of first and last month's rent payments to eligible households, for each fiscal year.

The province retains COHB funding each fiscal year for payments to households approved in previous fiscal years who continue to be eligible at annual renewals.

Overview of the Canada-Ontario Housing Benefit:



2. INTRODUCTION

In November 2017, the federal government released the National Housing Strategy (NHS), a 10-year, \$40 billion plan. The NHS sets out a renewed federal-provincial partnership to work together to achieve targets and outcomes, increase access to housing, reduce housing need and achieve better housing solutions across the spectrum.

The NHS includes three provincially-administered initiatives that provide significant flexibility to support provincial housing priorities:

- Ontario Priorities Housing Initiative: funding to address housing supply, repairs, and rental construction, affordability support, tenant supports and affordable homeownership. Program launched in fiscal 2019-20;
- Canada-Ontario Community Housing Initiative: funding to preserve and expand community housing supply, protect housing affordability for tenants, and support repair and regeneration of community housing stock. Program launched in fiscal 2019-20; and
- COHB: funding to provide portable housing payments directly to tenants to improve housing affordability.

On April 30, 2018, as part of the NHS, the government of Ontario and the Canada Mortgage and Housing Corporation (CMHC) signed a Bilateral Agreement that outlines these provincially-administered NHS initiatives and their associated funding.

On December 19, 2019, the federal and provincial governments announced the signing of an Addendum to the Bilateral Agreement that includes the mutually agreed-upon program design parameters for the COHB program. The COHB program is a provincially delivered, joint \$1.46 billion federal-provincial housing allowance program. The program helps to increase the affordability of rental housing for eligible households in housing need that are on, or are eligible to be on, social housing waiting lists and to households in housing need living in community housing by providing a direct income-tested PHB.

The COHB program will build on Ontario's Portable Housing Benefit – Special Priority Policy (PHB-SPP) program by providing housing assistance directly to additional priority household groups in need, and will reflect the diversity of housing markets in communities across Ontario.

With the assistance of Service Managers, households will complete COHB applications which will be sent to the Ministry of Finance (MOF) to determine eligibility. Eligible applicants will receive a monthly PHB based on the difference between 80% of the Average Market Rent (AMR) of the relevant service area and 30% of their Adjusted Family Net Income (AFNI). PHB payments will be issued by MOF directly to households and subject to an annual renewal process. Households that have been found to be eligible may also receive first and last month's rent assistance directly from Service Managers, where appropriate.

Households who are approved to receive benefits under this program must consent to be removed from the social housing waiting list of their local Service Manager.

Until the COHB program is launched, Ontario will continue to provide assistance to survivors of domestic violence and human trafficking who are enrolled in the PHB-SPP program. When the COHB program becomes available, these households will be transitioned to the new program.

3. ABOUT THE PHB

A PHB is a monthly subsidy (housing allowance) provided to a low-income household to assist with housing costs. Unlike other forms of housing assistance such as rent-geared-to-income (RGI) assistance, the PHB is tied to the household and not to a physical housing unit, allowing the benefit to move with the household to any Service Manager area in Ontario. As a result, recipients have more flexibility to choose where they live to be closer to family, social support networks, schools and employment opportunities.

A PHB has multiple benefits for recipients:

- It gives people on a social housing waiting list a potential option to receive a housing benefit that would give them more flexibility and choice about where they live, so they could choose to live closer to employment, child care, schools or family.
- It may help applicants who like where they are living but face affordability challenges to remain where they live.
- The PHB calculation is simple and is reassessed annually using income tax information. Recipients have an incentive to earn income since they are not required to report increases in income between annual renewals, and so will not experience a decrease in assistance for earning more income.

PHBs also provide Service Managers with the opportunity to create more vibrant mixed-income communities due to a greater ability to diversify their housing options.

4. PROGRAM DESCRIPTION

4.1 Objectives

The COHB program is targeted to low-income renter households and will provide direct affordability support to households in housing need in order to eliminate or significantly reduce housing need in accordance with the COHB program targets and outcomes.

The program intent is to provide improved access to housing assistance to households in need through shorter wait times and more housing choice.

4.2 Targets and Outcomes

The first NHS Action Plan (2019-20 to 2021-22) will be amended to include the COHB targets and outcomes. MMAH expects over 5,000 households will receive housing assistance in the first year of the COHB program, and over 40,000 households will be assisted by 2027-28.

The COHB program is expected to achieve positive outcomes to recipients, including:

- People are better connected to housing assistance and supports to achieve housing affordability and stability;
 - More timely access to housing assistance than households who are waiting for RGI assistance;
 - Improved housing affordability through reduced rent burden (lower percentage of income spent on shelter costs); and
 - Reduced likelihood of returning to an emergency shelter;
- People have more housing choice (e.g., housing type, quality, location) and opportunities to participate in the economy and their community;
- Improved household financial well-being; and
- People have a better quality of life.

As per the Addendum to the CMHC-Ontario Bilateral Agreement, MMAH will work with CMHC to assess the COHB program's impact on recipients over the course of the program, as well as support research on the long-term impacts on recipients.

4.3 Priority Groups

The COHB program is primarily intended to support vulnerable individuals and households in housing need. The following vulnerable populations under the National Housing Strategy will have priority for COHB support:

- Survivors of domestic violence and human trafficking;
- Persons experiencing or at-risk of homelessness;
- Indigenous persons;
- Seniors; and
- People with disabilities.

The second priority of the COHB program is to support households in housing need living in community housing. However, when a vulnerable household is required to seek housing, (unsubsidized) community

housing should be prioritized as the first option. Where no community housing options exist, vulnerable households can receive the PHB in the private rental market.

This second priority group includes:

- Households living in community housing that are not receiving affordability support (e.g., rent supplements, housing allowances); and
- Households no longer receiving financial assistance as a result of expiring federal-provincial programs or social housing operating agreements/mortgages.

Service Managers will be responsible for identifying potential households to apply for the COHB program with consideration for the priority groups listed above. Service Managers are encouraged to work with their local MCCSS regional offices, Developmental Services Ontario offices and local service provider agencies to identify people to apply for the COHB program.

4.4 Eligibility Criteria: New Applicants

Household members must meet the following criteria to be eligible to begin receiving a COHB benefit:

- Reside permanently in Ontario;
- Either:
 - A Canadian citizen,
 - A permanent resident,
 - has made an application for status as a permanent resident under the *Immigration and Refugee Protection Act (Canada)*, or
 - has made a claim for refugee protection under the *Immigration and Refugee Protection Act (Canada)* and no removal order has become enforceable under that Act against the member;
- Be on a social housing waiting list; or eligible to be on such a waiting list, or living in community housing;
- Not be in receipt of, or part of a household in receipt of, RGI assistance, a COHB benefit, or any other government-funded housing benefit, with the exception of social assistance shelter payments;
- Consent to being removed from the social housing waiting list of the Service Manager where the application was completed and approved;
- Not reside in a home suitable for year-round occupancy (within or outside Ontario) owned by a member of the household within 90 days of being determined eligible. (See 4.6 “Owning a Home” below); and
- Has applied for the COHB program and provided all necessary information for the calculation of the benefit.

Note: For the purposes of this program, household members at intake include each individual on the application for rent-geared-to-income (RGI) assistance (if applicable). The applicant’s spouse or partner must be included if they will be living together. All household members must live at the same address to receive a COHB benefit. If an applicant is sharing his or her home with an individual that is not a household member as described above (e.g., friend or roommate), the individual is not included as a household member.

No member of a household receiving a COHB benefit may receive, or be part of a household that receives, RGI assistance, more than one COHB benefit, or another government-funded housing benefit

(e.g., housing allowance under the Investment in Affordable Housing program) at the same time, with the exception of social assistance shelter payments.

Service Managers may provide Community Homelessness Prevention Initiative funding to recipients of the COHB program who need emergency assistance, since that assistance is not intended to be ongoing.

A household receiving a COHB benefit may reside in a unit that received assistance under a government program (e.g., the Canada-Ontario Affordable Housing Program), where that assistance was attached to the unit and not the household members.

All eligibility criteria will be clearly listed on the application form provided to program applicants.

4.5 Eligibility Criteria: Annual Renewal

Annually each spring, households receiving monthly program benefits must complete an annual renewal form to confirm their ongoing eligibility and benefit amount and to update MOF of any changes to household composition, address and other relevant information.

Recipients who do not return their annual renewal forms by the renewal deadline will no longer be eligible for the COHB program.

At renewal, and each year thereafter, household members must continue to meet the following criteria annually to remain eligible for the COHB program:

- Reside in Ontario;
- Be a renter household; and
- Not be in receipt of, or part of a household in receipt of, RGI assistance, more than one portable housing benefit, or any other government-funded housing benefit, with the exception of social assistance shelter payments.

Households receiving a nil benefit payment for 24 consecutive months will lose their eligibility under the COHB program and will be automatically exited from the program.

4.6 Owning a Home

Homeowners are not a target group for COHB support. However, households may be approved for this program if they or a member of their household currently owns a home that is suitable for year-round occupation. If eligible and approved for the COHB program, the household will not be eligible to receive any payments for the period they lived in the owned home and must move out of the home within 90 days of being determined eligible, or they will become ineligible for the program.

In order to remain eligible for the COHB program, household members must divest (sell) their legal or beneficial interest in a residence (either in or outside Ontario) within 12 months from being determined eligible and continue to be renter households.

4.7 Portability

The COHB benefit is fully portable across Ontario. Participants can continue to receive a monthly benefit when they move to a rental unit in another Service Manager area. When a participant moves to a different Service Manager area, the amount of the monthly benefit may change, based on the new AMR for the

corresponding size of unit in the new community. See 6.8 “In-Year Changes” on page 14 for more information.

4.8 PHB-SPP Program (2018-2020) Recipients

All households receiving assistance under the PHB-SPP program will continue to be eligible for funding until June 2020 and will transition to the COHB program through the renewal process commencing in May 2020 for the July 2020 to June 2021 benefit year.

5. PROGRAM DELIVERY

Benefits under the COHB program will be delivered consistent with, but with appropriate modifications to, the PHB Framework set out in Schedule 4.1 of Ontario Regulation 367/11 under the *Housing Services Act, 2011*. This will provide a number of benefits, including:

- Ensuring a similar calculation of the benefit across the province and a consistent programmatic approach, while being responsive to local conditions;
- Enabling households to retain in-year increases in income; and
- Allowing applicants to live in communities that best suit their needs (e.g., education, child care, employment opportunities, community engagement).

5.1 Application Process

1. The Service Manager provides COHB program information to households it has identified and determined are eligible, including:
 - The criteria for assessing the initial and continued eligibility of an applicant for the COHB program;
 - The method used in calculating the benefit at the time of application, for annual renewals and for in-year reassessments;
 - How RGI assistance would be calculated if the household received an offer of RGI assistance;
 - The effect of the receipt of a COHB benefit or RGI assistance on social assistance payments that a member of the household is receiving or is entitled to receive under Ontario Works or the Ontario Disability Support Program; and
 - Advising the applicant that they may be contacted by MOF to provide and receive additional information on the benefit.

To support the applicant's informed consent and decision to apply to the COHB program, the Service Manager must include in this communication any support persons that the applicant requests and consents to being involved.

2. The Service Manager provides a COHB program application form to an interested eligible applicant.
3. The Service Manager completes the "Service Manager Use Only" section of the application form and assists the applicant with the completion of the application form and applicable schedules.
4. The Service Manager will determine household net income and adjusted family net income (AFNI) for applicants, and complete the Schedule 2 form (Income Tax Filing Exemption), if:
 - The household has not filed the required income tax return(s) in the previous calendar year; or
 - The most recent income tax return(s) does not reflect the household's current financial circumstances.

See 6.6 "Exemption from Automated Income Verification" on page 14 for details on this process.

5. The Service Manager submits the completed application form to MOF by mail, along with the necessary schedules (e.g., Schedule 1: Additional Income Earners), if applicable, and the Service Manager-completed Schedule 2 form (Income Tax Filing Exemption), if applicable.
 - The application form includes written consent permitting the Canada Revenue Agency (CRA) to disclose taxpayer information to MOF for the purpose of administering the COHB program, and for the applicant to be contacted at a later date as part of a program evaluation.
 - The Service Manager encourages applicants to complete Schedule 3 form (Direct Deposit Request) and explains the benefits of receiving payments by direct deposit.
6. MOF processes the application and verifies the application is complete. If necessary, MOF follows up with the applicant, or the Service Manager, to request additional information.
7. MOF reviews completed applications and confirms eligibility based on the criteria set out in these guidelines and availability of funding.
 - If eligible, MOF calculates the benefit amount either based on the Service Manager calculation of net income and AFNI or its own determination, verifies income where the Service Manager has not done so, and provides the applicant with an Eligibility Notice stating the monthly payment amount.
 - If ineligible, MOF informs the applicant by letter.
8. MOF makes monthly payments to eligible households no sooner than the Effective Start Date (ESD) which is the first day of the month following the date the application was signed. With respect to how long a client would have to wait before their first monthly payment is received, MOF will make every effort to ensure that applications received by the relevant monthly cut-off date are processed for the upcoming payment date. In the event of incomplete information on an application or information that is inconsistent with CRA, the processing time may be delayed.
9. When MOF approves an applicant for the COHB program, the Service Manager provides first and last month's rent to the applicant (as appropriate) and removes the applicant from its social housing waiting list (as necessary).

5.2 Annual Renewal Process

1. Each Spring, MOF provides program participants with an annual renewal form. Households complete and submit the annual renewal form by the deadline included in the form to confirm they comply with ongoing eligibility requirements and inform of any changes (e.g., household composition, address).
2. Annually by April 30, income earners in the household must submit a federal income tax return to the CRA to enable MOF to calculate the monthly benefit based on household income.
3. Based on the updated calculation of the household's monthly benefit, MOF provides participants with an Eligibility Notice including the benefit amount and proceeds to make monthly payments by direct deposit.
4. Participants may contact the ServiceOntario Information Centre for more information on the calculation of the monthly benefit, or to request a redetermination of their benefit amount based on changes to the information submitted to MOF with the annual renewal form.

6. PAYMENTS TO APPLICANTS

MOF provides benefit payments by direct deposit each month to the individual who applied for the benefit on behalf of the household and signed the application form. Alternatively, the applicant can choose to have the funds deposited directly to a landlord by submitting a Schedule 5 form (Tenant Authorization and Direction to Pay Landlord Direct) and a Schedule 6 form (Landlord Consent to Receive Payment). Payments will be made by direct deposit only, except for extenuating circumstances.

Service Managers provide payments directly to applicants for first and last month's rent in accordance with the COHB program guidelines and as outlined in 6.7 "First and Last Month's Rent" on page 14.

6.1 Calculation of COHB

The benefit is calculated using a formula that is generally consistent with Schedule 4.1 of Ontario Regulation 367/11 under the *Housing Services Act, 2011*. The formula includes AMR and AFNI.

$$\text{Monthly COHB} = (\text{AMR} \times 80\%) - \left[\frac{(\text{AFNI} \times 30\%)}{12} \right]$$

This formula is responsive to changes in:

- Household income, through the use of AFNI;
- Household composition, through selecting the AMR for the type of housing associated with the family composition; and
- Local housing markets, through the use of local AMR.

The maximum benefit amount payable is 80% AMR less the RGI minimum rent amount. The RGI minimum rent amount is \$85 until June 30, 2020. From July 1, 2020 to June 30, 2021, the RGI minimum rent amount will be \$129 and will be adjusted annually thereafter in accordance with subsection 2(4) of Ontario Regulation 316/19 under the *Housing Services Act, 2011*.

The minimum monthly benefit payable is \$10. Any monthly benefit calculated as an amount less than \$10 will be considered a nil (\$0) payment.

For information on the benefit calculation for social assistance recipients, see 6.4 "Interaction with Social Assistance" on page 13.

6.2 Average Market Rent (AMR)

The amount of a COHB benefit is based on the difference between 80 per cent of the CMHC AMR for an appropriately sized rental unit, based on household composition, and 30 per cent of annual household AFNI divided by 12. AMR is defined as the average expense of market rent in the relevant service area, as provided by CMHC to MMAH based on CMHC's annual rental survey, adjusted as appropriate. In service areas where there are no CMHC AMRs, Service Managers will be able to submit a business case

to determine AMRs based on a local market rent survey for the ministry's consideration. AMR is a standard measure used in other housing programs.

The COHB program only uses AMRs for unit sizes of one bedroom, two bedrooms and three bedrooms. Recipients will receive a monthly benefit based on a calculation using a unit size no smaller than one bedroom and no larger than three bedrooms. Households requiring more than three bedrooms will receive a benefit based on a calculation using AMR for three bedrooms.

MOF will use a uniform set of occupancy standards to calculate the amount of a monthly benefit based on the appropriate unit size for each eligible household, as follows:

- Spouses/partners will be designated one bedroom; and
- Every other person in the household will be designated a separate bedroom.

Households may reside in any size of accommodation they choose, regardless of the number of bedrooms determined by the occupancy standards.

6.3 Adjusted Family Net Income (AFNI)

The AFNI of a household is based on the income of each member of the household, excluding those who are in full-time attendance at a recognized educational institution. Benefits received under this program are exempted as income for the purpose of calculating the monthly COHB benefit.

When an applicant applies to the COHB program, household net income and AFNI will be determined by MOF if the relevant tax information is available for each household member whose income is to be included in the calculation. Household net income and AFNI will be determined by the Service Manager for new applicants if:

- The household has not filed the required income tax return(s) in the previous calendar year; or
- The most recent income tax return(s) does not reflect the household's current financial circumstances.

Where the relevant tax information is available for each household member whose income is to be included in the calculation, household net income is determined by MOF using the latest annual CRA notice(s) of assessment. MOF will use the net income for relevant household members from the latest notice(s) of assessment issued under the *Income Tax Act* (Canada) for the most recent taxation year that ended before the application is considered, adjusted as follows, or if no notice of assessment has been issued, the amount that would appear as net income had the notice of assessment been issued, adjusted as follows:

- By subtracting from that amount, any payments from a registered disability savings plan received by the member in that taxation year and any payment of a COHB benefit received by the member in that taxation year; and
- By adding to that amount, any payments from a registered disability savings plan repaid by the member in that taxation year.

Where the Service Manager is determining household net income and AFNI of new applicants for the reasons outlined above, the net income of each household member whose income is to be included in the calculation is determined by the Service Manager using:

- The best information available; and

- The amount that best approximates each member's net income adjusted as outlined above and based on the Service Manager's projections of income and deductions for the 12-month period beginning on the first day of the month following the month in which the application is considered.

The Service Manager provides the calculated amount on Schedule 2 form (Income Tax Filing Exemption) of the application.

During each annual renewal, the benefit is calculated by MOF using the household members' assessed income from the federal income tax return from CRA for the most recent tax year.

Using AFNI to define income is consistent with other modern forms of assistance, such as the Ontario Child Benefit, and as of July 1, 2020, simplified RGI calculation rules for social housing tenants.

6.4 Interaction with Social Assistance

Under Ontario Works and the Ontario Disability Support Program, recipients receive a shelter allowance as a portion of their monthly entitlement up to a maximum amount based on actual shelter costs and household size. Social assistance recipients are eligible to receive the maximum shelter amount if their shelter costs exceed the maximum.

The *Ontario Works Act, 1997* and the *Ontario Disability Support Program Act, 1997* allow for housing benefits to be exempted as income, where approved, up to the difference between actual shelter costs (e.g., rent, utilities) and the actual shelter allowance payable (which is capped at maximum shelter costs).

For social assistance recipients, consistent with the PHB Framework, the same portable housing benefit calculation formula applies to determine the maximum benefit amount for a household. The social assistance shelter allowance will be provided in the normal fashion; however, the portable housing benefit will fill the gap between the social assistance shelter allowance and actual shelter costs, up to the maximum portable housing benefit amount.

If actual shelter costs increase or a recipient moves to a unit with higher rent, the portable housing benefit amount paid will increase but remain subject to the maximum portable housing benefit amount. In addition, if a recipient no longer receives social assistance, the portable housing benefit will be calculated as described in 6.1.

As a result, recipients receiving social assistance are required to contact the ServiceOntario Information Centre to report any changes (increases or decreases) in their shelter costs to allow MOF to adjust their COHB benefit accordingly.

Recipients receiving social assistance do not need to report month-to-month changes in utilities because shelter costs are averaged over a year.

6.5 Automated Income Verification

MOF conducts annual Automated Income Verification using CRA income tax information. As a result, all household members whose income is to be included in the benefit calculation must submit income tax return(s) to the CRA each year by April 30. Failure to submit the required income tax return(s) may result in a delay in benefit payments.

6.6 Exemption from Automated Income Verification

Applicants entering the COHB program may be exempted from Automated Income Verification for their initial benefit calculation where:

- The household has not filed the required income tax return(s) in the previous calendar year; or
- The most recent income tax return(s) does not reflect the household's current financial circumstances.

In this situation, Service Managers will manually calculate and verify household net income and AFNI, as outlined in 6.3 "Adjusted Family Net Income (AFNI)" on page 12.

If information is not available for an initial benefit calculation because a member of the household believes that he or she or any member of the household will be at risk of abuse if the information is obtained, the Service Manager will calculate and verify household net income and AFNI based on the best available information.

During that year of exemption, household members whose income is to be included in the benefit calculation will be required to submit annual income tax returns to the CRA by April 30. Households who were initially exempt will be required to have Automated Income Verification based on their annual notice(s) of assessment going forward.

6.7 First and Last Month's Rent

For applicants approved for the COHB program by MOF, Service Managers may provide funding directly for first and last month's rent, where the applicant has demonstrated to the Service Manager a need to receive the payment. Where Service Managers have a method for determining household need under the Community Homelessness Prevention Initiative Program, a similar process should be applied.

The amount of first and last month's rent shall not exceed the lesser of:

- Twice the amount of the actual rent paid by the approved household; or
- Twice the amount of 100 per cent of the CMHC AMR for an appropriately sized rental unit, based on household composition.

MMAH will flow these funds to Service Managers on a quarterly basis retroactively, in accordance with Service Manager quarterly claims.

6.8 In-Year Changes

As indicated on the application form, participants must report any changes in personal information (e.g., household composition, address) as soon as possible to the ServiceOntario Information Centre. Subject to the following, recipients are not required to report an increase in income during the year or undergo a reassessment of the monthly benefit due to an increase in income.

MOF will perform an in-year reassessment of recipient eligibility and/or monthly benefits under the following circumstances:

- A recipient contacts the ServiceOntario Information Centre to request a reassessment due to a significant decrease of at least 20 per cent in household income (limited to one in-year reassessment each year).

- A recipient contacts the ServiceOntario Information Centre to advise of a move to a different Service Manager area (this may affect AMR and therefore the monthly benefit received).
- A recipient contacts the ServiceOntario Information Centre to advise of a permanent change to household composition.
- A recipient contacts the ServiceOntario Information Centre to advise that they have started or stopped receiving assistance under the *Ontario Works Act, 1997* or the *Ontario Disability Support Program Act, 1997*.
- A recipient who is receiving social assistance contacts the ServiceOntario Information Centre to advise of a change (increase or decrease) in shelter costs.
- A Service Manager or recipient advises the ServiceOntario Information Centre that they have ceased to be eligible on certain grounds for continued eligibility (e.g., the recipient is receiving another government-funded housing benefit).

When performing an in-year review, MOF will request the necessary information from the recipient to reassess eligibility and/or recalculate the monthly benefit, as appropriate.

Where an in-year reassessment results in a change in a COHB benefit amount, the change will be processed at the time of the in-year reassessment.

As noted, recipients may request only one in-year reassessment between annual renewals due to a significant decrease of at least 20 per cent in household income. Where a recipient has requested an in-year reassessment due to a decrease in household income, net income and AFNI is determined by MOF using the amount that best approximates the household's income, calculated and adjusted as outlined in 6.3 "Adjusted Family Net Income (AFNI)" on page 12. The calculation is based on MOF's projections of income and deductions for the 12-month period beginning on the first day of the month following the month in which the review is considered.

6.9 Monthly Payments

When MOF receives a completed application form or annual renewal form by the relevant monthly cut-off date or the annual renewal deadline, payment is processed on a go-forward basis according to the effective start date in the Eligibility Notice for new applicants or the first payment date of the next benefit period for existing recipients. Payments are made by the 28th of each month.

If an application form is not submitted by the monthly cut-off date or is incomplete, new applicants will be paid retroactively from the effective start date in the Eligibility Notice once all required information has been submitted.

If an annual renewal form is submitted incomplete, recipients will be paid retroactively from the beginning of the new benefit year once all required information has been submitted.

The household's COHB benefit may be suspended if a recipient is absent from Ontario for more than 60 consecutive days, or if MOF has an incorrect mailing address or incorrect direct deposit information.

6.10 Direct Deposit

Payments will be made by direct deposit only, except for extenuating circumstances. Applicants should submit direct deposit information with their applications, such as void cheques or direct deposit forms from their bank along with a completed Schedule 3 form (Direct Deposit Request). MOF uses this information to set up monthly payments to applicants.

Direct deposit is a reliable, convenient and secure option that will reduce the time and effort needed to cash monthly cheques. It also eliminates the risk of lost or damaged cheques and delays caused by postal disruptions.

6.11 T5007 Tax Forms

MOF is required to issue a T5007 tax form, known as a Statement of Benefits, to all program participants by the end of February each year. These forms report the COHB monthly benefits provided to recipients for income tax purposes. MOF issues T5007 forms to participants even in cases where payments are made directly to landlords. Benefits received under this program are exempted as income for the purpose of calculating the monthly COHB benefit.

Service Managers are required to issue T5007 tax forms to participants for first and last month's rent payments delivered directly to households.

7. FUNDING

The COHB program is jointly funded by the federal and provincial governments through the NHS Bilateral Agreement. Up to \$27,947,100 in the 2020-21 fiscal year and up to \$36,619,000 in 2021-22 fiscal year is available to assist households approved for the COHB program. Service Managers have received their planning allocations for these two years. MMAH will also ensure funding is available for all households participating in the PHB-SPP program as of March 31, 2020 and who remain eligible for payments under the COHB program.

These planning allocations were determined using the same funding methodology used in the Ontario Priorities Housing Initiative, which ensures appropriate geographic distribution of funding.

Funding allocations are provided on a “use it or lose it” basis, since funding from one fiscal year cannot be reallocated to future years. For this reason, annual planning allocations that cannot be fully taken up within the respective fiscal year may be reallocated by MMAH after December 31 to Service Manager areas with higher take-up rates. A Service Manager’s funding allocation may not be reallocated if as of December 31 of each year, the Service Manager is projected to spend 90 per cent of its annual planning allocation by the end of the fiscal year.

In addition, the number of eligible households approved to receive a benefit in a Service Manager area will be limited in any year by the amount of funding available in the following year for their service area.

Service Managers will identify households who may be eligible for the COHB program and assist with the application process. Households who apply for the COHB program and are approved will be provided with a monthly subsidy to assist with the costs of renting a unit of their choosing. This monthly subsidy will be paid directly to households through MOF. Service Managers will receive annual planning allocations to assist them in determining the number of households that may be assisted within a fiscal year.

All Service Managers are eligible for reimbursement on a quarterly basis of actual costs incurred for:

- Administration costs related to supporting the COHB program; and
- First and last month’s rent assistance provided to applicants who are approved for the COHB program, as appropriate.

Service Managers will receive administration payments of \$250 per approved application from their service area, up to 5 per cent of their annual planning allocation. The “Service Manager Use Only” section of the application form must be completed before the administration payment can be made.

Details related to Service Managers providing approved applicants with funding for first and last month’s rent are included in 6.7 “First and Last Month’s Rent” on page 14.

Payments to Service Managers will be made quarterly based on the number of eligible applicants approved for the COHB program in each service area, as reported by MOF through an online portal, and through quarterly claims from Service Managers.

Service Managers are required to sign a Transfer Payment Agreement with MMAH and MOF that sets out the roles and responsibilities of the parties and the accountability framework for the COHB program, including the terms for funding and reporting requirements. For more information, see 8.2 “Transfer Payment Agreements” on page 18.

8. ACCOUNTABILITY AND REPORTING

The province places a high degree of importance on accountability for its actions, decisions and policies with regard to the use of public funds for programs and services. The government has an obligation to demonstrate value for money and ensure that funds have been spent appropriately and in a timely manner. Accordingly, Service Managers must submit the following as accountability mechanisms for the COHB program:

- Transfer Payment Agreement with MMAH and MOF;
- Quarterly Claims; and
- French Language Services Reports.

Service Managers will submit quarterly claims and French Language Services Reports as described in the respective sections of the COHB Transfer Payment Agreement.

Service Managers are required to use the Transfer Payment Ontario System to submit COHB reports. For assistance or questions regarding the Transfer Payment Ontario System, please contact the Housing Service Desk at HousingServiceDesk@ontario.ca.

8.1 Memoranda of Understanding

Three memoranda of understanding govern the COHB program:

- **MMAH and MOF Memorandum of Understanding:** Sets out the responsibilities of the two ministries in relation to the COHB program;
- **CRA and MOF Memorandum of Understanding:** Enables MOF to obtain household level tax information from the CRA in order to perform Automated Income Verification during eligibility determination and benefit calculation;
- **MMAH and ServiceOntario Memorandum of Understanding:** Arranges for ServiceOntario to operate the Information Centre to respond to program enquiries from applicants and request required information, as appropriate.

8.2 Transfer Payment Agreements

Service Managers must enter into a Transfer Payment Agreement with MMAH and MOF for the COHB program. In accordance with the province's Transfer Payment Accountability Directive, the agreements will contain an accountability framework, outline the roles and responsibilities of the parties, and include the terms for funding and reporting requirements. The agreement will set out the role of Service Managers, MMAH and MOF in relation to the sharing of household personal information.

8.3 Quarterly Claims

Following the execution of Transfer Payment Agreements, Service Managers are required to submit quarterly claims to MMAH for administration costs and reimbursement of first and last month's rent paid to eligible households for the previous quarter. Service Managers will also provide additional information, data and reports as needed by the ministry to report on progress made towards achieving program outcomes.

Service Managers can request and view MOF reports of participating households through the ONT-TAXS online portal.

8.4 Service Level Standards

Applicants assisted under the COHB program do not count towards meeting Service Managers' service level standards. Service level standards identify the minimum number of low-income households required to receive RGI assistance (or approved alternative assistance) in Service Manager areas, as set out in the *Housing Services Act, 2011*.

8.5 French Language Services Act Compliance

Service Managers who are located in or servicing an area that is designated under the *French Language Services Act* are required to:

- Ensure services are provided in French; and
- Make it known to the public (through signs, notices, other information on services, and initiation of communications in French) that services provided to and communications with the public in connection with the COHB program are available in French.

Services being provided directly to the public by Service Managers, or through the office of a sub-contractor (e.g., local non-profit agency), are required to comply with the *French Language Services Act*.

To demonstrate compliance, Service Managers are required to submit French Language Services Reports to MMAH confirming that the requisite French language services are being provided. An initial report must be signed and submitted to MMAH at the time of signing the Transfer Payment Agreement, and reports must be submitted annually thereafter by July 15.

Sample French Language Services Report templates are included as part of the Transfer Payment Agreements.

9. ROLES AND RESPONSIBILITIES

MMAH will undertake the following activities:

- Program design, funding and accountability, in partnership with CMHC;
- Adjustment of the CMHC AMRs as appropriate, and determine the AMR for areas where data is not available;
- Flow eligible administration cost funding and funds for first and last months' rent directly to Service Managers; and
- Arranging from ServiceOntario a program call centre to respond to enquiries.

Service Managers will undertake the following activities:

- Selecting households that may be eligible for program participation and distributing application forms to interested households;
- Ensuring interested households have been informed of benefits and risks of the COHB program;
- Ensuring interested households have consented to the disclosure of their personal information to the CRA, MMAH, and MOF;
- Completing the "Service Manager Use Only" section of the application form;
- Collecting and sending completed application forms to MOF for processing;
- Collecting required information on intake, and submitting required reports and claims to MMAH;
- Providing first and last months' rent payments to eligible households (to be reimbursed by MMAH, as appropriate);
- Submitting quarterly payment claims to MMAH;
- Notifying MOF of certain events, including a household's acceptance of an offer of RGI housing or similar type of housing assistance; and
- Completion and distribution of T5007 tax slips to households to report first and last months' rent payments for income tax purposes.

MOF will undertake the following activities:

- Distribution of application forms to Service Managers for distribution to eligible households;
- Processing applications including income verification of applicants;
- Determining eligibility for the benefit;
- Calculating benefit amounts;
- Making payments directly to eligible households (or to a third party if directed by the household);
- Reassessing eligibility and benefit amounts annually;
- Completing in-year reviews [when requested by households], in partnership with MMAH;
- Providing monthly reports to MMAH on participation rates and funding expensed;
- Completion and distribution of T5007s tax slips to households to report the benefit for income tax purposes; and
- Respond to enquiries from participating households, as referred from ServiceOntario.

ServiceOntario will undertake the following activity:

- Operate the Information Centre to respond to program enquiries and receive account changes from participating households.

10. IMPORTANT DATES

The benefit year for the COHB program is July 1 to June 30. The COHB program will be delivered according to the following timelines:

Activity	Date
Program announcement	December 19, 2019
Guidelines and support materials released to Service Managers	February 2020
Transfer Payment Agreements for administration funding and first and last month's rent payments executed by MMAH, Service Managers and MOF	February 2020
MOF provides an application form to Service Managers for distribution to eligible households	April 1, 2020
MOF begins receiving applications	April 6, 2020
MOF begins payments to new COHB program recipients	By April 28, 2020
Service Manager quarterly claims due to MMAH each year (annual deadlines)	Q1 (July 15) Q2 (October 15) Q3 (January 15) Q4 (March 15)
Service Manager French Language Services Reports due to MMAH (where required)	Initial report submitted at the time of signing the Transfer Payment Agreement and reports submitted annually thereafter by July 15

To obtain further information about the COHB program, Service Managers are encouraged to contact their respective regional staff contacts at MMAH. For information on available support services, contact the respective regional staff contacts at the Ministry of Children, Community and Social Services. Contact information is included in the appendices.

APPENDIX A: MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING CONTACTS

MUNICIPAL SERVICES OFFICE – CENTRAL

Serving: Durham, Halton, Hamilton, Muskoka, Niagara, Peel, Simcoe, York

777 Bay Street 13th Floor
Toronto, ON M7A 2J3
General Inquiry: 416-585-6226
Toll Free: 1-800-668-0230
Fax: 416-585-6882

Contact: Ian Russell, Team Lead, Regional Housing Services
Tel: 416-585-6965
Email: ian.russell@ontario.ca

MUNICIPAL SERVICES OFFICE – EASTERN

Serving: Cornwall, Hastings, Kawartha Lakes, Kingston, Lanark, Leeds and Grenville, Lennox and Addington, Northumberland, Ottawa, Peterborough, Prescott and Russell, Renfrew

8 Estate Lane, Rockwood House
Kingston, ON K7M 9A8
General Inquiry: 613-545-2100
Toll Free: 1-800-267-9438
Fax: 613-548-6822

Contact: Mila Kolokolnikova, Team Lead, Regional Housing Services
Tel: 613-545-2123
Email: mila.kolokolnikova@ontario.ca

MUNICIPAL SERVICES OFFICE – WESTERN

Serving: Brantford, Bruce, Chatham-Kent, Dufferin, Grey, Huron, Lambton, London, Norfolk, Oxford, St. Thomas, Stratford, Waterloo, Wellington, Windsor

659 Exeter Road, 2nd Floor
London, ON N6E 1L3
General Inquiry: 519-873-4020
Toll Free: 1-800-265-4736
Fax: 519-873-4018

Contact: Tony Brutto, Team Lead, Regional Housing Services
Tel: 519-873-4032
Email: tony.brutto@ontario.ca

MUNICIPAL SERVICES OFFICE – NORTHERN (SUDBURY)

Serving: Algoma, Cochrane, Greater Sudbury, Manitoulin-Sudbury, Nipissing, Parry Sound, Sault Ste. Marie, Timiskaming

159 Cedar Street, Suite 401
Sudbury, ON P3E 6A5
General Inquiry: 705-564-0120
Toll Free: 1-800-461-1193
Fax: 705-564-6863

Contact: Cindy Couillard, Team Lead, Regional Housing Services
Tel: 705-564-6808
Email: cindy.couillard@ontario.ca

MUNICIPAL SERVICES OFFICE – NORTHERN (THUNDER BAY)

Serving: Kenora, Rainy River, Thunder Bay

435 James Street, Suite 223
Thunder Bay, ON P7E 6S7
General Inquiry: 807-475-1651
Toll Free: 1-800-465-5027
Fax: 807-475-1196

Contact: Andrew Carr, Team Lead, Regional Housing Services
Tel: 807-475-1665
Email: Andrew.Carr@ontario.ca

HOUSING PROGRAMS BRANCH – TORONTO

Serving: Toronto

777 Bay Street, 14th Floor
Toronto, ON M7A 2J3
Fax: 416-585-7003

Contact: Bailey Anderson, Account Manager, Regional Services Delivery Unit
Tel: 647-527-1473
Email: bailey.anderson@ontario.ca

APPENDIX B: MINISTRY OF CHILDREN, COMMUNITY AND SOCIAL SERVICES REGIONAL OFFICE CONTACTS

CENTRAL REGION

Serving: Dufferin, Halton, Peel, Simcoe, Waterloo, Wellington, York

6733 Mississauga Road, Suite 200
Mississauga, ON L5N 6J5
Tel: (905) 567-7177
Fax: (905) 567-3215
Toll Free: 1-877-832-2818
TTY: 905-567-3219

17310 Yonge Street, Unit 1
Newmarket, ON L3Y 7R8
Tel: (905) 868-8900
TTY: (905) 715-7759
Fax: (905) 895-4330
Toll Free: 1-877-669-6658

EAST REGION

Serving: Cornwall, Durham, Hastings, Kawartha Lakes, Kingston, Lanark, Leeds & Grenville,
Lennox & Addington, Northumberland, Ottawa, Peterborough, Prescott & Russell, Prince
Edward County, Renfrew

347 Preston Street, 3rd Floor
Ottawa, ON K1S 2T7
Tel: (613) 234-1188
Fax: (613) 783-5958
Toll Free: 1-800-267-5111

23 Beechgrove Lane
Kingston, ON K7M 9A6
Phone: 1-613-531-5740
Fax: 613-536-7377
Toll-Free: 1-877-345-5622

WEST REGION

Serving: Brantford, Bruce, Chatham-Kent, Grey, Hamilton, Huron, Lambton, London, Niagara, Norfolk, Oxford, St. Thomas, Stratford, Windsor

217 York Street, Suite 203
P.O. Box 5217
London, ON N6A 5R1
Tel: (519) 438-5111
Fax: (519) 672-9510
Toll Free: 1-800-265-4197
TTY: (519) 663-5276

119 King Street West
Hamilton, ON L8P 4Y7
Tel: (905) 521-7280
Fax: (905) 546-8277
Toll Free: 1-866-221-2229
TTY: (905) 546-8276

270 Erie Street East
P.O. Box 1810, Station A
Windsor, ON N9A 7E3
Tel: (519) 254-5355
Fax: (519) 255-1152
Toll Free: 1-800-419-4919
TTY: (519) 907-0205

NORTH REGION

Serving: Algoma, Cochrane, Kenora, Manitoulin-Sudbury, Nipissing, Parry Sound, Rainy River, Sault Ste. Marie, Sudbury, Thunder Bay, Timiskaming

199 Larch Street
10th Floor, Suite 1002
Sudbury, ON P3E 5P9
Tel: (705) 564-4515
Fax: (705) 564-2163
Toll Free: 1-800-461-1167
TTY: (705) 564-3233

621 Main Street West
North Bay, ON
P1B 2V6
Tel: (705) 474-3540
Fax: (705) 474-5815
Toll Free: 1-800-461-6977
TTY: (705) 474-7665

TORONTO

Serving: Toronto

375 University Avenue, 5th Floor
Toronto, ON M7A 1G1
Tel: (416) 325-0500
Fax: (416) 325-0565
TTY: (416) 325-3600

Request for Decision

Core Service Review Final Report

Presented To:	City Council
Presented:	Tuesday, Mar 24, 2020
Report Date	Wednesday, Mar 11, 2020
Type:	Referred & Deferred Matters

Resolution

Recommendation #1:

THAT the General Manager of Community Development establish new terms with local school boards regarding the shared use of facilities that provide better matching of costs and benefits, and deliver a new agreement for Council's review and approval by the end of the third quarter of 2020, as outlined in the report entitled "Core Service Review Final Report", from the Chief Administrative Officer, presented at the City Council meeting on January 21, 2020.

Recommendation #2:

THAT the Chief Financial Officer update the User Fee policy to include a framework that guides what portion of recreation costs should be recovered by user fees and the rate of subsidy that should be provided by taxpayers for Council's review and approval by the end of 2020, as outlined in the report entitled "Core Service Review Final Report", from the Chief Administrative Officer, presented at the City Council meeting on January 21, 2020.

Recommendation #3:

THAT the Chief Administrative Officer develop a communications plan to support Council's further deliberations about KPMG's recommendations to rationalize facilities and review maintained parkland requirements, as outlined in the report entitled "Core Service Review Final Report", from the Chief Administrative Officer, presented at the City Council meeting on January 21, 2020.

Recommendation #4:

THAT the General Manager of Community Development prepare a plan for Council's approval to have ski hill operations delivered by a private or not-for-profit third party provider no later than the beginning of the third quarter of 2020, as outlined in the report entitled "Core Service Review Final Report", from the Chief Administrative Officer, presented at the City Council meeting on January 21, 2020.

Recommendation #5:

Signed By

Report Prepared By

Ed Archer
Chief Administrative Officer
Digitally Signed Mar 11, 20

Financial Implications

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Mar 11, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Mar 11, 20

THAT business cases supporting the implementation of KPMG's recommendations regarding the creation of a digital city, implementation of a lean management system, modernizing phone systems, expanding facilities management systems, optimizing office space and the further development of staff time, attendance and activity reporting systems be prepared for consideration in the 2021 Budget, as outlined in the report entitled "Core Service Review Final Report", from the Chief Administrative Officer, presented at the City Council meeting on January 21, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

This report responds to Council's "Economic Capacity and Investment Readiness" goal, which included a review of key core services and service levels as one of the strategic initiatives that should be undertaken. This report also supports Council's "Asset Management and Service Excellence" goal, particularly the strategic initiative calling for the corporation to demonstrate innovation and cost effective service delivery.

Report Summary

This is the final report of the Core Service Review that Council directed staff to undertake in 2019. Following a first phase report presented in September that described the corporation's 58 services, service levels and performance, KPMG was engaged to complete this second phase. The objective was to identify opportunities for change to assess whether resources could be redirected to services where Council wants to make additional investments. It was not intended as a cost reduction exercise. It produced detailed reviews of specific services Council identified at the end of the first phase and made a series of recommendations. Subject to Council's decisions about the recommended motions, the anticipated benefits will accrue to the corporation over the next several years.

Financial Implications

When fully implemented, KPMG estimates the corporation will realize financial benefits worth approximately \$4M. The exact timing associated with these benefits depends on several factors and some are dependent on expenditures that would be considered in a future budget before the savings could be realized. If the recommendations in this report are approved, financial benefits worth approximately \$660,000 are available.

The cost of the Core Services Review, excluding staff time, was \$250,000. Funding was provided by the province's Audit and Accountability Fund, so the net cost to the corporation was \$0.

BACKGROUND

On May 14th, 2019, Councillor Sizer introduced a motion calling for a core service review. Council passed an amended motion on May 28th, 2019 directing staff to initiate the required work and, prior to any detailed analysis of potential changes in specific services, report information about all of the municipality's services, their cost and performance relative to the city's benchmarking partners. Following an Information Report in July to update Council on the status of the work, staff completed Phase I, producing the requested information about all of the municipality's services, their cost and relative performance. Council received this report at its September 24, 2019 meeting.

At that time, Council decided to proceed with detailed service reviews of the following:

- a) Arenas
- b) Parks
- c) Recreation Programming
- d) Assets and Facilities Management
- e) Roads Operations and Maintenance
- f) Community Grants (including grants provided by Economic Development)
- g) Long Term Care

The work also included a review of the City of Greater Sudbury's enterprise systems to assess how best to sufficiently, appropriately integrate them so that they support routine time, attendance and staff activity reporting.

Consistent with the terms of the province's Audit and Accountability Fund, which required a third party to complete the work. Staff issued a Request for Proposals and KPMG was selected following a review of the four proposals received. KPMG started work in October.

The basis for this review was a desire to assess the potential for changes to services or service levels and assess whether resources could be redirected to services where Council wants to make additional investments. It was not intended as a cost reduction exercise.

It was a condition of the Audit and Accountability Fund that a report be posted to the City's website by December 31 describing the results of KPMG's work. An Executive Summary was posted December 31. KPMG's Final Report is attached here as **Appendix A**.

ANALYSIS

KPMG assessed the services based on a method it developed that examines several elements. Its work included interviews with staff, a review of the service profiles staff developed in Phase I, a review of leading practices from municipal or other levels of government and the private sector, and analysis by its own experienced project team.

Comparative Analysis

The attached final report also offers insights about Greater Sudbury's performance based on comparisons with five other municipalities. The purpose of these comparisons was to identify insights about general performance that could lead to specific opportunities for change. KPMG identified the following general themes:

Municipal Debt: Greater Sudbury's debt per household is the lowest of the comparator group.

Staffing Levels: Greater Sudbury's full time staffing levels have been consistent over the last five years and, overall, are lower than the average of the comparator group.

Winter Road Maintenance: Greater Sudbury's winter maintenance expense (\$5,208/km) is higher than the group average (\$3,454/km), but our net road maintenance expense (\$6,042/km) is lower than the group average (\$9,163/km)

Discretionary Reserves: When compared to the value of our assets, reserve levels here are lower than the comparator group average.

Parks and Recreation: Greater Sudbury's cost per household (\$133 and \$31 respectively) are both lower than the comparator averages. Our recreational programming cost per household is the lowest of the comparator group.

Recreational User Fees: Greater Sudbury's cost recovery from user fees and charges (28%) is consistent with the comparator group average (29%).

Taxation Levels: Greater Sudbury's taxes per household were the second lowest of the comparator municipalities.

These findings align with information staff routinely present to Council. Annual financial comparisons provided by the BMA Municipal Study and annual performance benchmarking comparisons provided by MBNCanada consistently describe the same type of insights. These details are available on our website and are included as part of the corporation's annual budget.

Top 10 Opportunities

KPMG highlighted 10 opportunities for change (please refer to pp.15-46 of KPMG's Final Report). Its estimates suggest positive operating impacts of approximately \$4M per year could be realized by fully implementing these changes.

Of the 10 opportunities, KPMG's assessment indicates five of them could be implemented within the next two years. Of the remaining five opportunities, three could be implemented within the next four years, while two would require more than five years to fully implement. For some of the opportunities, such as developing staff capacity for LEAN management practices, investments will be required that facilitate the anticipated benefits KPMG identified.

Staff believe the opportunities deserve further consideration and generally agree with the estimates of the implementation timelines KPMG provided. Next steps could include undertaking some community consultation activities to assess the level of public support, at least for the opportunities that could be realized within the next two years. For the opportunities that require more than two years to implement, staff could provide further analysis and prepare business cases that would be considered in the 2021 (or future) budget.

Detailed Service Reviews

For the services Council specified, KPMG prepared detailed sub-service profiles and identified leading practices/opportunities. Briefly, its analysis shows:

Community Grants (pp. 96-97): Municipalities do not commonly provide this service. Should Council wish to continue providing this service, KPMG identified opportunities that could reduce the amount of staff time associated with administering the grants. It also recommended increasing the amount of technology support used for managing grant applications.

Roadways – Operations and Maintenance (pp. 98-105): Municipalities commonly provide this service. Greater Sudbury's performance include a mix of activities with some performed "at standard" and some "below standard". Overall, costs are lower than the comparator group. Opportunities for change include:

- a) investigating the potential for more outsourcing of engineering work
- b) reviewing street sweeping services
- c) changing road classifications for roads with lower traffic volumes to reduce maintenance requirements
- d) reviewing the mix of internal v contracted staff for winter maintenance
- e) changing the service level for sidewalk maintenance to increase resident responsibility
- f) centralizing responsibility for plowing municipal arenas and facilities
- g) defining stormwater maintenance service levels
- h) reviewing the subsidized culvert program to reduce or eliminate the municipal subsidy
- i) increasing the amount of sidewalk winter maintenance
- j) implementing LED street lighting

Recreation (pp. 106-112): Municipalities commonly provide this service. Greater Sudbury's service levels for pools were classified as "below standard", while Recreation Programming, Fitness Centres and Youth Centres were classified as "at standard". Service levels for the corporation's trailer parks and ski hills were classified as "above standard" because Greater Sudbury is unique in its provision of these services. Overall, costs are lower than the comparator group. Opportunities for change include:

- a) reviewing user fees and cost recovery requirements
- b) outsourcing the provision of ski hills to a third party
- c) assessing the potential for divesting fitness centre services
- d) reviewing utilization rates and program options for day camps and summer playground programming
- e) assessing the potential for divesting municipal trailer parks
- f) assessing the potential for incorporating youth centres within existing community centres instead of their own dedicated spaces

Facilities Management (pp. 113-116): Municipalities commonly provide this service. Greater Sudbury's service levels were classified as "at standard". Cost per square meter of recreation facilities is second lowest within the comparator group, although Greater Sudbury has the largest amount of available recreation facility space. Opportunities for change include:

- a) rationalizing the number of facilities
- b) adopting a multi-purpose facility service delivery model
- c) standardizing project management practices for all facility capital projects

- d) incorporating asset management software and improving the use of building automation
- e) reviewing the potential for revenue from naming rights
- f) preparing a facilities master plan

Arenas (pp. 117-119): Municipalities commonly provide this service. Greater Sudbury's service levels were classified as "below standard" for Community Halls and Community Arenas, while the Sudbury Community Arena was classified as "at standard". Opportunities for change include rationalizing the number of arenas.

Parks (pp.120-127): Municipalities commonly provide this service. Greater Sudbury's service levels were classified as "below standard" for Parks/Parkland, Playfields and Outdoor Rinks, while Non-motorized trails, playgrounds and splash pads and Community Centres and Halls were classified as "at standard". There is a larger number of hectares maintained here (866.25 hectares per 100,000 residents) compared to other municipalities (341.37 hectares per 100,000 residents), but operating costs are below average. Opportunities for change include:

- a) reducing the amount of maintained parkland
- b) revising the Parks categorization system to change maintenance standards
- c) reducing the number of playgrounds and splash pads
- d) changing the method for determining playfield rental charges
- e) increasing the availability of premier playfields to better align with municipal comparators
- f) reducing the number of community halls
- g) reviewing joint use arrangements with school boards
- h) reducing the amount of maintained trails
- i) reducing the number of maintained outdoor rinks

Long-term Care (pp.128-129): Municipalities typically provide this service, although northern Ontario communities can elect not to provide it. Greater Sudbury's service was classified as "above standard". There is a greater supply of beds here compared to our MBNCanada comparators, and our cost per bed day is the lowest among MBNCanada members. Opportunities for change include:

- a) outsourcing management
- b) collaborating with the province or other third parties on service approaches that reduce the corporation's net cost

Enterprise Systems to Support Routine Staff Time, Attendance and Activity Reporting

KPMG performed an assessment of the corporation's enterprise systems with recommendations for change that facilitate data collection and processing to support routine, real-time staff time, activity and attendance reporting. It identified options based on the corporation's current enterprise systems and recommended a direction. Please refer to **Appendix B** for more details.

The result of following KPMG's recommended direction would require approximately 18 months and involve a series of project steps. Dedicated staff time and financial resources worth approximately \$1.7M would be required. The outcome would be enterprise-wide standards and tools to capture real-time information about staff service efforts, attendance and accomplishments.

This will provide new and comprehensive data to support decisions about resource allocation, as well as process and policy changes to maximize organizational efficiency. It further

strengthens the corporation's accountability and performance reporting framework by providing data that shows exactly what type, and how much, of staff's time is required for supporting the corporation's programs and services. For example, it will provide deeper insights into the factors driving overtime and/or absence costs, and facilitate greater management control over the decisions that lead to those costs.

On a practical level, KPMG's recommended direction would eliminate a series of unrelated, manual workflows for staff time and attendance reporting that do not provide enterprise-wide data and replace them with a digital system that compiles standard information about the whole organization. Further due diligence will be undertaken to support a business case for consideration in a future budget, but staff are confident the payback on this initiative is less than three years.

Community Engagement for Service Changes

While the corporation is a low-cost service provider, its geography and significantly larger service area means it has a higher number of assets compared to other similar-size municipalities. These assets – facilities, trails, roads, etc – individually have lower activity levels associated with them than similar assets in other municipalities. Combined with Greater Sudbury's low operating cost position, it suggests we are not providing the same quality service as could be available in other cities because, for example, the facilities don't have the same number of features or amenities, or they are not maintained at levels found in other communities.

The asset renewal needs for this large asset base are significant. KPMG's recommendations to rationalize facilities and reduce the amount of maintained parkland are consistent with Council's objective for this review – to identify where resources could be redirected to services where Council wants to make additional investments.

Staff recognizes there is potential for residents to be concerned about service changes and take the view that fewer, but higher quality services appear instead to be a service reduction. Recommended Motion #3, if approved, reflects staff's interest in developing a thoughtful, deliberate approach for supporting Council's decisions about such changes.

CONCLUSION

KPMG's analysis identified a series of potential improvements that change some of our services. It notes that Greater Sudbury is a low-cost municipal government when compared to similar municipalities. Service levels generally match, or are below, those found in other similar municipalities. This is consistent with annual benchmarking comparisons that offer detailed comparisons about Greater Sudbury's performance at both provincial and national levels. Opportunities for change are available.



The City of Greater Sudbury

Core Services Review



Final Report
January 2020

Table of Contents

The contacts at KPMG in connection with this report are:

Nick Rolfe

Advisory
Partner
Tel: 416-777-3543
nicholasrolfe@kpmg.ca

Bruce Peever

Advisory
Partner
Tel: 905-523-2224
bpeever@kpmg.ca

Rob Hacking

Advisory
Manager
Tel: 647-777-5247
robhacking@kpmg.ca

Richard Hunt

Advisory
Senior Consultant
Tel: 416-228-4543
richardhunt@kpmg.ca

	Page
Disclaimer	3
Executive Summary, Background and Scope	4
Methodology for Formulating Opportunities	9
List of Opportunities	14
Top 10 Opportunity Scorecards	27
Appendix A: Benchmarking & Performance Perspectives	51
Appendix B: Service Profiles	90

The City of Greater Sudbury - Core Services Review - Final Report

Disclaimer

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the City of Greater Sudbury. KPMG has not and will not perform management functions or make management decisions for the City of Greater Sudbury.

This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the City of Greater Sudbury nor are we an insider or associate of the City of Greater Sudbury. Accordingly, we believe we are independent of the City of Greater Sudbury and are acting objectively.



Executive Summary, Background and Scope



The City of Greater Sudbury
Core Services Review

Executive Summary

This report was prepared to assist the City of Greater Sudbury (the “City”) with the assessment and identification of opportunities to re-allocate resources to optimize services with the limited budget the City has available.

Our top 10 opportunities are listed below. From these 10 opportunities alone we estimate recurrent potential savings of around \$4 million per year of the operating budget which the City can use to allocate to other services, which may increase based on further study from the City.

- | | | | | |
|---------------------------------------|-----------------------------------------|-----------------------------------------------|--------------------------------------------|------------------------------|
| 1. Rationalize facilities | 2. Creation of a digital city | 3. Implementation of a lean management system | 4. Review of school board agreements | 5. Modernizing phone systems |
| 6. Review user fees and cost recovery | 7. Expand facilities management systems | 8. Optimize office space | 9. Review maintained parkland requirements | 10. Outsource ski hills |

In order to get to our top 10 opportunities we used a framework across a range of criteria to score the opportunities out of 35 points. The highest scoring opportunity was 25. This demonstrates that the City has already undertaken substantial efforts to review services, adjust service levels and take advantage of opportunities to re-allocate resources to those areas that need it. Compared to other municipalities, the City is well positioned to take further advantage of the opportunities we have identified.

The City’s and Towns of the former Regional Municipality of Sudbury merged to form the City of Greater Sudbury in 2001. This substantially increased the geographic area, number of roads, assets and facilities that the City was responsible for. This is particularly notable when compared to comparable municipalities. The merger had an impact on infrastructure and assets and while reviews have been undertaken on winter road maintenance and facilities within public works, a comprehensive assessment across the City has not been performed. There remains a number of aging and lower utilized facilities which the City should look to close or repurpose. Through rationalization of facilities, the City can focus its operational maintenance spend, resources and capital investments to providing modern, up-to-date, multi-use facilities without a significant impact on the taxation levy.

Digitization remains a key area of focus for municipalities across Ontario, as they look to take advantage of digital offerings to improve the overall services and accessibility of information to their residents, as well as the data and information available internally for management to inform decision making. The City has already begun its journey through use of improved payment opportunities however there remain further opportunities ahead through provision of further online opportunities (application and submission of permits/marriage licenses) as well as the implementation of a time and attendance system for time and activity reporting.

Executive Summary (cont.)

Other opportunities look to address the City's current service levels and whether they should continue to be delivered, in particular within recreational services where there are opportunities to consider outsourcing services to the private sector or other third party organizations, especially given these are not essential or mandatory services provided by the City. The City should look to address this as part of their review of user fees and cost recovery targets. Taking advantage of opportunities can help the City in realigning costs and resources into other areas of the organization where further investments are needed. The City has already approved a budget for City wide LED street lighting project in the 2020 budget.

As part of our review we also assessed the provision of long term care at Pioneer Manor. There have been questions about whether Council should continue to partly fund and operate this facility given there is no mandatory requirement for the City to do so. If Council wanted to end the City's funding for this service, Ministry approval would be required. It would also involve a five-year transition period that would include public consultation. The Ministry could elect to reassign funding to another community where there was a recognized long term care need.

Considering Pioneer Manor is the single largest provider of care home beds in the Greater Sudbury area, this would have a significant effect on the community, including an increased burden on hospitals within the Sudbury area. A lower risk option for Council could be to explore collaboration/partnership opportunities that reduced the corporation's net cost and/or further improved service quality.

Opportunities

- List of opportunities – Slide 14
- Top 10 opportunity scorecards – Slide 27

We applied KPMG's public service delivery model framework to each opportunity listed in the report so the City can fully understand the changes being proposed for the City's overall service delivery model. Opportunities were identified from a working session held by KPMG with City staff, and from benchmarking and financial analysis undertaken by KPMG as well as leading practices from other municipalities. Opportunities were then grouped into five categories: top opportunities, opportunities underway, continuous improvement opportunities, opportunities requiring further follow up, and opportunities that do not merit further action. As well as identifying opportunities under the seven key service areas, KPMG also identified opportunities outside of the seven areas which have also been included in this report.

Project Objectives

KPMG was engaged by the City of Greater Sudbury to undertake an in-depth analysis of key service areas determined by City Council. The overall goal of this review was to create sub-service profiles for each of the key areas (seven services areas: Long Term Care, Parks, Recreation, Arenas, Facilities Management, Road Maintenance and Community Grants) and conduct a comprehensive, data-driven evaluation process to examine the strategic alignment, relevance, effectiveness, efficiency and sustainability of these programs and services. Our aim was to identify ways in which the services can be streamlined or altered to in order to better align costs and improve efficiency across the City. We also gave consideration to other areas outside of these seven, and included opportunities that presented themselves throughout our work. A further key area of this review was to consider the City's enterprise systems, identifying opportunities to support and enhance routine time, attendance and activity reporting.

Specific project objectives included the following:

1. **Facilitate review** – We conducted a comprehensive review and detailed analysis of the relevance, efficiency and effectiveness of the City's services including a review of comparable municipalities (where data is available) and other insights from our global team as relevant. As part of this, consider all aspects of the City's services including delivery methods, service expenditure and revenue streams as well as the current systems in place to track time, attendance and activity reporting.
2. **Identify opportunities** – We explored opportunities based on leading edge practices globally (public, private, not-for-profit) and define options for sustainable approaches to service delivery and levels, as well as systems to enhance improved data collection in relation to time attendance and activity reporting; and
3. **Prioritize opportunities** – We provided guidance to the City's Senior Management team on implementation and prioritization of new, innovative and/or leading service delivery models that may help realign costs, reallocate resources and/or improve service delivery methods.

Project Principles

- Due to the tight project schedule, we leveraged existing sources of consultation from Council and City staff to inform the work of the Service Review. We used the City's service profiles as a basis for our work and develop sub-service profiles for each of the areas in scope. We met with City staff to identify efficiencies and opportunities for improving the overall delivery of these services.
- The framework and approach was based on leading practice from municipal or other levels of government experience and/or private sector.
- While these reviews often go by many different names – including service efficiency reviews, value for money audits and cost saving studies – they all share the same goal: to determine if a city is delivering its services to its customers in the best possible manner and further, to determine if there are more efficient, effective or economical means to delivering municipal services. For simplicity, this will be called a 'Core Service Review'.

Project Timing

This engagement commenced on October 21, 2019, and was completed when the final report was submitted to the City on 8 January, 2020. The diagram below depicts the key phases as outlined in the Project Charter:





Methodology for Formulating Opportunities



The City of Greater Sudbury
Core Services Review

Formulation of Opportunities Methodology

KPMG's experience has shown that most jurisdictions are pursuing the transformation of their public services using traditional approaches such as rapid cost reduction or across the board cuts. We believe that there is an opportunity for municipalities to look beyond doing a little bit less with slightly fewer staff. Instead, municipalities should look at their need to reduce spending as an opportunity to capitalize on new technologies, governance models and financing mechanisms that can help re-shape government. KPMG, in partnership with the University of Toronto, developed a framework (shown adjacent) that capture new public sector delivery models. The framework was developed based on the key insights from leading practices reports and consultations with industry leaders throughout the globe.

The Core Services Review Project Team used this framework to analyze possible opportunities for change in the City of Greater Sudbury's service delivery models. Each of the opportunities were categorized according to the framework so that the Project Team could fully understand the changes being proposed for the City's service delivery.

Few students of public administration believe that the footprint of government, how government is organized or its relationship with the public will look the same ten years from now as it does today. Governments are having change forced upon them by fiscal challenges on the one hand and technological and social evolutions on the other. These new public service delivery models will help local governments manage this change and ensure that they are not only effective and efficient, but also sustainable into the future.



The development of opportunities and their subsequent prioritization involved the following major work steps:

1. Review of Sub-Service Profiles & Benchmarking

The first major step in developing the list of opportunities was the review of the City's inventory of programs and services detailed in the City's Service Profiles for each of the seven service areas. Through a series of meetings with City staff, KPMG confirmed the sub-service types and service levels for each of the City's identified services and the financial resources required to deliver them.

In parallel to the service profile analysis, KPMG undertook a jurisdictional review for the City. The jurisdictional review consisted of an analysis of financial statements, Ontario Financial Information Returns and Census data of five comparable municipalities selected by the City (Thunder Bay, London, Guelph, Regina, Windsor). The goal of the benchmarking was to identify areas where the City's performance indicators vary substantially from other municipalities.

2. Opportunity Identification

Using this initial analysis, the second step in the Service Delivery Review was for KPMG to work with the City's project team to identify potential opportunities to improve operations through the following types of opportunities:

- Elimination or transfer services, or increased cost recovery
- Re-engineered services to increase efficiency and effectiveness
- Alternative service delivery approaches
- Changed service levels

**Opportunities to
Eliminate, or
Transfer Services,
or Increase Cost
Recovery**

**Opportunities to
Change Service
Levels**

**Re-engineering
Opportunities to
Increase Efficiency
and Effectiveness**

**Opportunities to
Reduce Costs
through Alternative
Service Delivery
Approaches**

3. Opportunities Ranking

Opportunities were evaluated and scored using the criteria below and then grouped into categories of top opportunities, opportunities underway, continuous improvement opportunities, opportunities requiring further follow up, and opportunities that do not merit further action based upon the New Public Sector Delivery Model.

Assessment Criteria	Description
Operating \$ Impact	Estimated impact on operating budget
Capital \$ Impact	Estimated impact on capital requirements
Barriers To Implementation	Barriers, issues or obstacles to implementing the opportunity. <ul style="list-style-type: none"> • Political • Legal • Labour and Contractual Obligations • Capital Costs
Recent Reviews	Recent reviews or studies conducted that provide insights on the opportunity.
Comparator Analysis	An assessment of service performance against comparable competitors, industry standards or leading practices.
Strategic Program Alignment	The opportunity aligns with the objectives and values of the City, the service, the Official Plan and/or Council priorities.
Client/ Customer Impact	The impact of the opportunity on the number of clients, customers and/or people and the extent of the impact.

Formulation of Opportunities Methodology

Through a series of meetings and working sessions with the City's management team and staff interviews, KPMG developed a list of 100 opportunities for improved efficiency and effectiveness in the delivery of the City's services. These opportunities were in turn evaluated and scored using KPMG's assessment criteria (operating/capital \$ impact, barriers, comparator analysis, strategic alignment, citizen impact). Based upon this scoring, the 100 opportunities were grouped into the following categories.

Opportunity Type	Description	Number
Top 10 Opportunities	These opportunities scored the highest in the evaluation and represent the opportunity for the greatest operating and/or capital efficiencies.	10
Opportunities Underway	These opportunities are either underway or are being initiated in the near future. Accordingly, there is limited value in considering these opportunities for further in depth analysis by KPMG.	6
Opportunities Requiring Further Study	These opportunities were ranked lower than the Top 10 Opportunities. They will require further study by the City to determine whether implementation is warranted.	71
Opportunities for City Building	These are opportunities that would require significant capital and extends beyond one term of Council, and require the City to conduct in-depth analysis on the opportunity for implementation. The opportunities may not necessarily generate cost savings, but are considered important long-term business investments for the City to achieve their strategic priorities.	4
Opportunities Which Do Not Merit Further Follow-Up Action	These opportunities were rated "No Further Action" for the following reasons: another opportunity addresses the issue better, they would have too great an impact on clients, the barriers to implementation are too significant, or simply the ideas lack sufficient merit to pursue.	9



List of Opportunities



The City of Greater Sudbury
Core Services Review

Opportunities & Prioritization

Top 10 Opportunities

These opportunities were scored as our “Top 10” opportunities. Further details of the top 10 opportunities can be found in the “Top 10 Opportunity Scorecard” section of our report.

Ref No.	Opportunity	Description	Estimated cost saving for re-allocation
1	Facilities Rationalization	Rationalize the number of city-owned and run facilities with the aim of disposing of the resulting excess capacity across facilities and office buildings.	\$1,000,000
2	Create a Digital City	By prioritizing new and existing digitization projects, the city can leverage technology to improve the delivery of both client facing and internal services.	\$600,000
3	Lean Management System	Through implementation of a lean management system (or other business innovation methods), the City can implement opportunities for efficiency, including those identified by front-line employees.	\$350,000
4	Review Shared Use Agreements	The pricing charged and services provided by the City through shared use agreements of arenas and recreation facilities should be reviewed.	\$175,000
5	Modernize Phone Systems	A telephone modernization plan could not only save on operational costs compared to a traditional desk phones but also enable a more flexible work environment.	\$75,000
6	Review User Fees & Cost Recovery	Fee structures charged to users for arenas and recreation facilities should be reviewed and aligned with cost recovery rates for recreation facilities.	\$245,000
7	Expand Facilities Management Systems	Facilities management services such as remote monitoring and automation for HVAC systems could be expanded to arena and recreation facilities.	\$156,000
8	Optimize Office Space	Explore opportunities to optimize office space through consolidated seating arrangements, introducing flexible/remote working locations, and moving from paper-based document storage.	\$193,000
9	Review Maintained Parkland Requirements	Hectares of parkland maintained by the City far exceed established service levels and benchmarking averages and could be naturalized to standard levels.	\$980,000
10	Outsource Ski Hills	The operation of ski hills is a service uniquely offered by the City which could be outsourced to a private or not-for-profit third-party provider.	\$243,000

Opportunities & Prioritization

Opportunities Underway

These opportunities are either underway or are being initiated in the near future. Accordingly, there is limited value in considering these opportunities for further in-depth analysis by KPMG.

Ref No.	Opportunity	Current Status
11	Increase community outreach and digitize citizen engagement	The City has initiatives underway to shift citizen interaction online including the implementation of a new CRM system.
12	Improve the data analytics functionality for the Roads department	An extensive study was performed prior to acquiring the Cityworks platform for which a steering committee is driving the development.
13	Implement LED street lighting	A business case for LED street lighting from 2015 has been updated to reflect current costs and savings which is under review. Council approved the project in the budget for 2020.
14	Develop a self serve online HR system to reduce administrative paper processing	HR has developed a Human Capital Management plan which recommends, among other steps, the implementation of self service so that employees and supervisory personnel can perform routine payroll, benefits and HR process work electronically
15	Review employees benefits and the cost of benefits provided	For non-union staff, a recent benefits review has led to changes being made recently. This opportunity has been reviewed and addressed.
16	Review the mix of contracted vs internal staff utilized for winter maintenance	Work around this opportunity has recently been performed to consider the level of snow removal which is contracted out.

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
17	Conduct an energy efficiency audit of Pioneer Manor	Pioneer Manor consists of both old and newer build areas. Conducting an energy efficiency audit, particularly of those older built areas, will help identify opportunities for energy savings.
18	Review the service level for delivery of street sweeping	There has been no recent review undertaken of the City's street sweeping program. There are possible opportunities to improve the efficiency and service of the current program.
19	Explore joint procurement opportunities with other public sector entities	The City hold a number of procurement contracts with external providers however has not historically looked at opportunities to share procurement services with other public sector or local organizations.
20	Outsource management of the community grant programs	In 2018, the City spent over 1500 hours of time in the overall management of grants. The City should consider outsourcing the management of grants to a third party.
21	Outsource facility management and maintenance activities	Facility Management and Maintenance is currently undertaken by City staff. There are possible opportunities for cost savings through outsourcing management of facilities to third parties.
22	Conduct a city-wide fleet utilization study	While the City has undertaken fleet utilization studies in the past, these have not been undertaken across all vehicle types. Undertaking a full city wide study will help identify those lower utilized vehicles which may no longer be needed.
23	Review revenue/cost recovery activities across the City (e.g. street fees)	The City has not recently reviewed its cost recovery activities. For certain services, e.g. street fees, it is expected that costs have not historically been recovered in full.
24	Establish Council approved service level standards for all customer facing services	A number of services provided by the City do not have clearly defined and approved service levels. Having services levels approved will ensure consistency and common understanding as to how the City should deliver its services.
25	Enhance leadership training for front line staff	There is opportunity to increase investment in front line leadership staff and provide an enhanced level of leadership training.
26	Revise French languages services policy to enable more efficient methods of translation	The City should consider using artificial intelligence to translate documents rather than a certified translator, which will help reduce costs of translating documents.
27	Partner with communities to improve pool services	The City should consider improving partnerships with communities and other organizations (e.g. universities) to improve pool services and share costs.

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
28	Review the feasibility of using electric vehicles in the municipal fleet	The City does not use electrical vehicles in its fleet. There is an opportunity to use electrical vehicles to help reduce emissions and fuel costs.
29	Outsource disability management services to a third party	Disability management services are currently provided by in house staff however there is an opportunity to outsource this service to a third party.
30	Explore potential for multi-use recreational facilities and move away from single use facilities	There are a number of aging and lower utilized facilities across the City. There is an opportunity for the City to assess recreational services on offer and deliver centralized, multi-use recreational facilities at an improved service level.
31	Review quality control measures for large procurement contracts	There is an opportunity to review how quality control measures are carried out across the City, in particular across larger contracts where purchasing are responsible for quality control.
32	Review services classified as "non-essential" and consider the impact of privatizing such services	There is an opportunity for the City to review those services classified as "non essential" (e.g. fitness centers, pools, ski-hills) and determine whether these can be privatized.
33	Perform a deep dive of revenue generated vs cost of running trailer parks and fitness centers	The City should assess whether the costs of running trailer parks and fitness centers are worth the revenue generated from these services, or whether services can be outsourced or privatized to reduce costs.
34	Provide cross training to City staff for enhanced skillsets	Training is currently undertaken in silo across the City with limited cross training undertaken. There is an opportunity to provide more cross training options for staff to enhance and share skillsets across the organization.
35	Assess staffing models for parks and arenas to identify greater efficiencies between seasons	The City currently deploys staff across arenas and park on a seasonal basis however there is an opportunity to review how the City deploy its staff in order to be more efficient in between seasons.
36	Expand the business innovation group across the City	The City currently has a business innovation group within growth and infrastructure. There is an opportunity to expand this group and introduce a corporate wide innovation team.

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
37	Implement paid parking for all municipal parking lots	The City currently provides free parking across a number of parking lots. There is an opportunity to implement paid parking across these lots to generate additional income for the City.
38	Outsource engineering of roads to a third party	Road engineering is currently provided by in house City staff. There is an opportunity to outsource the engineering of roads to a third party.
39	Rationalize the number of pools	The City has five pools however there is an opportunity to rationalize the number of pools given the aging conditions of some of the facilities, low cost recovery rates and increased number of outdoor lakes across the City.
40	Standardize IT systems used across the City	There is an opportunity to standardize IT systems used across the City to allow for greater efficiencies (e.g. backing up of data/costs of implementing)
41	Centralize the management and monitoring of City facilities	Management of City facilities is currently undertaken across various areas of the City with different staff responsible for different facilities. There is an opportunity to centralize this function to help reduce operating costs and allow for a more streamlined approach to facility management.
42	Review seasonal/part time employees and consolidate roles to full time positions	The City currently has a high amount of seasonal and part time staff which results in increased hiring and training costs for staff. There is an opportunity to consolidate roles to full time positions where possible to help reduce some of these costs.
43	Implement an issues management group across the City	Senior Management currently spend a large amount of time dealing with issues, taking time away from their other duties. The City should consider implementing an issues management group to help improve the coordination and management of issues.
44	Combine the service delivery of museums and libraries	Museum and library services are currently delivered by separate teams, however there is an opportunity to combine the delivery of these services to help reduce operating costs.
45	Discontinue curb-side waste pick up in non-commercial areas	There is an opportunity to eliminate curb side waste pick up in non commercial areas in order to reduce the amount of resources and costs in delivering this service.

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
46	Incentivize the use of eco-friendly options for property owners	The City should consider implementing an incentive program for property owners who use eco-friendly, green initiatives to help reduce their carbon footprint and lower energy needs. This will help promote a green and eco-friendly mindset amongst City residents.
47	Discontinue community grant funding programs	The City should consider the appropriateness of providing community grants given this is not a common service provided by other municipalities, and requires City time and resource to manage and oversee grants.
48	Implement a 4-day working week	There is an opportunity to implement a four day working week to help improve productivity and flexibility amongst City workers.
49	Monitor security of facilities internally from a single location	The City currently pays fees for monitoring of security across each building, however there is an opportunity to consolidate this from a single location to help reduce the monthly monitoring costs.
50	Review purchasing agreements and assess the total cost of acquisition alongside the purchase price	The City should review purchasing agreements to assess the total cost of acquisition of products or services, not just the up-front costs. In some instances, lower priced goods/services may not be the best solution in the longer term, and as such it is important to consider total cost of ownership prior to purchasing.
51	Contract out accounts payable, payroll, and other back-office functions	There is an opportunity to review the service delivery models of the City's back office functions with the aim of contracting these out to a third party in order to reduce costs.
52	Eliminate print advertising in favour of digital communications	The City should consider eliminating print advertising and move to a more digital approach to advertising and communicating with residents.
53	Review naming rights of City buildings	The City has a number of buildings with historical naming rights attached to them which have not been recently reviewed.
54	Consolidate/restructure departments to better align with activities	A number of departments across the City perform closely related work however currently work independently from one another. There is an opportunity to review how these departments are structured and consolidate work where appropriate.

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
55	Rationalize the number of community halls	The City should consider rationalizing the number of community halls given the aging conditions of some of the halls, in particular those with lower utilization figures.
56	Prepare a comprehensive facilities master plan	The City does not have a facilities master plan. Developing a facilities master plan will help provide a framework for future investment into the City's facilities, programs and services.
57	Conduct regular reviews of land use planning fees	The City does not regularly review its land use planning fees and should consider implementing periodic reviews to help assess the appropriateness of the fees in place.
58	Sell or close the long-term care home	There is an opportunity to sell or close the long term care home given this is not a service commonly provided by other municipalities and may provide a decrease in the tax levy. However, the City should consider the negative impact on residents, partnerships and the healthcare system in the Greater Sudbury area this would cause.
59	Outsource the management of tourism to an independent corporation	Management of tourism is currently provided by City staff however there is an opportunity to outsource this service to a third party to help reduce costs.
60	Re-assess the classification of arena employees (e.g. maintenance employees)	Arena employees are currently all classified as maintenance employees. The City should review the classification of arena staff as some staff will need to be paid at different rates than others.
61	Monetize/sell City ownership in the local distribution company	There is an opportunity for the City to sell or monetize its ownership in the local distribution company
62	Privatize waste collection	There is an opportunity for the City to privatize the collection of waste to help reduce costs
63	Perform an internal review of outdated policies	The City has a number of outdated policies and procedures. There is an opportunity to review these procedures and bring them up to date and aligned with current practices.
64	Implement a single staff training group within the City	There is an opportunity for the City to implement a single staff training group that standardizes and delivers training across the City (e.g. first aid)

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
65	Review the use of City vehicles vs paying staff mileage for personal vehicles	The City should consider the costs and benefits of continuing to use its own vehicles, or allowing staff to use their own personal vehicles and paying staff for mileage.
66	Review buy/lease options for City vehicles	There is an opportunity for the City to review the buy/lease options for City vehicles, in particular light vehicles where there may be an opportunity to outsource or lease these (including maintenance).
67	Lease out excess fire hall buildings	There is an opportunity for the City to review the excess fire hall buildings and lease space out in order to bring in additional revenue.
68	Consider post-implementation reviews of capital projects	The City does not undertake post-implementation reviews of capital projects. There is an opportunity to undertake these reviews to help identify lessons learnt and opportunities for process improvement.
69	Privatize functions like security, energy management, facilities, and event planning	There is an opportunity for the City to reduce costs through privatizing functions (e.g. security and event planning). This will allow the City to allocate resources to other services provided across the organization.
70	Outsource management of the long term care home	There is an opportunity for the City to outsource the management of the long term care home given the time currently spent by City staff in overseeing the management and operations of the home.
71	Offer City employees discounted transit passes to promote green transportation	The City does not offer any discounted transit passes to staff. There is an opportunity to implement discounted rates for staff in order to promote eco friendly and green initiatives.
72	Review flexible/remote working options	The City should consider opportunities for implementing flexible and remote working options with the aim of reducing space at office locations and building a more productive work force.
73	Implement bi-weekly garbage collection	The City has recently moved to a one garbage bag limit per household. The City should assess the appropriateness of this and consider if collection should be moved to bi-weekly.
74	Develop in-house solutions for buildings maintenance for less reliance on out-sourced staff	There is an opportunity for the City to make better use of in-house expertise for building maintenance and reduce the reliance placed on third party staff.

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
75	Have one department responsible for snow plowing of City arena's and facilities	Plowing of arena's and facilities are currently undertaken by multiple departments. There is an opportunity to consolidate snow plowing under one department in order to provide a more efficient service.
76	Review how parking lots are plowed	There are currently no clearly defined service level agreements for plowing of parking lots. The City should review the current service delivery method and assign clear service agreements and ensure these are managed centrally within the organization.
77	Explore micro transit and similar public transit models	There is an opportunity for the City to explore micro transit opportunities and consider new, flexible transit models in order to improve the efficiency and accessibility of transit services.
78	Change service level standards for fire services	There is an opportunity for the City to review its service level standards for fire services and assess whether there are more appropriate standards to adopt.
79	Evaluate the supply and demand of recreational services considering demographic changes	The City has historically provided a number of recreational services. There is an opportunity for the City to review the supply and demand for these services and assess whether services should still be provided by the City, or if they can be privatized.
80	Review winter maintenance for non-municipal roads	The City currently plow around 50km of un-owned roads. There is an opportunity for the City to assess whether resources should still be allocated to clearing these roads given they are not City owned.
81	Use a rate based system for solid waste and storm water systems	There is an opportunity for the City to use a rate based system for solid waste and storm water systems.
82	Eliminating area ratings	There is an opportunity for the City to eliminate area ratings across the organization
83	Review the fees charged to groups that rent space in Pioneer Manor from the city	The City currently charge fees to organizations who use space within Pioneer Manor, however these are currently below the market rate. There is an opportunity for the City to review the fees charged with the aim of increasing fees received.
84	Move away from ward based council	There is an opportunity for the City to consider how its Council is structured and assess whether it should move away from a ward based council.

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
85	Rationalize the number of playgrounds	The City currently has a larger number of playgrounds per 100,000 population when compared to other municipalities. There is an opportunity for the City to assess the number of playgrounds used and rationalize the number of playgrounds in operation.
86	Review recreational programming services	There is an opportunity for the City to review the recreational programming services offered and undertake a cost benefit analysis on these services, with consideration of other service delivery methods available.
87	Offer services (long term care, corporate services like Finance and HR, fleet management etc.) to other municipalities	The City should consider whether its services can be offered to other municipalities with the aim of bringing in additional income from providing these services to other organizations.

Opportunities & Prioritization

Opportunities for City Building

These opportunities that would require significant capital and extends beyond one term of Council, and require the City to conduct in-depth analysis on the opportunity for implementation. The opportunities may not necessarily generate cost savings, but are considered important long-term business investments for the City

Ref No.	Opportunity	Opportunity Description
88	Have a single digital tool for applying for and managing grants	An integrated portal for managing grants can create efficiencies in the management and assessment of grant applications and enable faster communication with other municipal departments.
89	Retrofit ice plants to generate hydro savings	A large upfront capital investment would be required to retrofit ice plants at arenas but this opportunity would result in long-run operating cost reductions through energy savings.
90	Invest in innovative delivery methods for park services	Modernizing park service delivery methods (such as using a smart waste management system) can create efficiencies in how park services are delivered.
91	Perform upgrades to promote energy savings in City facilities	Due to the age of numerous City buildings, energy saving efficiencies can be realized from a City-wide energy efficiency assessment and upgrades.

Opportunities Which Do Not Merit Further Follow-Up Action At This Time

These opportunities were rated “No Further Action” for the following reasons: another opportunity addresses the issue better, they would have too great an impact on clients, the barriers to implementation are too significant, or simply the ideas lack sufficient merit to pursue. Despite this, the City should consider reviewing these opportunities at a later date should circumstances or services change.

Ref No.	Opportunity	Rationale
92	Implement internal transit system for staff	An internal transit system would have a negative operating impact with no positive impact on clients.
93	Review the subsidized culvert program and either increase charges or remove program	Minimal financial benefit with negative impact on clients.
94	Develop a waste for energy facility	Would require a large capital outlay for energy generation which may not be strategically in line with the City's Official Plan.
95	Fully outsource trailer parks	Minimal financial benefit as the trailer park tax levy is currently very low.
96	Encourage staff to identify cost savings/efficiencies through incentives	Other opportunities such as energy efficiency audits and facilities rationalization already address this.
97	Decrease the service level for residential street plowing	Minimal financial benefit with negative impact on clients.
98	Convert remote roads into seasonal use only	Minimal financial benefit with negative impact on clients.
99	Have residents plow their own sidewalks	Minimal financial benefit with negative impact on clients.
100	Bring sidewalk maintenance to the minimum maintenance standard.	Minimal financial benefit with negative impact on clients.



Top 10 Opportunity Scorecards



The City of Greater Sudbury
Core Services Review

How to read the Scorecard (page 1)

Opportunity Title

Opportunity title and number reference

Opportunity #3 Lean Management System

Estimated Savings

The estimated savings recognized through implementation of the opportunity, including the department, opportunity type and budget implications



Opportunity Description

A detailed description of the opportunity in question including

Disruption Gauge

The potential disruption faced by the City in implementing the opportunity. This is based on an average score of external impact, internal impact, risk and strategic alignment. This is explained in more detail on the "assessment criteria" slide.



Current Service Level

The service type and service level of the department the opportunity falls under

Comparative Summary

Any related performance statistics or benchmarking of the service the opportunity falls under. Comparator municipalities included: Thunder Bay, Regina, Windsor, London and Guelph where relevant data was available. For more details, see "Benchmarking & Performance Perspectives".

How to read the Scorecard (page 2)

Opportunity Title

Opportunity title and number reference

Opportunity #3 Lean Management System

Rating

How the opportunity was rated per the relevant assessment criteria on the next slide.

Risks/Barriers

A summary of the potential risks and barriers to implementing the opportunity

HR/Internal Impact

A summary of the HR and internal impact faced when implementing the opportunity.

Risk / Barriers Rating: 1

Failure by upper management to buy into a lean program on a long-term basis is a risk to successful lean implementation. If lean initiatives are managed well, the risks to Service Delivery, Finances, and Reputation are low.

Internal Impact Rating: 2

The City recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The City will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity has minimal negative impact on current roles and job responsibilities, staffing levels or reporting structure.

Strategic Alignment Rating: 2

The opportunity is currently strongly aligned to council strategy and direction, since it is likely to create operating efficiencies and improve processes across various departments.

External Impact Rating: 1

The implementation of a Lean Management System does not directly impact external customers, but may have a positive indirect impact through improved processes that may lead to better and more responsive customer interaction.

Strategic Alignment

How the opportunity aligns with the City's strategic direction

External Impact

A summary of the external impact on City staff or residents when implementing the opportunity



Estimated Timeline of Savings

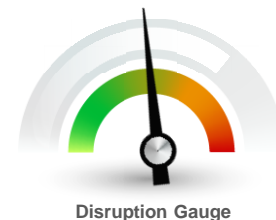
The estimated timeline that the opportunity can be implemented and achieve budget savings. This is based on a three point scale which is explained further on the assessment criteria slide.

Top 10 Opportunity Scorecards

Assessment Criteria

Assessment Criteria	Description	Ranking
External Impact	The impact of the opportunity on the number of clients, customers and/or people and the extent of the impact.	<ol style="list-style-type: none"> 1. Positive impact / neutral (off-setting) positive and negative impacts 2. Negative impact on a few clients 3. Negative impact on a number of clients 4. Strong negative impact on large number of clients
Internal Impact	The impact of the opportunity on the number of staff and the extent of the impact.	<ol style="list-style-type: none"> 1. Positive impact / neutral (off-setting) positive and negative impacts 2. Negative impact on a few staff 3. Negative impact on a number of staff 4. Strong negative impact on large number of staff
Risks / Barriers to Implementation	Barriers, issues or obstacles to implementing the opportunity.	<ol style="list-style-type: none"> 1. No significant barriers 2. Minor barriers which are not expected to prevent implementation 3. Moderate barriers 4. Numerous significant barriers that likely could not be overcome, even with time and corporate focus
Strategic Alignment	The opportunity aligns with the objectives and values of the City's Strategic Plan and/or a council priority(ies).	<ol style="list-style-type: none"> 1. Opportunity strongly aligned with Strategic Plan 2. Opportunity moderately aligned with Strategic Plan 3. Opportunity moderately contradicts with Strategic Plan 4. Opportunity strongly contradicts with Strategic Plan
Disruption Gauge	Overall disruption to the organization	Average of assessment criteria rankings for external impact, internal impact, risks and strategic alignment.
Estimated Timeline of Savings Achieved	Estimated timeline that the opportunity can be implemented and achieve budget savings	<ol style="list-style-type: none"> 1. Short-Term: 2021 – 2022 Budget 2. Mid-Term: 2023 – 2024 Budget 3. Long-Term: 2025 & Beyond

Opportunity #1 Facilities Rationalization



ESTIMATED SAVINGS (\$,000s)
> \$1,000*



Department	
Facilities Management	
Opportunity Type	
Alternative Service Delivery	
Budget Impact (\$,000s)	
Current Total Cost	\$9,131
Current Revenue	\$3,863
Current Net Levy ^(A)	\$5,268
Est. Cost Savings ^(B)	> \$1,000
Adjusted Net Levy ^(A-B)	\$4,268
Percentage of Savings ^(B/A)	19%
Current FTE	18.0
Estimated figure subject to increase based on further study conducted by the City. Savings to be recognized across multiple departments e.g. Recreation	

Opportunity Description

Rationalize number of facilities and dispose of the resulting excess capacity across City facilities

The City currently manages over 600 facilities across all services.

- Since the amalgamation of towns and cities to form the City of Greater Sudbury, there has not been a detailed assessment of the number of facilities in place and whether all facilities are needed.
- In addition, management of these facilities is not centralized within facilities management rather is spread across services such as arenas, recreation, and fire services. As part of this opportunity, management of these facilities should be centralized under a single group/function.
- Through rationalization of facilities, the City can focus its operational maintenance spend and capital investments to providing modern, up-to-date, multi-use facilities without a significant impact on the taxation levy.
- Our review identified facilities with low utilization and cost recovery percentages including two arenas, four community halls/centers and two pools. Further details can be seen in the relevant sub service profiles.

Current Service Level

	Below Standard	At Standard	Above Standard
Service Type	Mandatory		
	Essential		
	Traditional		
	Other Discretionary		

Facilities Management

Comparative Summary

When comparing the City to other comparator municipalities, we noted:

- The City of Greater Sudbury has the most indoor recreation space out of it's comparators with total of approximately 114,000 m² compared to comparators at an average of 78,000 m².
- Sudbury is in line with it's comparators at a recreation facility expense per indoor recreation square meter at \$137/m².

Opportunity #1

Facilities Rationalization



Risk / Barriers

Rating: 2

Reputational Risk: There is a minor risk to the reputation of the City if citizens perceive a facility rationalization initiative to be reducing the levels of service across services operated out of these facilities.

Service Delivery Risk: Due to the low utilization rates of certain facilities and the ability to consolidate services at other facilities, no service delivery risk is anticipated.

No significant financial risks were identified.



Strategic Alignment

Rating: 3

This opportunity is not strongly aligned with the City's objective to develop recreation facilities however, rationalization would enable improved maintenance and better service provision for multi-use recreation facilities.



Internal Impact

Rating: 2

The City recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The City will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity is expected to have a minor negative impact on some part time employees whose hours may be reduced due to the lower number of post-rationalization facilities the City would have to maintain.



External Impact

Rating: 3

This opportunity would have a minor negative short term impact for residents in wards where surplus/end-of-life facilities are disposed of. This would be offset by the higher level of service which could be provided to better maintain other facilities due to the operating savings realized from this rationalization.

Public Consultation

Implementation

2021

2022 - 2023 Budget

EST TIMELINE OF SAVINGS

2

Opportunity #2

Create a Digital City



ESTIMATED SAVINGS (\$,000s)	EXTERNAL IMPACT	INTERNAL IMPACT	RISK	STRATEGIC ALIGNMENT
\$600	1	2	2	1

Department	
Corporate Services	
Opportunity Type	
Digitization	
Budget Impact (\$,000s)	
Current Total Cost	\$6,719
Internal Recoveries	\$6,555
Current Revenue	\$163
Current Net Levy (A)	\$ 0
Est. Cost Savings (B)	\$600
Adjusted Net Levy (A-B)	Note (a)
Percentage of Savings (B/A)	Note (a)
Current FTE	34.0
Note (a) Operating savings to be realized in the various areas where the applications or systems are implemented, e.g. customer self-service or process efficiency. The IT department may need to carry costs relating to licensing and IT support and therefore budget reduction is not expected in this department.	

Opportunity Description

Create a digital city by leveraging technology

Many opportunities were raised in relation to how technology can improve efficiency in service delivery and improve internal processes. These include:

- Implementing a time and attendance system for more effective analysis and decision making. A separate assessment was performed for this opportunity which considered options for either enhancing PeopleSoft or issuing an RFP for a new time and attendance vendor. The assessment concluded that PeopleSoft should be enhanced due to it being a quicker and more cost effective solution with strong internal knowledge which would meet the identified requirement. Estimated costs for this endeavor would be between \$1.7M and \$2.1M and take approximately 16 months to implement.
- Provide citizens with online access to municipal services such as marriage licenses, building applications, grant applications, and recreational activity bookings.
- Utilize technology in the delivery of support services such as facility management (see opportunity #6).
- Having more digital processes across the City will help reduce some of the staffing costs and allow for improved access to data for decision making.

Current Service Level

	Below Standard	At Standard	Above Standard
Service Type	Mandatory		
	Essential		Information Technology
	Traditional		
	Other Discretionary		

Comparative Summary

When comparing the City to other comparator municipalities, we noted:

- Greater Sudbury has a cost for information technology per supported municipal full time equivalent (FTE) of \$3,404 which is lower than the average of cost of \$3,626 for comparators.
- Greater Sudbury has the highest number of IT devices per supported full time equivalent (FTE) of 1.21 devices compared to the average of 0.84.

Opportunity #2

Create a Digital City



Risk / Barriers

Rating: 2

When a digital strategy is pursued, new opportunities are created but new risks are introduced that need to be managed. Risks related to security, data management, and continuity of services need to be managed. If services are outsourced, third party risks need to be considered and managed.

A transition to a more digital way of operating would require upfront costs to implement time, attendance and activity reporting systems for better ongoing decision making.



Strategic Alignment

Rating: 1

The opportunity is strongly aligned to council strategy and direction, since it is likely to create operating efficiencies, improve processes across various departments and modernize interaction with citizens.



Internal Impact

Rating: 2

The City recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The City will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity may have a significant impact on current roles and job responsibilities, staffing levels and reporting structure. Also changes on how people work need to be considered and change management and training processes will need to be considered.



External Impact

Rating: 1

A large number of citizens will be positively impacted as they will have the ability to access information and/or perform transactions in a more convenient manner.

Public Consultation

Implementation

2020

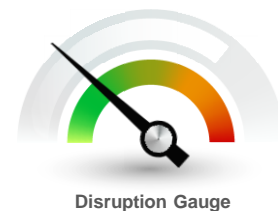
2022-2025 Budget

EST TIMELINE OF
SAVINGS

3

Opportunity #3

Lean Management System



ESTIMATED SAVINGS (\$,000s)

\$100 - \$500

EXTERNAL IMPACT

1

INTERNAL IMPACT

2

RISK

1

STRATEGIC ALIGNMENT

1

Department

All Departments

Opportunity Type

Digitization

Budget Impact (\$,000s)

Total Operating Expensing \$588,922

Total Operating Revenue \$316,306

Operating Net Budget (A) \$272,616

Est. Cost Savings (B) Up to \$500

Est. Revenue Increase \$0

Adjusted Net Budget (A-B) \$272,116

Percentage of Savings (B/A) Up to 0.2%

Current FTE 2,020



Opportunity Description

Implement a Lean Management System

Numerous opportunities were identified to improve efficiency and effectiveness during the opportunity workshop. Embedding a lean management system will help capture these ideas, increase the number of improvements which are identified and facilitate decisions in terms of what improvements to make, increase buy-in from employees, as well as the likelihood of implementation.

Implementing a lean management system would functionally change how the municipality operates as projects would always be viewed through a quality lens. This will allow the City to regularly address and focus on areas or services where there may be inefficiencies and undertaking further deep dive analysis into these areas.

Successful implementation of lean systems in other organizations have been lead by small project teams to pilot the program and prove that savings and efficiencies can be realized. In addition, a focused buy-in by leadership to the program has been a critical success factor.



Current Service Level

	Below Standard	At Standard	Above Standard
Service Type	Mandatory		
	Essential	N/A	
	Traditional		
	Other Discretionary		



Comparative Summary

The City of Fredericton in New Brunswick has been a notable example of successful implementation of a lean management system. In 2012 the City formed an Improvement and Innovation department to implement Lean Six Sigma projects.

The County of Frontenac in Ontario has also been noted to use a lean methodology.

Opportunity #3

Lean Management System



Risk / Barriers

Rating: 1

Failure by upper management to buy into a lean program on a long-term basis is a risk to successful lean implementation.

Implementation of a lean management pilot team will require funding to be allocated to staff training and dedicated individuals to ensure appropriate oversight of lean projects.

If lean initiatives are managed well, the risks to Service Delivery, Finances, and Reputation are low.



Strategic Alignment

Rating: 1

The opportunity is currently strongly aligned to council strategy and direction, since it is likely to create operating efficiencies and improve processes across various departments.



Internal Impact

Rating: 2

The City recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The City will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity has minimal negative impact on current roles and job responsibilities, staffing levels or reporting structure.



External Impact

Rating: 1

The implementation of a Lean Management System does not directly impact external customers, but may have a positive indirect impact through improved processes that may lead to better and more responsive customer interaction.

Public Consultation

Implementation

2021

2022-2024 Budget

EST TIMELINE OF
SAVINGS

2

Opportunity #4 Shared Use Arrangements



EST. REVENUE INCREASE (\$,000s)	EXTERNAL IMPACT	INTERNAL IMPACT	RISK	STRATEGIC ALIGNMENT
\$175	2	1	1	2

Department	
Community Development	
Opportunity Type	
Alternative Financing	
Budget Impact (\$,000s)	
Current Total Cost	\$10,293
Current Revenue	\$5,085
Current Net Levy (A)	\$5,208
Est. Revenue Increase (B)	\$175
Adjusted Net Levy (A-B)	\$5,033
Percentage of Net Levy Decrease (B/A)	3.4%
Current FTE	35.0
Note – Budgeted figures shown above include figures for only the Community Arenas and Playfields sub-services.	

Opportunity Description

Review the joint arrangement with school boards for the shared use of facilities.

The City provides access to arenas, parks, and various facilities to local schools at a zero or reduced fee. In addition, the City also made use of school board facilities with 410 bookings in 2019. Neighbourhood Playground programs hosted by the City at 6 schools in 2018 could reasonably be relocated to City facilities.

- The City's Parks Services section performs all field maintenance (cutting, lining, garbage pick up, portable toilet unit provision, etc.) when school play fields are booked for City programming.
- There is no active agreement in place between the City and any of the four school boards. Bookings are being made at the same rates and terms from the original agreement dating back to the early 2000's.
- Based on still providing school boards with a discount of 20%, the City could increase revenues by \$175k.
- By establishing an updated consolidated agreement with all school boards, the City could ensure equitable terms and assist in cost recovery to lower the net levy.

	Current Service Level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Community Pools Arenas
Playfields

Comparative Summary

When comparing the City to other comparator municipalities, we noted that Greater Sudbury has a cost for recreation programs and facilities per participant visit of \$10.57 compared to the average of \$16.67.

Opportunity #4

Shared Use Arrangements



Risk / Barriers

Rating: 1

Financial Risk: Implementing an updated, consolidated shared use agreement may result in lower utilization of recreational facilities by school boards.

No significant reputational or service delivery risks were identified.



Strategic Alignment

Rating: 2

This opportunity is strongly aligned with the City's Strategic Plan to provide a healthy community, accessible recreation facilities and sound municipal infrastructure.



Internal Impact

Rating: 1

This opportunity is expected to have no material impact on current roles and job responsibilities, current staffing levels, or current reporting structure.



External Impact

Rating: 2

This opportunity will have a small negative impact on school boards whose costs to utilize municipal recreation facilities is adjusted to be in line with cost recovery targets. This would be offset by a positive impact to users of the recreation facilities as such facilities could be better maintained.

Public Consultation

Implementation

2020

2021 Budget

EST TIMELINE OF SAVINGS



Opportunity #5 Modernize Phone Systems



ESTIMATED SAVINGS (\$,000s)

\$50 - \$100

EXTERNAL IMPACT

1

INTERNAL IMPACT

1

RISK

1

STRATEGIC ALIGNMENT

2

Department

Corporate Services

Opportunity Type

Digitization

Budget Impact (\$,000s)

Current Total Cost \$6,719

Internal Recoveries \$6,555

Current Revenue \$163

Current Net Levy (A) \$ 0

Est. Cost Savings (B) < \$100

Adjusted Net Levy (A-B) Note (a)

Percentage of Savings (B/A) Note (a)

Current FTE 34.0

Note (a): Operating savings are to be realized in various areas where applications /systems are implemented. The IT department may need to carry costs relating to licensing and IT support and therefore budget reduction is not expected in this department.



Opportunity Description

Remove desk phones and move to mobile workforce

- The City's IT department currently services 1593 office phones as well as 851 cell phones, with and without data plans. Phone plan and device costs are paid for by user departments.
- A telephone system modernization plan is currently being worked on with an RFP in review. This RFP requires softphone capabilities for a variety of mobile and desktop devices.
- Switching away from traditional desk phones in favour of more mobile options would support a more flexible work environment to support opportunities such as optimizing office space.
- We note that at the time of the report, an RFP has been issued for a provider which would enable softphone capabilities. Savings realized from this opportunity will be driven by the scope of work of the successful bidder.



Current Service Level

	Below Standard	At Standard	Above Standard
Service Type	Mandatory		
	Essential		Information Technology
	Traditional		
	Other Discretionary		



Comparative Summary

The trend for comparator municipalities is to be moving away from traditional desk-based phones to either VoIP (Voice over Internet Protocol) or other internet based solutions such as Google Voice or Skype. From our analysis, a number of municipalities are in the process of modernizing their phone systems.

Opportunity #5

Modernize Phone Systems



Risk / Barriers

Rating: 1

Service Delivery Risk: Provided that an appropriately thought out plan is developed to transition users to softphones, this opportunity presents minimal service delivery risks.

No significant financial or reputational risks were identified.



Strategic Alignment

Rating: 2

The opportunity is strongly aligned to the City's strategic plan as it is likely to create operating efficiencies and improve processes across various departments.



Internal Impact

Rating: 1

This opportunity is likely to have a positive impact on current roles and job responsibilities as work flexibility is increased.

No material impact was noted for current staffing levels, or reporting structure for this opportunity .



External Impact

Rating: 1

This opportunity will not have a direct impact on external users.

Public Consultation

Implementation

2020

2021 Budget

EST TIMELINE OF
SAVINGS



Opportunity #6

Review User Fees & Cost Recovery

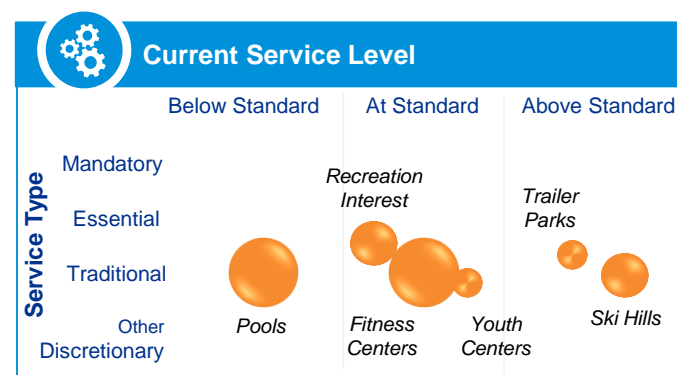


Department	
Community Development	
Opportunity Type	
Increase Cost Recovery	
Budget Impact (\$,000s)	
Current Total Cost	\$6,803
Current Revenue	\$2,816
Current Net Levy (A)	\$3,987
Est. Cost Savings (B)	\$0
Est. Revenue Increase	\$245
Adjusted Net Levy (A-B)	\$3,742
Percentage of Savings (B/A)	6.1%
Current FTE	7.0
Note - Budgeted figures shown above are for the Recreation service but savings would also apply to the arena and playfields sub-services.	

Opportunity Description

Review recreational user fees and establish cost recovery targets

- There is currently no framework to guide what portion of recreation costs should be recovered via user fees versus what should be paid for via a tax levy.
- Including a capital replacement fee in the charge for use of certain facilities would ensure that facilities at the end of their useful life can be replaced/renovated to maintain the expected level of service.
- Setting cost recovery targets based on comparator standards can assist the City in aligning fees charged to users with municipal standards.
- If the City were to increase their cost recovery rates by 1% up to the comparator average of 29%, it could earn an additional \$245k to reduce the burden on tax levies from user paid services.
- Based on only a 1% increase, it is evident that there is substantial revenue to be obtained from ensuring that cost recovery targets are appropriately defined. Additional savings may be realized from facility rationalization if supply is adjusted to meet demand for recreational facilities.



Comparative Summary

When comparing the City to other comparator municipalities, we noted :

- The City of Greater Sudbury recovers an average of 28% of its total recreation costs through user fees and service charges. This is slightly below the comparator average of a 29% cost recovery rate.
- Being considered a low-cost provider of recreation and park facilities, the expectation would be for the City to be recovering a higher than average percentage of its operating costs if user fees were more in line with comparator levels .

Opportunity #6

Review User Fees & Cost Recovery



Risk / Barriers

Rating: 2

Financial Risk: Increasing user fees and charges too much would result in lower utilization of related facilities and overall lower the costs recovered for the facilities.

Reputational Risk: Increasing user fees to realize higher facility cost recovery rates will damage the City's reputation with resident who utilize these facilities and services.

No service delivery risks were identified for this opportunity.



Strategic Alignment

Rating: 2

This opportunity is aligned with the City's Strategic Plan to provide accessible recreation programs and sound municipal infrastructure.



Internal Impact

Rating: 1

This opportunity is expected to have no material impact on current roles and job responsibilities, current staffing levels, or current reporting structure.



External Impact

Rating: 3

Adjusting user fees to align with cost recovery targets will have a negative impact on a number of users in the short run. This will be partially offset by a long run positive impact through improved provision of recreation and other services.

Public Consultation

Implementation

2020

2021 Budget

EST TIMELINE OF SAVINGS



Opportunity #7

Expand Facilities Management Systems



ESTIMATED SAVINGS (\$,000s)	EXTERNAL IMPACT	INTERNAL IMPACT	RISK	STRATEGIC ALIGNMENT
\$156	1	2	2	2

Department	
Facilities Management	
Opportunity Type	
Alternative Service Delivery	
Budget Impact (\$,000s)	
Current Total Cost	\$10,297
Current Revenue	\$5,335
Current Net Levy (A)	\$4,962
Est. Cost Savings (B)	\$156
Est. Revenue Increase	\$0
Adjusted Net Levy (A-B)	\$4,356
Percentage of Savings (B/A)	3.2%
Current FTE	31.4
Note – Budget shown relates to recreational facilities and community halls where energy related cost savings could be realized.	

Opportunity Description
<p>Expand facilities management systems including revising preventative maintenance plans and implementing automated systems</p> <ul style="list-style-type: none"> Of the City's facilities, 10 buildings are currently managed via a building automation system to monitor alarms and to control HVAC systems. Outside of this are approximately 100 buildings which may benefit from the efficiencies of having an automation system to manage heating/cooling which the facility is not being used. To implement such a system efficiently, the management of such facilities would need to be centralized as they are currently managed by a variety of departments such as EMS services and parks & recreation. Benefits of implementing such a system include, more efficient management and energy savings from only heating and cooling facilities when they are in use. Using an estimated savings of between 5% and 10% on the energy costs of fitness centers, arenas, and community halls an estimated operating cost saving of \$156k could be realized.

Current Service Level			
		Below Standard	At Standard
Service Type	Mandatory		
	Essential		
	Traditional		
	Other Discretionary		
			<p><i>Facilities Management</i></p>

Comparative Summary
<p>In comparison with other municipalities the City of Sudbury showed a lower kWh energy consumption per square foot (25.5 kWh) of HQ buildings compared to the average of 28.6 kWh. This is partially attributed to the energy savings realized from the automated facility management systems.</p> <p>The industry standards for savings realized on facility management systems is between 5 and 10% on energy costs.</p>

Opportunity #7

Expand Facilities Management Systems



Risk / Barriers

Rating: 2

Financial Risk: This opportunity would require an upfront investment to install and update facility management system. Return on this investment would only be realized through efficiencies and energy savings over a number of years. To ensure that this opportunity realizes a benefit, the City should firstly perform a facility rationalization so as not to upgrade facilities which will not be held for the entirety of the payback period of the project.

No significant reputational or service delivery risks were identified.



Strategic Alignment

Rating: 2

This opportunity is strongly aligned with the City's Strategic Plan to support energy efficient projects and designs, for efficient use of resources, and making efficient use of existing infrastructure.



Internal Impact

Rating: 2

This opportunity is expected to have no material impact on current roles and job responsibilities, current staffing levels, or current reporting structure.



External Impact

Rating: 1

This opportunity will not have a direct impact on external users.

Public Consultation

Implementation

2021

2022 - 2025 Budget

EST TIMELINE OF
SAVINGS

3

Opportunity #8 Optimize Office Space



ESTIMATED SAVINGS (\$,000s)

\$193

EXTERNAL IMPACT

1

INTERNAL IMPACT

2

RISK

1

STRATEGIC ALIGNMENT

2

Department

Corporate Services

Opportunity Type

Increase Cost Recovery

Budget Impact (\$,000s)

Current Total Cost \$9,131

Current Revenue \$3,863

Current Net Levy (A) \$5,268

Est. Cost Savings (B) \$0

Est. Revenue Increase \$193

Adjusted Net Levy (A-B) \$5,075

Percentage of Savings (B/A) 3.7%

Current FTE 18.0

Note – Other financial alternatives can be considered if leadership determines to pursue this opportunity



Opportunity Description

Explore opportunities to minimize/optimize office space

- City administration operates out of multiple locations with the four primary office locations being: Tom Davies Square, The Provincial Building, Lionel E Lalonde Centre and the Transit Garage.
- In combination with other opportunities identified in this review such as instituting more flexible working environments and transitioning to digital to minimize physical document storage, the City would be able to optimize its office space usage. Excess office capacity could be leased out to other tenants as is being performed with exiting City owned floors in the Provincial Building.
- Savings were estimated assuming that the equivalent of space for 5% of the 500 employees at Tom Davis Square could be realized. If the average space utilized per person is 275 square feet and the market lease rate for excess space created is \$28 per square foot, additional rental revenue of approximately \$192,500 may be realized (subject to sufficient market demand). Note that estimated savings have been based on optimizing space at the Tom Davis Square location only, and additional savings may be recognized across other office locations.



Current Service Level

	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			



Facilities Management



Comparative Summary

When comparing the City to other comparator municipalities, we noted :

- The City of Greater Sudbury has a gross square footage of headquarter (HQ) buildings of 157k square feet. This is above the average of 138k square feet for HQ buildings.
- The direct costs to operate HQ buildings for the City are \$12.25 per square foot, which is above the average of \$11.22 per square foot for comparators.

Opportunity #8

Optimize Office Space



Risk / Barriers

Rating: 1

Service Delivery Risk: To ensure minimal disruption to customer and support service delivery, the City should only begin the office space optimization process sufficient telecommuting and digital solutions have been established.

No significant financial or reputational risks were identified.



Strategic Alignment

Rating: 2

This opportunity is strongly aligned with the City's Strategic Plan for efficient use of resources and existing infrastructure.



Internal Impact

Rating: 2

This opportunity is expected to have no material impact on current roles and job responsibilities, current staffing levels, or current reporting structure.

The transition to a more flexible work environment would have a minor positive impact on City employees who are .



External Impact

Rating: 1

This opportunity will not have a direct impact on external users.

Public Consultation

Implementation

2021

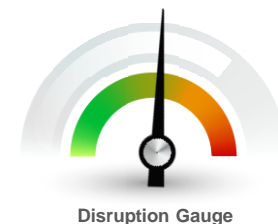
2022 - 2024 Budget

EST TIMELINE OF
SAVINGS

2

Opportunity #9

Review Maintained Parkland Requirements



Department	
Community Development	
Opportunity Type	
Change Service Level	
Budget Impact (\$,000s)	
Current Total Cost	\$4,921
Current Revenue	\$120
Current Net Levy (A)	\$4,801
Est. Cost Savings (B)	\$980
Est. Revenue Increase	\$0
Adjusted Net Levy (A-B)	\$3,821
Percentage of Savings (B/A)	20.4%
Current FTE	14.0
Note – Other financial alternatives can be considered if leadership determines to pursue this opportunity	

Opportunity Description

Review parks/maintained parkland requirements

- The City maintains a total of 1,400 hectares of parkland over the municipal district. This service level of 7.3 hectares per 1,000 residents is higher than the provision level of 4.0 hectares per 1,000 residents established by the City's Parks, Open Space, and Leisure Master Plan.
- Despite the over provision of the service, maintained parkland is considered to be delivered below standard as maintenance efforts are stretched over a broad area.
- Naturalizing the excess 633 hectares of maintained parklands down to the approved service level could see the City realize savings of up to \$1.8M per year in reduced operating/maintenance costs. If a portion of these savings were to be utilized to increase the service level for remaining parkland with an additional 30% budget per hectare, the net savings would approximate \$980k.
- If the City were to explore opportunities in aligning the playgrounds, splash pads, non-motorized trails, and outdoor rinks to MBNCanada's average levels per 1,000 residents, further operational savings of up to \$1.7M could be realized per year.

Current Service Level

	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Service Type

Parks / Parkland

Comparative Summary

When comparing the City to other comparator municipalities, we noted :

- The City of Greater Sudbury the most maintained parkland per 100,000 population of its comparators at 867 hectares compared to the average of 432 hectares.
- Of these comparators, Sudbury has the second lowest population at 161,531 compared to the average of 224,184 people as per the 2018 Financial Information Returns.

Opportunity #9

Review Maintained Parkland Requirements



Risk / Barriers

Rating: 2

Financial Risk: No significant financial risks were identified.

Reputational Risk: Naturalizing parkland will have a short term negative impact on the City's reputation with residents utilize such parkland.

Service Delivery Risk: This opportunity represents an overall reduction in parks service levels.



Strategic Alignment

Rating: 3

This opportunity is aligned with the City's active park provision targets and parkland provision levels as outlined in the City's Parks, Open Space, and Leisure Master Plan (2014).



Internal Impact

Rating: 2

The City recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The City will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity is expected to have a minor negative impact on current staffing levels if fewer hectares of parkland are required to be maintained. No material effect on current roles and job responsibilities or reporting structure is anticipated.



External Impact

Rating: 3

Naturalizing parkland to align with established provision levels will have a negative impact on a number of users in the short run. This will be partially offset by a long run positive impact through overall improved maintenance of parkland and other services.

Public Consultation

Implementation

2020

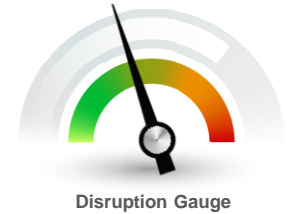
2021 Budget

EST TIMELINE OF SAVINGS



Opportunity #10

Outsource Ski Hills



ESTIMATED SAVINGS (\$,000s)	EXTERNAL IMPACT	INTERNAL IMPACT	RISK	STRATEGIC ALIGNMENT
\$243	2	2	2	3

Department	
Community Development	
Opportunity Type	
Change Service Level	
Budget Impact (\$,000s)	
Current Total Cost	\$671
Current Revenue	\$428
Current Net Levy (A)	\$243
Est. Cost Savings (B)	\$243
Est. Revenue Increase	\$0
Adjusted Net Levy (A-B)	\$0
Percentage of Savings (B/A)	100%
Current FTE	-
Note – Other financial alternatives can be considered if leadership determines to pursue this opportunity	

Opportunity Description
<p>Outsource ski hills to private sector/third party</p> <ul style="list-style-type: none"> The City of Greater Sudbury owns and operates 2 ski hills, Adanac and Lively, which run at an annual cost of \$671k to the City with \$243k impacting the net levy for tax payers . Operation of ski hills is not a service offered by local municipalities in North Eastern Ontario but rather operated by a private or not-for-profit third party. If an appropriate provider can be sourced, the City can maintain ownership of the land, provision of the service to the community while making funds available for re-allocation to other services.

Current Service Level			
Service Type	Below Standard	At Standard	Above Standard
	Mandatory		
	Essential		
	Traditional		
	Other Discretionary		<p><i>Ski Hills</i></p>

Comparative Summary
<p>City operated Ski hills are a unique and discretionary service offered by the City of Greater Sudbury. We did not identify other municipalities in northeastern Ontario which offer ski hills as a municipal service.</p>

Opportunity #10

Outsource Ski Hills



Risk / Barriers

Rating: 2

Financial Risk: No significant financial risks were identified.

Service Delivery Risk: There is a minor service delivery risk which the transition from a city operated facility to an outsourced operation is made. This risk can be mitigated through identifying a qualified supplier and ensuring that operations are appropriately transitioned in the off-season.

Reputational Risk: There is a minor reputational risk to the City due to the potential reduction in staffing levels related to the ski hills.



Strategic Alignment

Rating: 3

This opportunity is aligned with the City's Strategic Plan of promoting a healthy community with accessible recreation programs and facilities.



Internal Impact

Rating: 2

The City recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The City will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity is expected to have a minor negative impact on current staffing levels if a third party provider does not employ the same number of staff as the city currently does. No material effect on current roles and job responsibilities or reporting structure is anticipated.



External Impact

Rating: 2

There will be no external impact if a provider with the appropriate background and expertise can be sourced to operate the ski hills.

Public Consultation

Implementation

2020

2021 Budget

EST TIMELINE OF
SAVINGS





Appendix A Benchmarking & Performance Perspectives



The City of Greater Sudbury
Core Services Review

Comparative Analysis – Why Compare to Other Communities

For the purposes of the project, five comparator communities were selected as municipal comparators based on population growth, urban/ rural characteristics and geography:

	Municipality	Population ²	Households ²	Area Square KM ¹
1	City of Greater Sudbury	161,531	75,612	3,228.35
2	Thunder Bay	107,909	50,388	328.60
3	Regina	234,177 ³	95,194 ³	179.97
4	Windsor	224,134	99,325	146.38
5	London	393,167	176,859	420.35
6	Guelph	131,790	56,636	87.22

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the City's organization is aligned to deliver municipal services.

- Communities with similar financial benchmarks/service levels – insight into operating efficiencies
- Communities with different financial benchmarks/service levels – opportunities to change existing organizational structure/processes to reflect common service levels

Comparing financial performance and taxation levels has both benefits and risks

- Provides insight into affordability issues; what a peer municipality can achieve with the same resources
- Assumes that all variables are the same (assessment base, non-taxation revenues)
- Assumes that taxation and service levels in other communities are 'right'

¹Statistics Canada census profile, 2016 census data

²Source – 2018 Financial Information Returns, Schedule 2

³2018 MBNCanada Performance Measurement Report

Benchmarking & Performance Perspectives

Summary of General Themes

A summary of the general themes around the benchmarking and financial analysis can be seen in the table below:

General Themes

Municipal Debt - The City of Greater Sudbury's debt position when considered on a per household basis is the lowest of the comparator group. A low debt position provides flexibility to the City in managing the capital demands related to growth.

Staffing Levels - The City's full time staffing levels have remained fairly consistent over the last five years, with a slight increase in part time staff across 2017 and 2018. The staffing complement per 1000 households for the City of Greater Sudbury (26) is less than the average (29.8).

Winter and Road Maintenance - The City of Greater Sudbury's winter maintenance expense of \$5,208/km is greater than the average for comparator municipalities of \$3,454/km. However, the City's net road maintenance expense per lane km of \$6,042/km is lower than the average of \$9,163/km.

Discretionary Reserves - The discretionary reserve and reserve position of Greater Sudbury has decreased by 5% from 2014 to 2018. A lower discretionary reserve balance provides the City with limited flexibility in managing the capital demands resulting from growth. Additionally, the percentage of reserves relative to the value of the City's tangible capital assets of 14% is lower than the comparator average of 19%.

Parks and Recreation – The City of Greater Sudbury's parks and recreation costs per household (\$133 and \$31 respectively) are lower than the average of the comparator municipalities in both cases. The City's recreational programming cost per household is the lowest of the comparator group.

Recreational User Fees - The City of Greater Sudbury recovers a percentage of operating costs from user fees and service charges (28%) in line with the average of comparator municipalities (29%).

Taxation Levels - The City of Sudbury's Residential taxes per household were the second lowest of the comparator municipalities in 2019 at \$2,805 per household. The relationship between the comparator municipalities with respect to residential taxes per household has remain consistent for the past three years.

Our benchmarking analysis has been split into three areas, financial perspectives, staffing perspectives and benchmarking of services. Further details can be found on the following slides.



Financial Perspectives

The City of Greater Sudbury
Core Services Review
Final Report

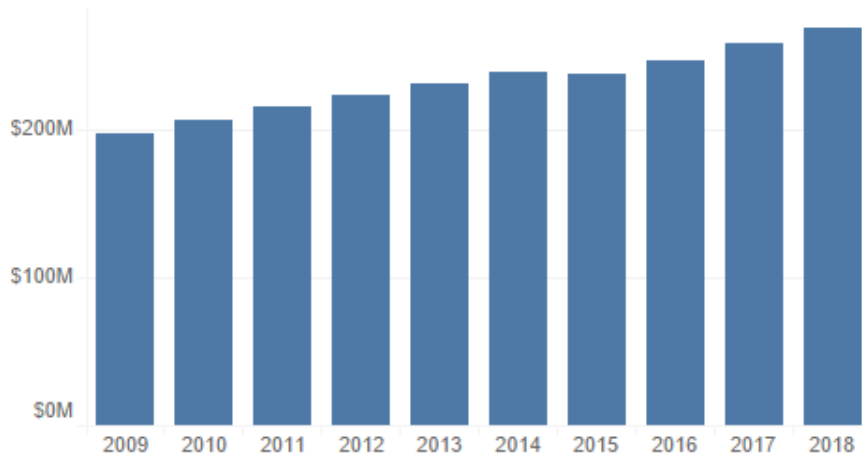
Overview of the City's Financial Performance

The City's 2018 Financial Information Return reflects a total municipal levy of approximately \$268 million.

Over the period of 2009 – 2018, the City's municipal levy increased by an average of \$7.9 million or 3.51% per year. In comparison, the Ontario Consumer Price Index increased on average 2.4 annually since 2009¹, reflecting the increasing cost of local government services and the growth in the City's physical operations and assets.

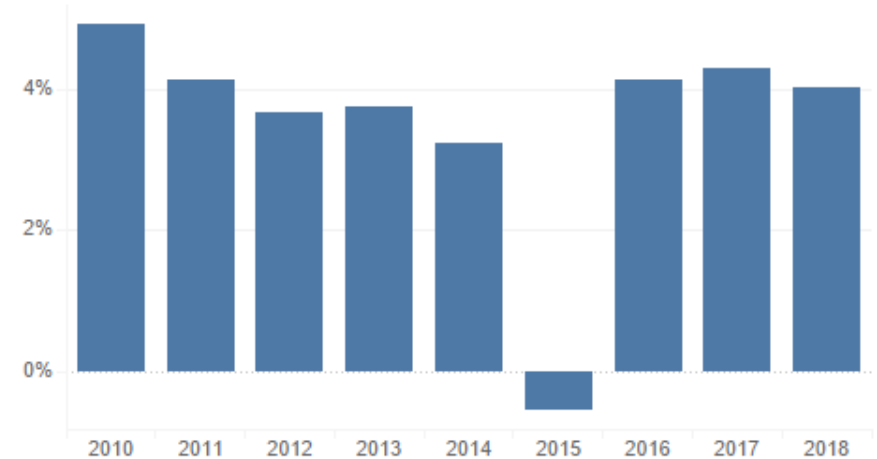
Steady and predictable increases in the levy builds confidence and sustainability in the City's financial plan from residential, commercial and industrial ratepayers.

Total Municipal Levy – 2009 to 2018



Source: Municipal Financial Information Returns (Schedule 10)

Annual Increase in Municipal Levy – 2009 to 2018



Source: Municipal Financial Information Returns (Schedule 10)

¹Source – Statistics Canada. Table 18-10-0005-01 Consumer Price Index, annual average, not seasonally adjusted

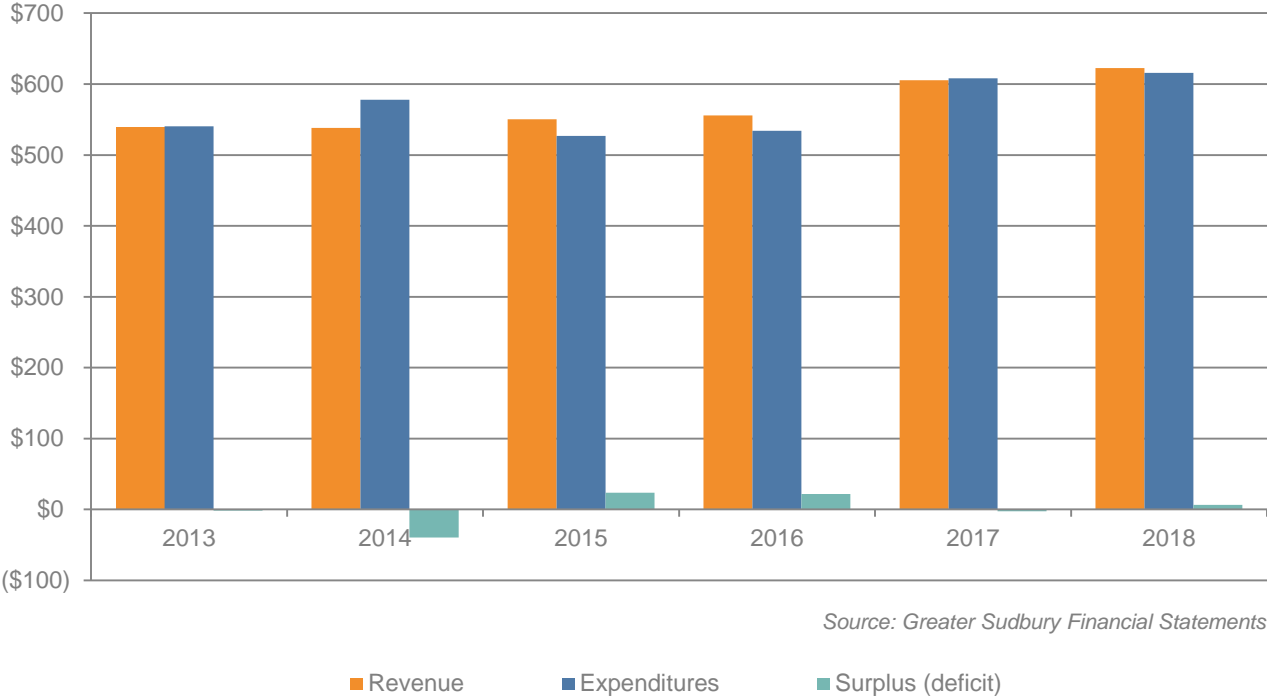
²Source – Municipal Financial Information Returns (Schedules 22 & 24)

Benchmarking & Performance Perspectives

Reported Operating Results (In Millions)

Municipalities in Canada are not allowed to budget for an operational deficit. Nonetheless, if we look at their financial statements we can understand if the municipality is financing budget deficits through the use of reserves or debt financing.

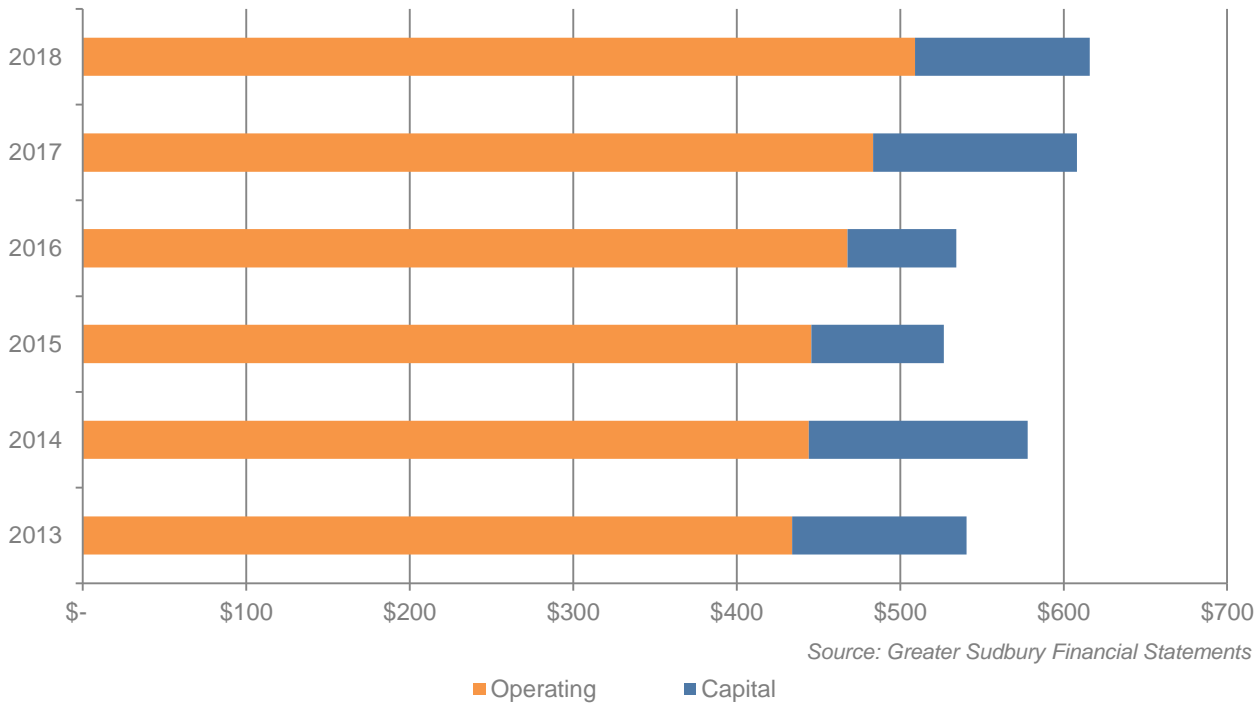
Over the short term the financing of budget deficits is sustainable, but prolonged use of reserves or debt will place a municipality in a financially exposed position.



Operating & Capital Expenditures (In Millions)

Between 2013 and 2018, the City of Greater Sudbury's operating and capital expenditures have been consistent year over year.

In 2015 and 2016 there were a slight decrease in both the capital and operating expenditures of the City.



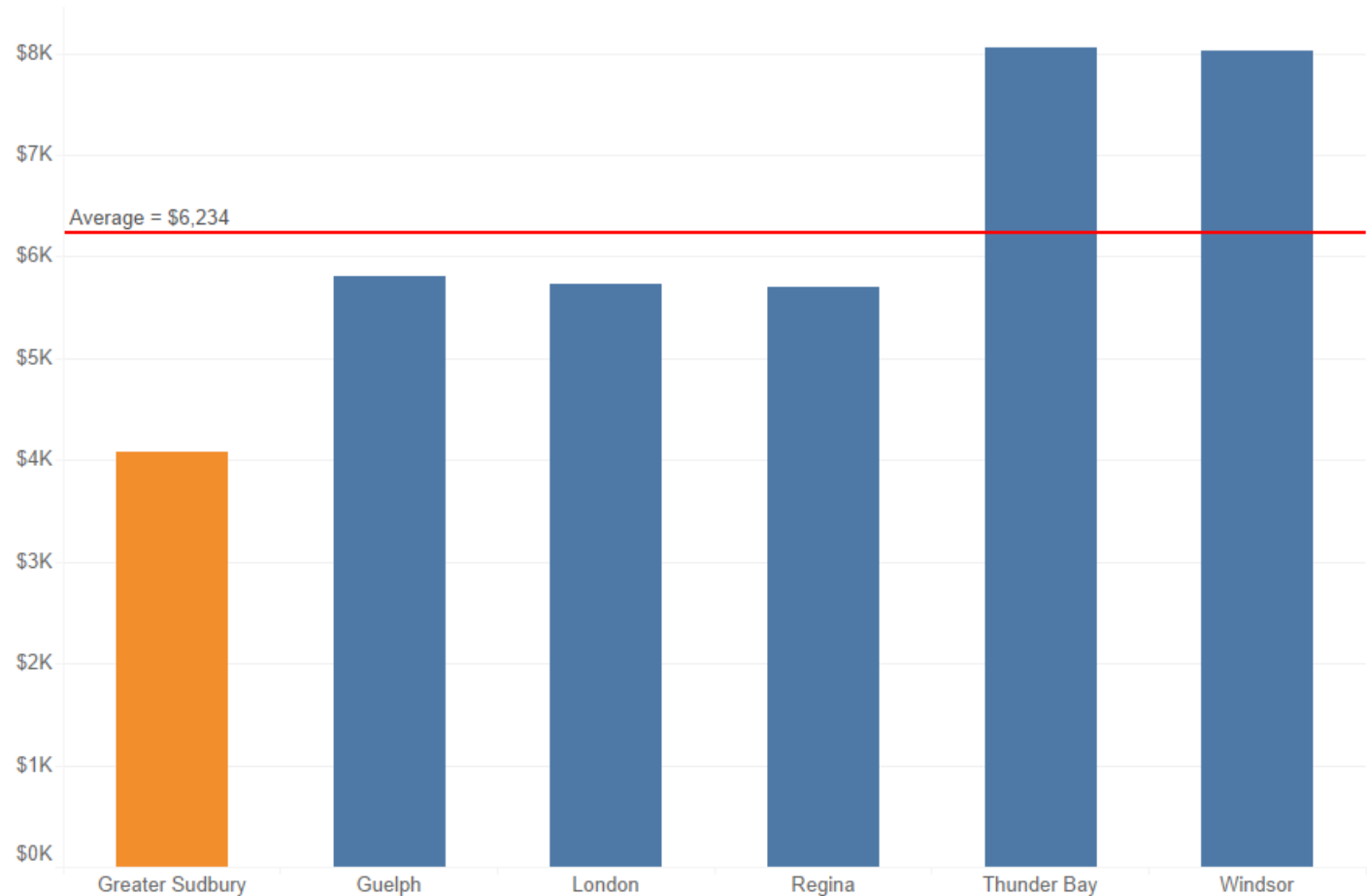
Benchmarking & Performance Perspectives

Municipal Debt per Household (2018)

This financial indicator provides an assessment of the City's ability to issue more debt by considering the existing debt load on a per household basis. High debt levels per household may preclude the issuance of additional debt.

Greater Sudbury has the lowest level of debt per household at \$4,084, well below the average debt per household of the comparator group of \$6,234.

A lower debt per household level indicates the City has increased flexibility in the use of debt as a financing tool for future capital projects.



Source: Municipal Financial Information Returns
(Schedules 2 and 70)
Regina 2018 Annual Report

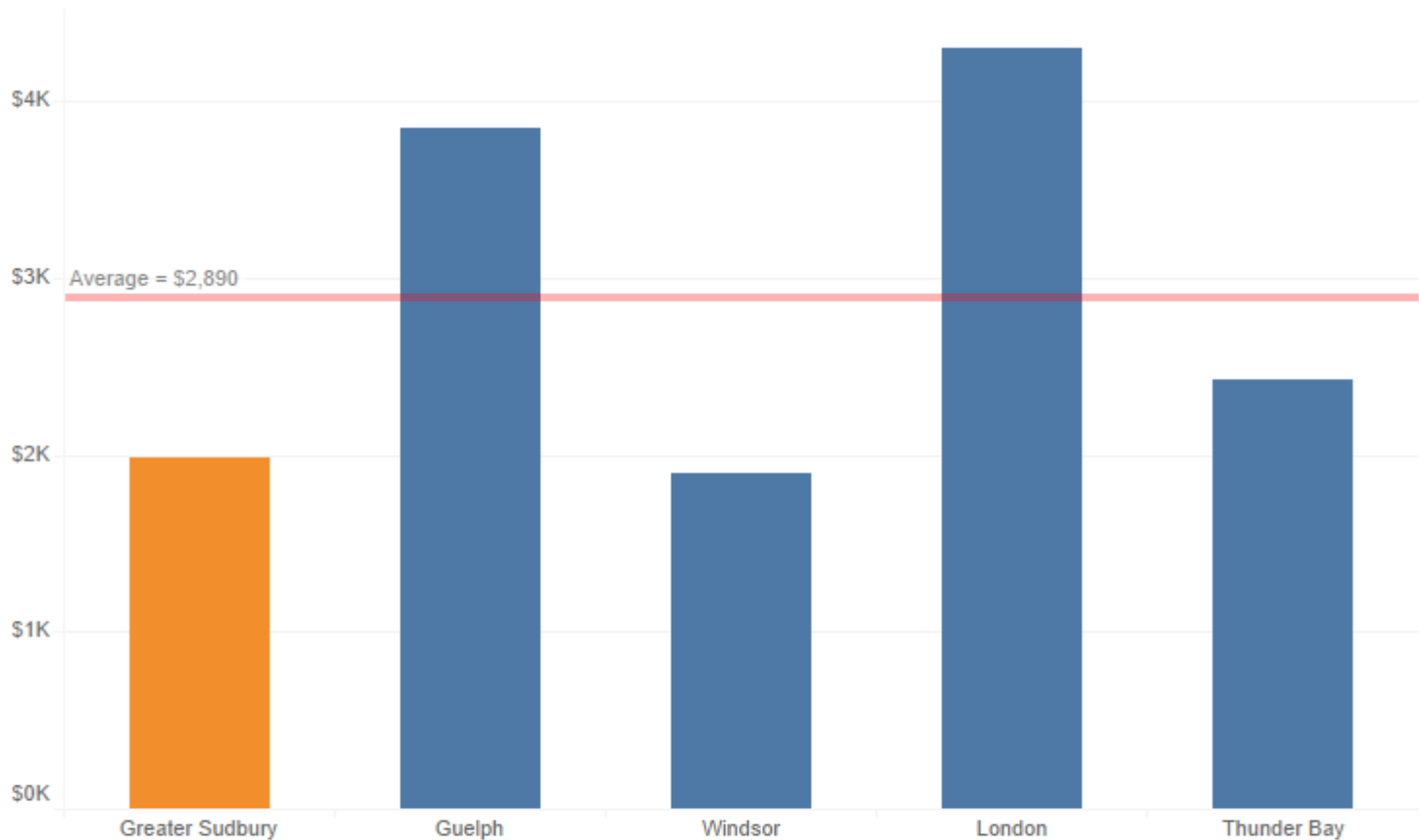
Benchmarking & Performance Perspectives

Discretionary Reserves per Household (2018)

Greater Sudbury holds the second lowest amount of discretionary reserves per household among the comparator group.

The discretionary reserve position illustrated in this graph does not include development charges, gas tax, and park land reserves.

In practical terms, a stronger discretionary reserve position will provide Sudbury more flexibility in financing options for new infrastructure.



Source: Municipal Financial Information Returns (Schedules 2 and 60)

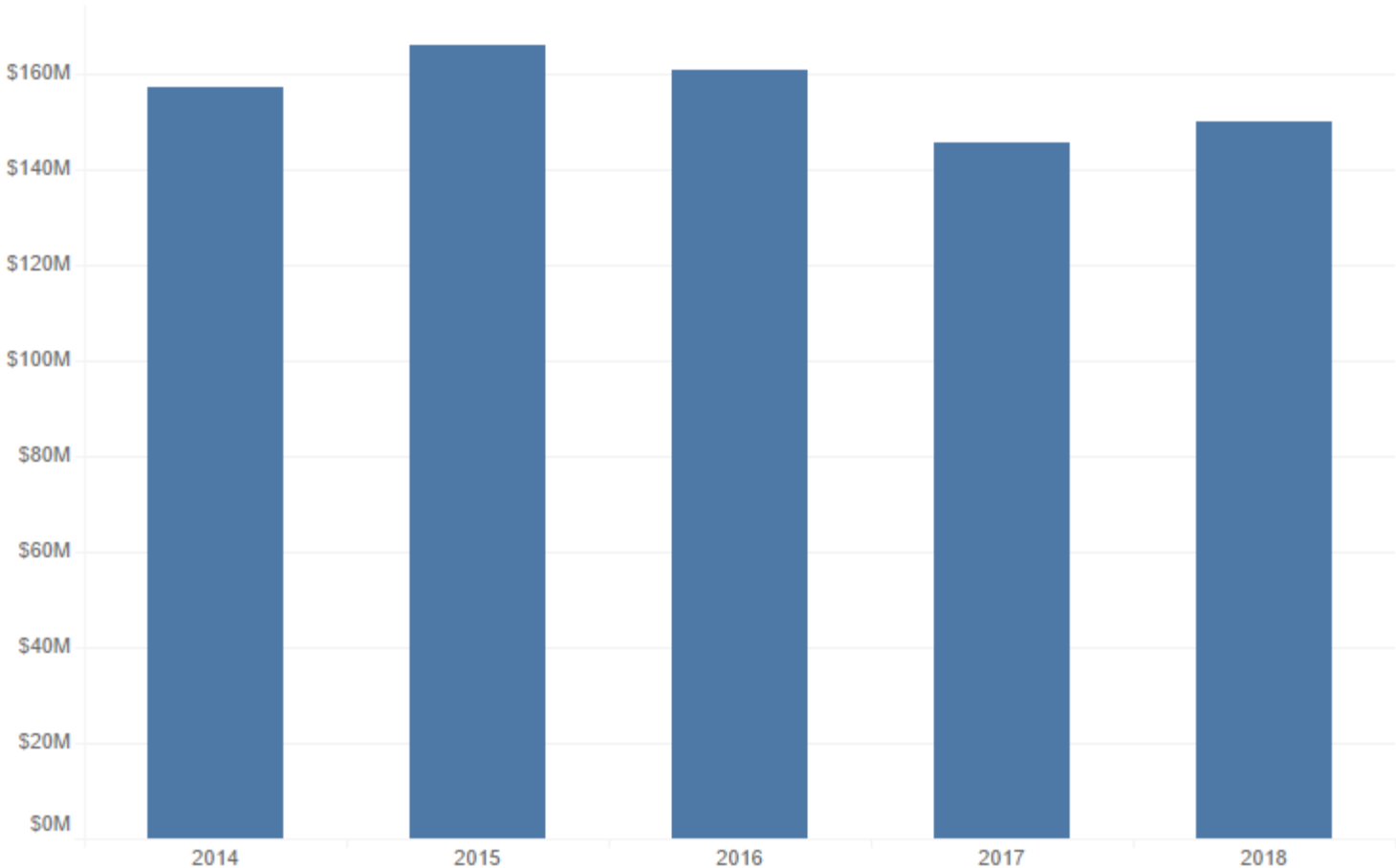
Benchmarking & Performance Perspectives

Discretionary Reserves 2014 - 2018

The discretionary reserve and reserve position of Greater Sudbury has decreased by 5% from 2014 to 2018.

The discretionary reserve position illustrated in this graph does not include development charges, gas tax, and park land reserves.

Decreasing discretionary reserves over time is an indicator that the City's flexibility for financing from reserves is becoming more restricted.

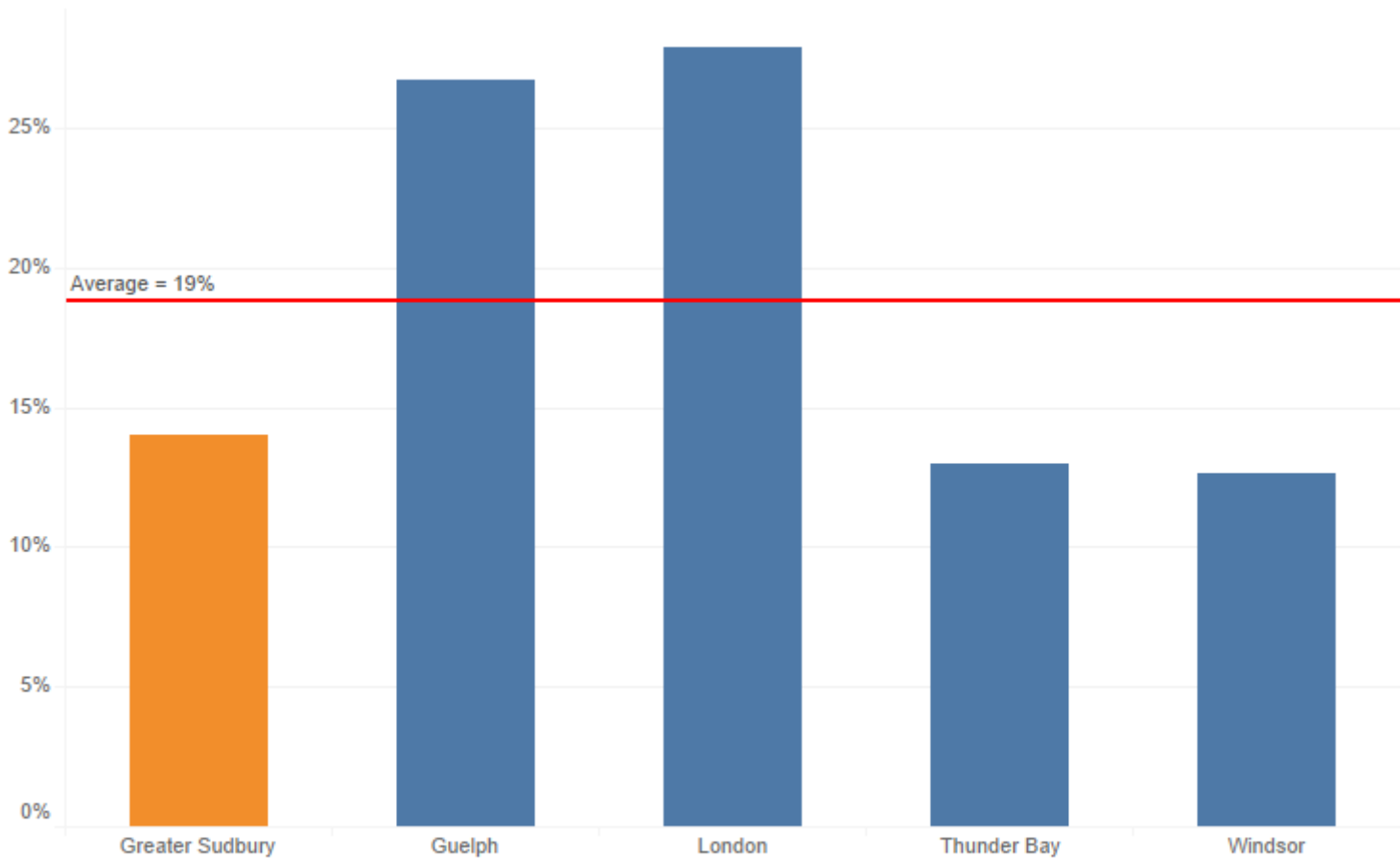


Source: Municipal Financial Information Returns (Schedules 2 and 60)

Reserve Position Relative to Tangible Capital Assets (2018)

When a municipality's total reserve position (obligatory reserve funds, discretionary reserves and reserves) are expressed as a percentage of its tangible capital assets, it provides an indication of its ability to finance the replacement of its tangible capital assets from internal sources.

Greater Sudbury's total reserve position (14%) is much lower than the comparator average of 19%.

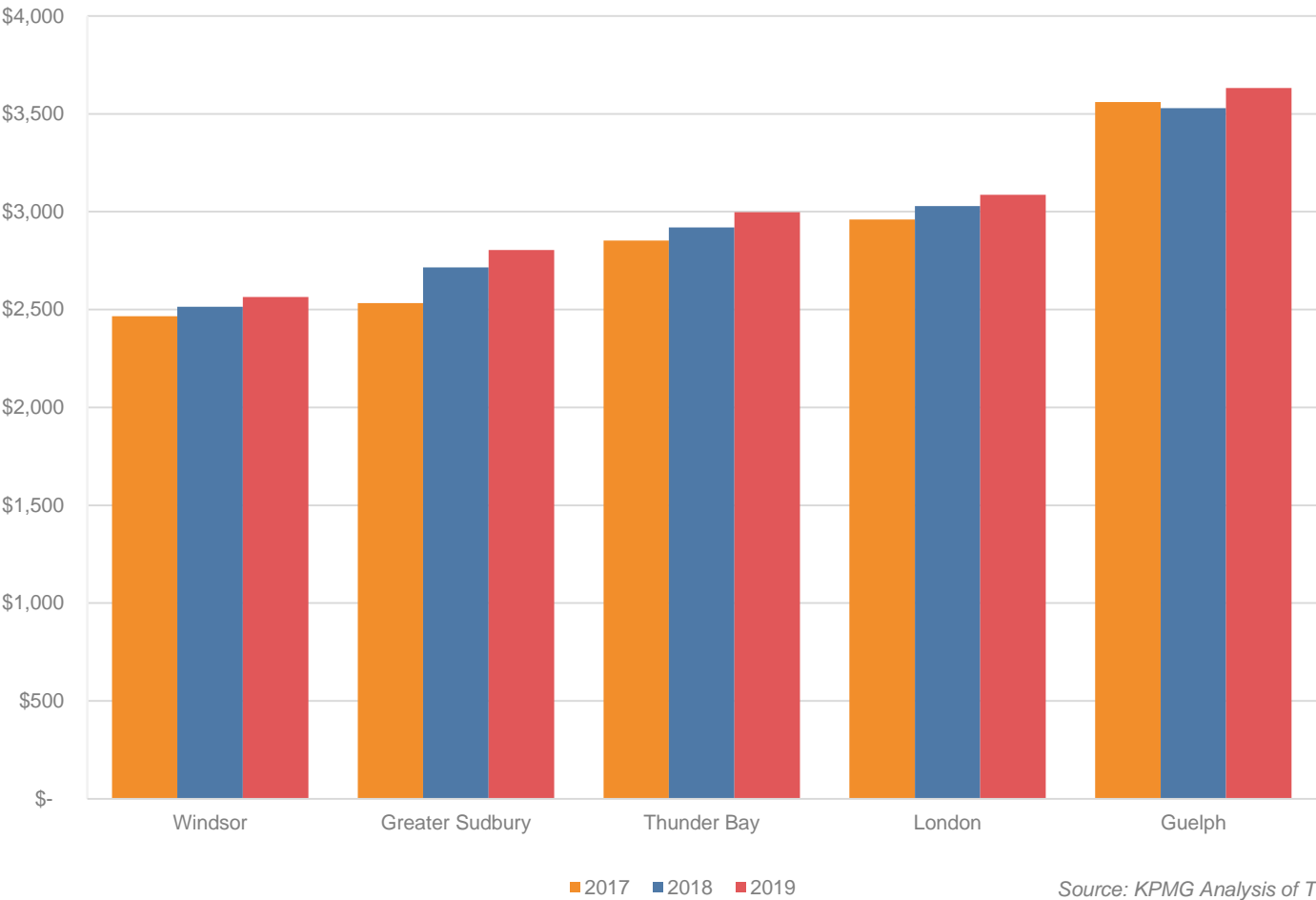


Source: Municipal Financial Information Returns (Schedules 51A and 60)

Residential Taxes per Household (Average/Typical Property)

The City of Sudbury's Residential taxes per household were the second lowest of the comparator municipalities in 2019 at \$2,805 per household.

The relationship between the comparator municipalities with respect to residential taxes per household has remain consistent for the past three years.



Source: KPMG Analysis of Tax Information for the selected municipalities



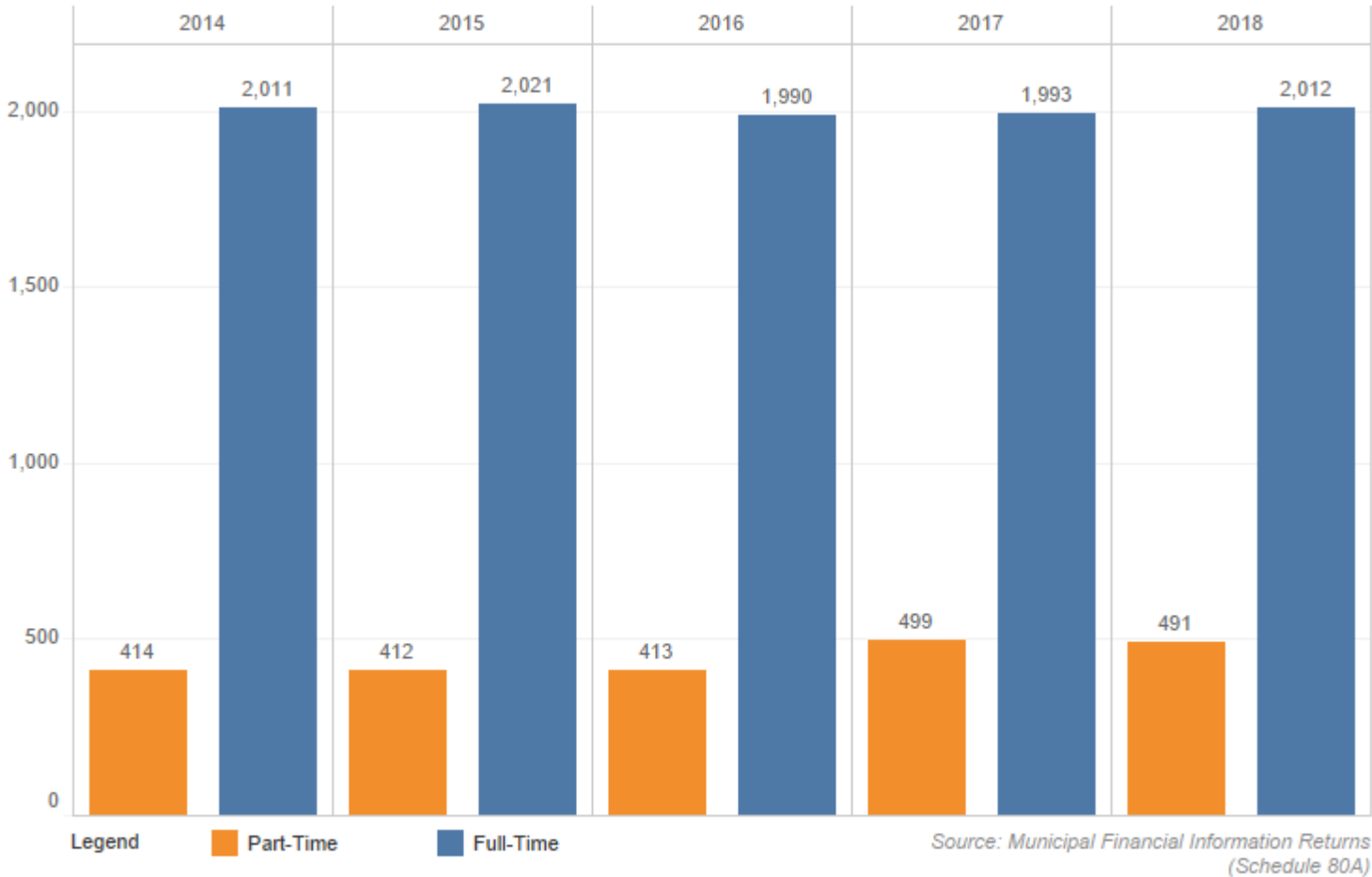
Staffing Perspectives

The City of Greater Sudbury
Core Services Review
Final Report

Historical Staffing Levels By Type 2014 - 2018

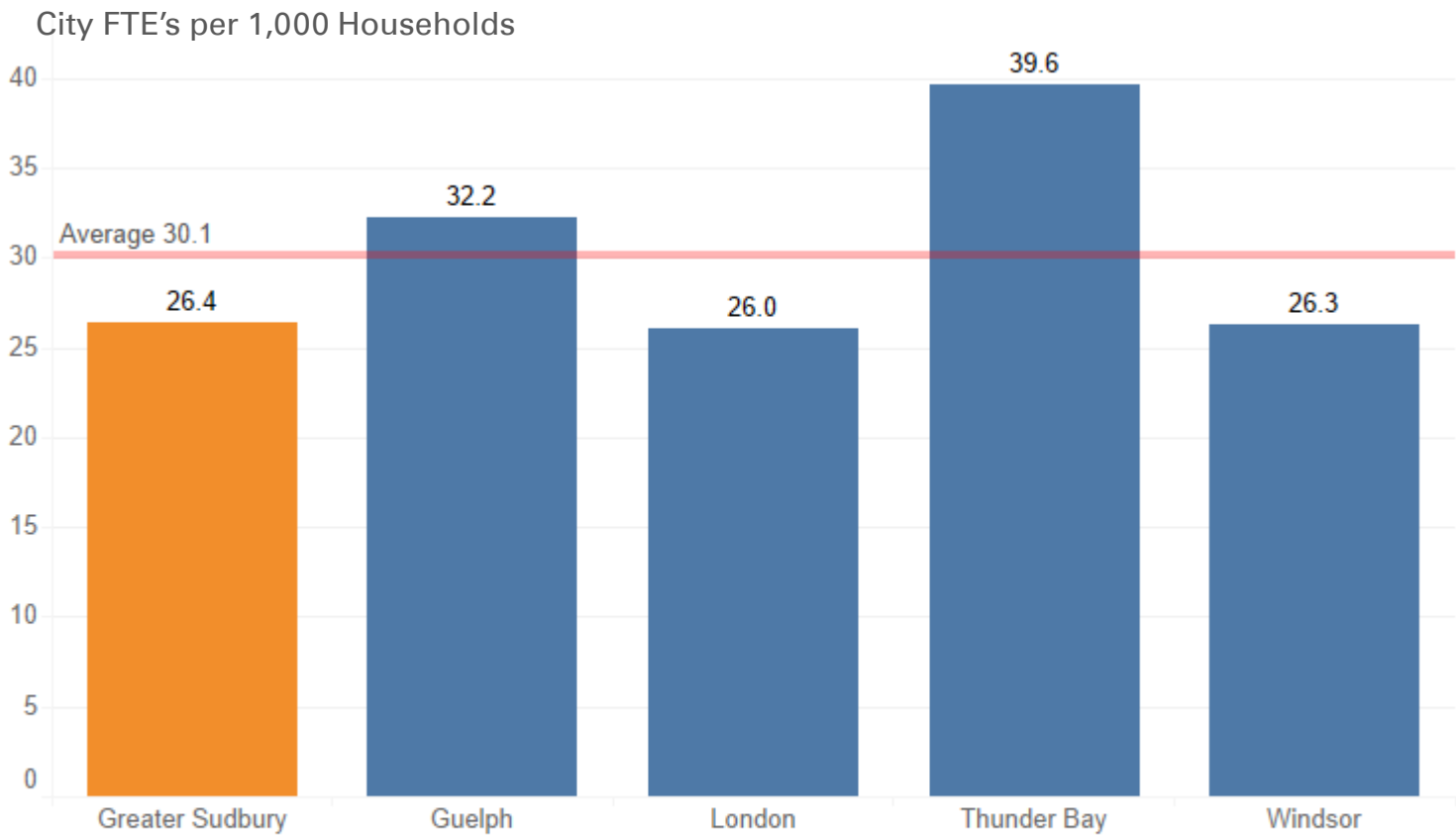
When viewed over the past five years, the staffing levels for full-time employees has been stable.

The part-time staffing levels has been increasing starting in 2017.



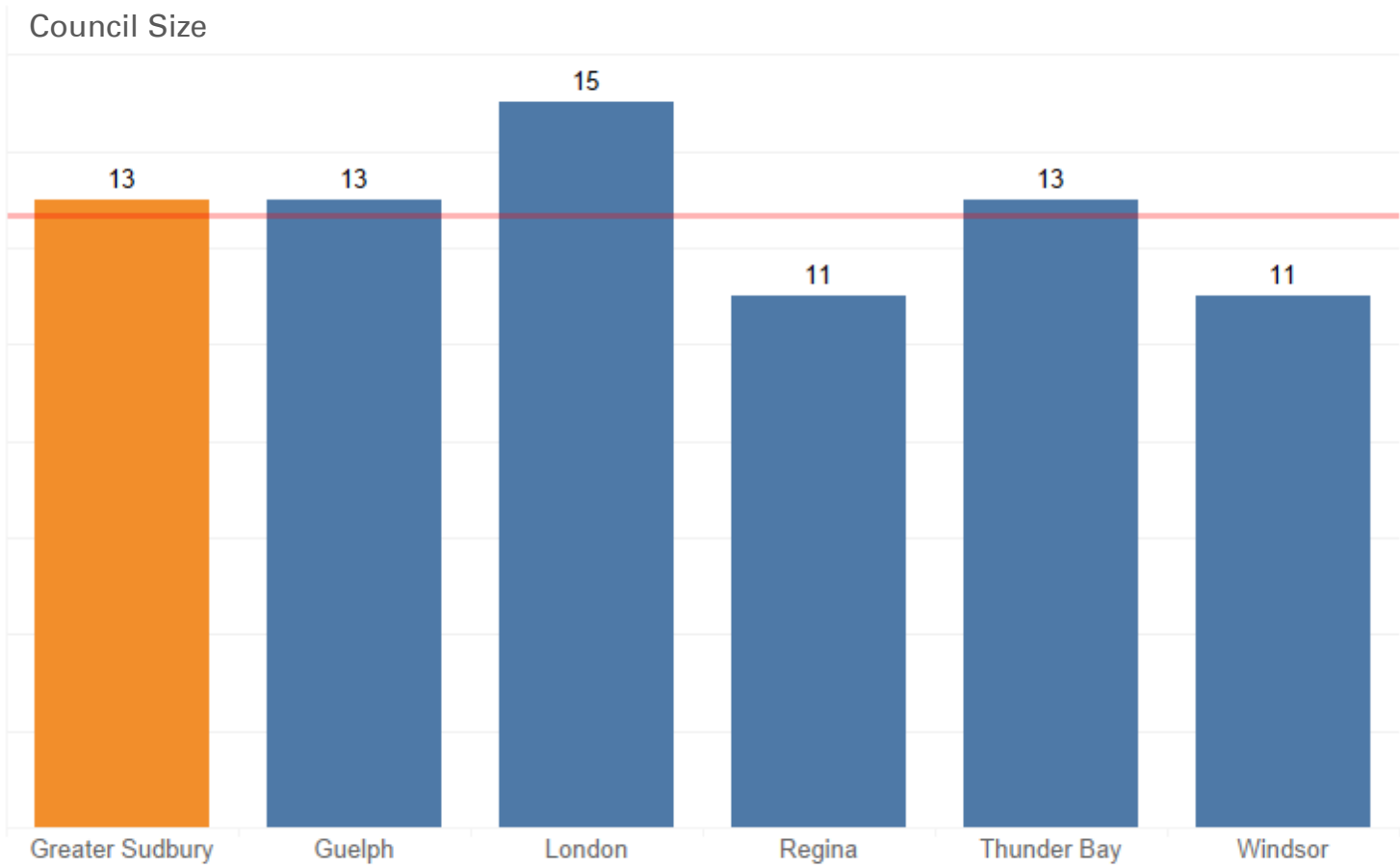
Full Time Staffing Complement (2018) Per 1000 Households

The staffing complement per 1000 households for the City of Greater Sudbury (26) is less than the average (30.1)



Source: Municipal Financial Information Returns (Schedule 80A)

The City of Greater Sudbury has the average number of councilors.

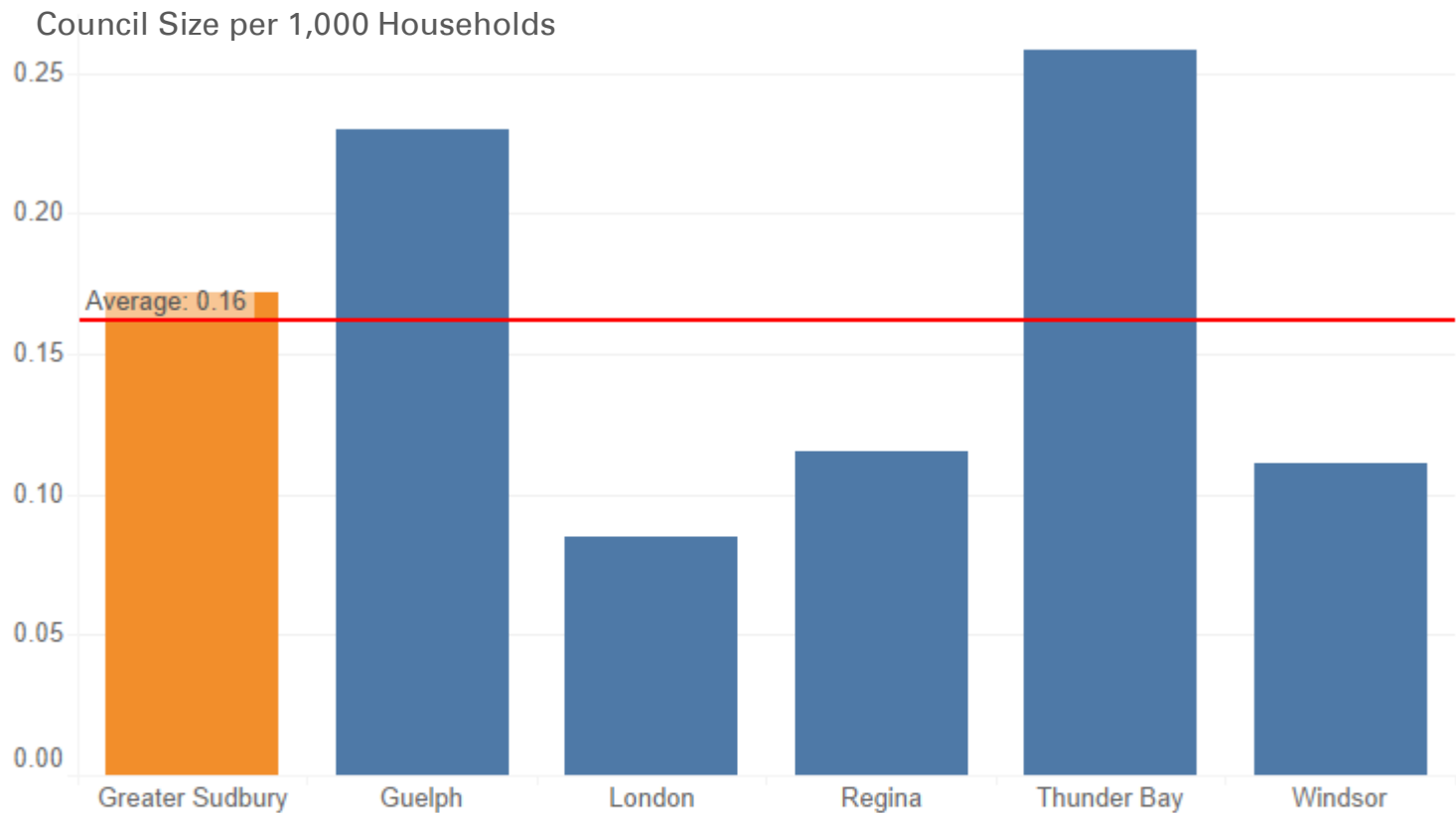


Source: Municipality websites

Benchmarking & Performance Perspectives

Council Size per 1,000 Households

Greater Sudbury has 0.17 councilors per 1,000 households which is about the average number of elected on a per household basis.



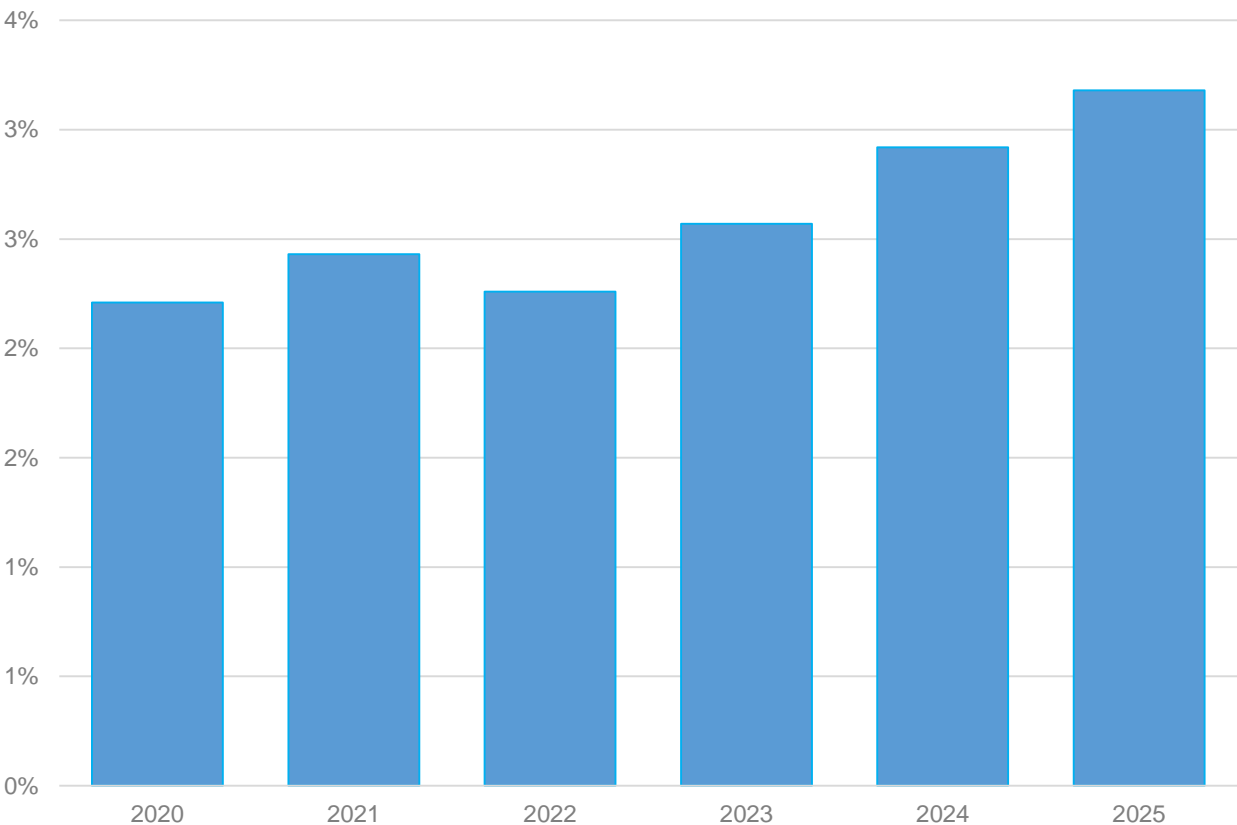
Source: Municipal Financial Information Returns (Schedule 2, Nr of Households)
Regina - MBNC 2018 Performance Report)
Council members from municipality websites

Benchmarking & Performance Perspectives

Retirement Profile of Current City Employees

Within the next 6 years, 352 employees of the City will be eligible to retire on the earliest potential retirement date without penalty. This represents nearly 16% of all employees at the City. This is lower than recent findings of approximately 20%, when this analysis was conducted for other municipalities.

Cumulative Number of City Employees Reaching Full Pension



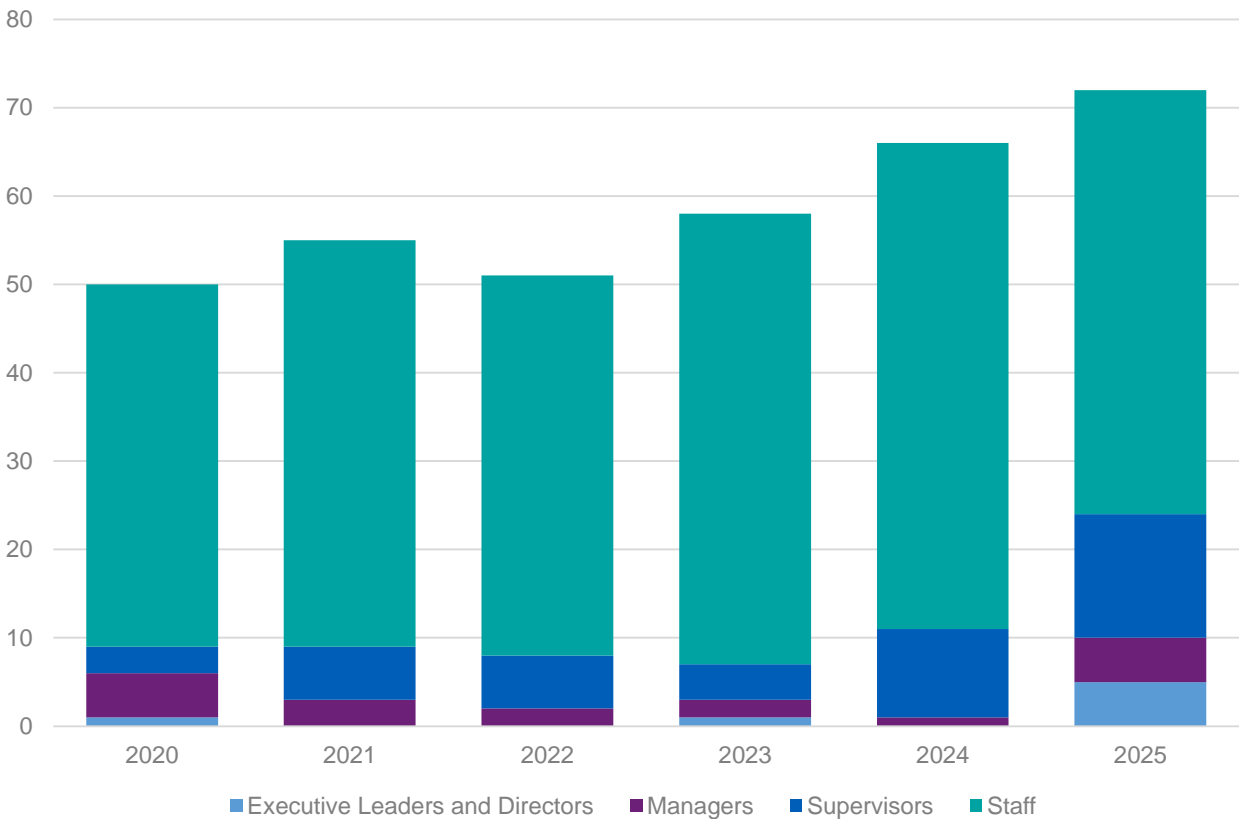
Source: City of Greater Sudbury Human Resources Division

Retirement Profile of Current City Employees by Position Level

As noted in the previous slide, within the next six years, 352 employees of the City will be entitled to retire without penalty.

Between now and 2025, an increasing proportion of these employees will be at the supervisor level.

Employees Eligible for Full Pension by Position Level



Source: City of Greater Sudbury Human Resources Division



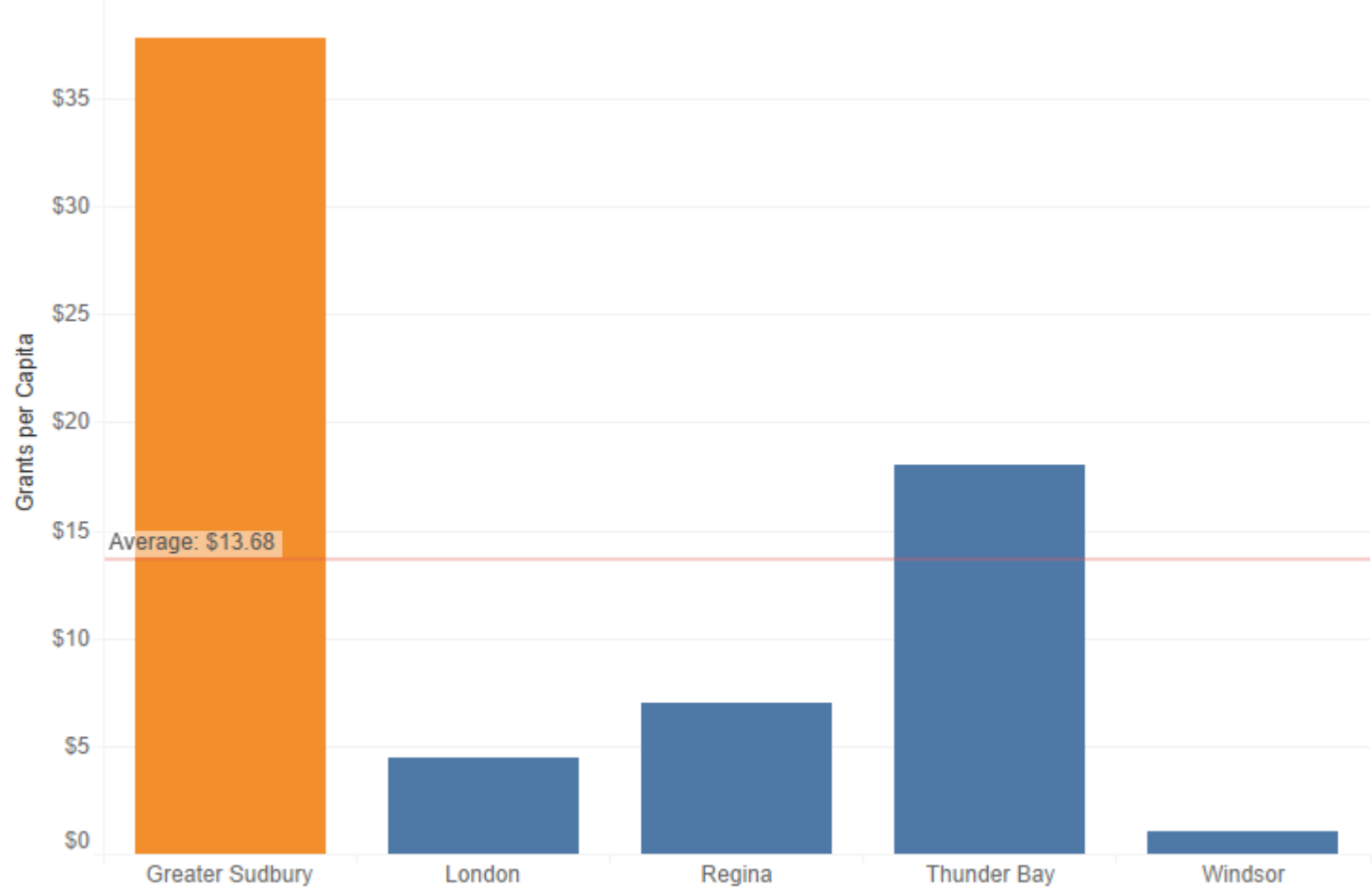
Benchmarking of Services

The City of Greater Sudbury
Core Services Review
Final Report

Greater Sudbury had a much higher arts, heritage & festival grant per capita of \$37.82 in 2018 compared to the comparator average of \$13.68.

This large variance is attributable to the \$5.5 million contribution from Greater Sudbury to the Place des Arts project which was included in the calculation of these figures for 2018.

Arts, Heritage & Festival Grants per Capita



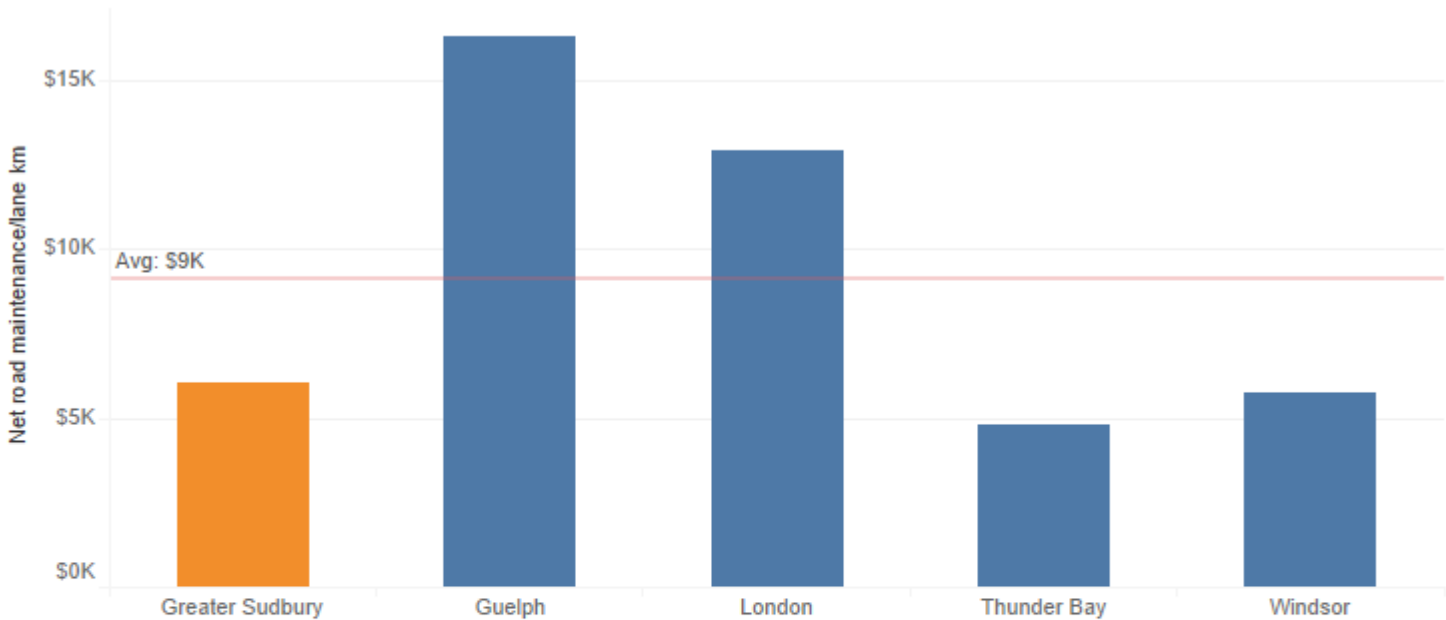
Source: MBNCanada

Benchmarking & Performance Perspectives

Road Maintenance

The City of Greater Sudbury has a net road maintenance expense per lane km of \$6,042/km which is lower than the average of \$9,163/km.

Road Maintenance Expense per Lane km (less net revenue)



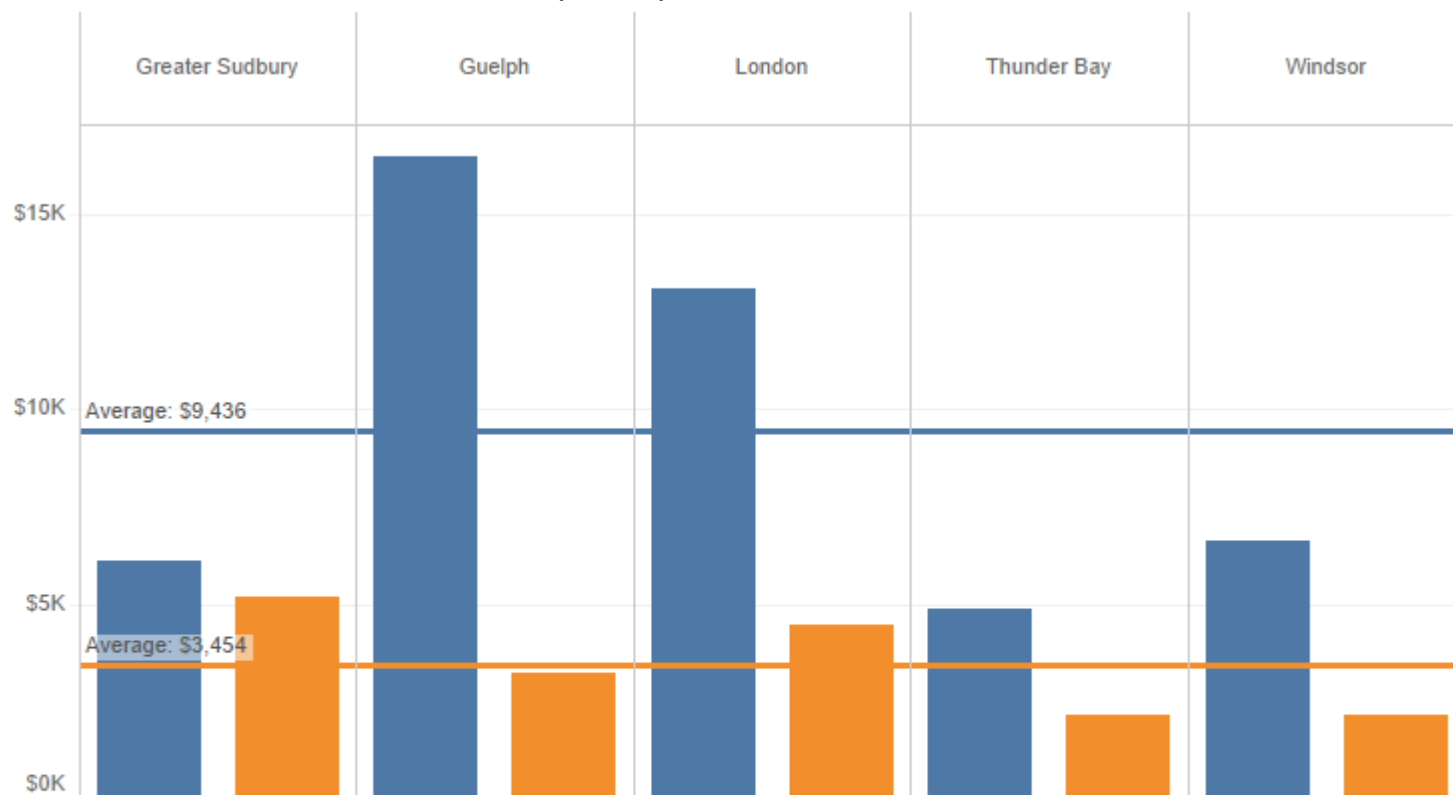
Source: Municipal Financial Information Returns
Net road maintenance expense is calculated:
[Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40]
net of:
[Revenues: User Fees and Service Charges from Schedule 12]
Road maintenance includes lines:
0611: Roads - Paved,
0612: Roads - Unpaved,
0613: Roads - Bridges and Culverts,
0614: Roads - Traffic Operations & Roadside
Total lane kms calculated:
1710: Total Paved Lane Km + 1713: Total UnPaved Lane KM, from Schedule 80D

Benchmarking & Performance Perspectives

Winter Road Maintenance

The City of Greater Sudbury's road winter maintenance expense of \$5,208/km is greater than the average for comparator municipalities of \$3,454/km

Portion of Winter Maintenance Expense per Lane km



Source: Municipal Financial Information Returns

Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40

Revenues: User Fees and Service Charges from Schedule 12

Road maintenance includes lines: 0611: Roads - Paved, 0612: Roads - Unpaved,

0613: Roads - Bridges and Culverts, 0614: Roads - Traffic Operations & Roadside

Winter maintenance includes lines: 0621: Winter Control - Except sidewalks, Parking Lots, 0622: Winter Control - Sidewalks, Parking Lots Only

Total lane kms calculated: [1710: Total Paved Lane Km] + [1713: Total UnPaved Lane Km] from Schedule 80D

Winter control km is line 1740: Total Lane Km maintained in winter, from Schedule 80D

Legend

■ Road maintenance/lane km

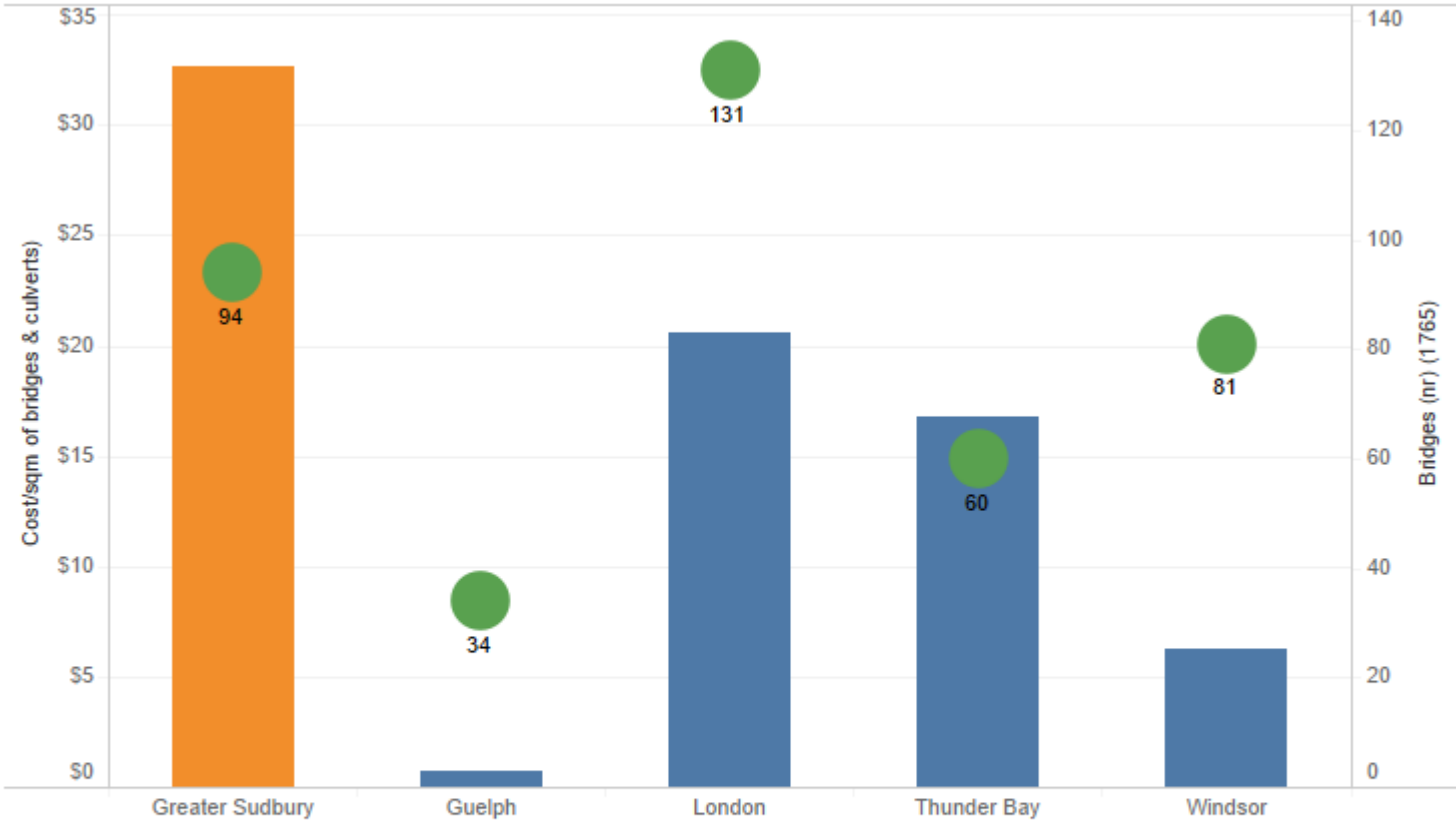
■ Winter maintenance/winter control km

Benchmarking & Performance Perspectives

Bridges and Culverts

The City of Greater Sudbury has a cost per meter for bridges and culverts of \$33 which is the highest of comparator municipalities.

Cost per Square Meter of Bridges and Culverts



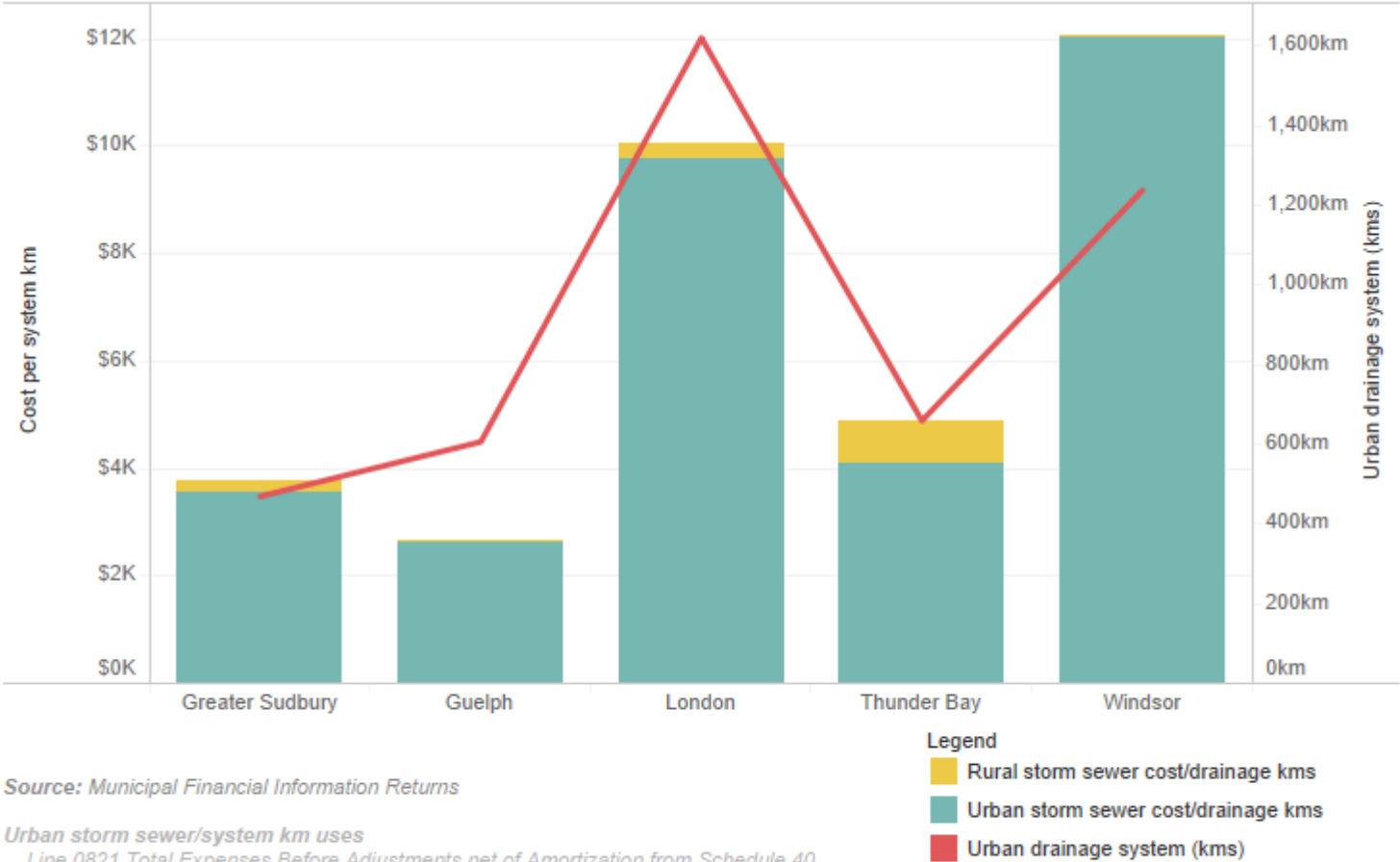
Source: Municipal Financial Information Returns
Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40,0613: Roads - Bridges and Culverts,
Nr of bridges from line 1760 from Schedule 80D
Sq m of bridges and culverts from line 1760: Total Square Metres of Surface Area on Bridges and Culverts from Schedule 80D

Benchmarking & Performance Perspectives

Storm Sewers

The City of Greater Sudbury has a cost per drainage km of \$3,773 which is the second lowest of comparator municipalities.

Cost per Storm Sewer Drainage km



Source: Municipal Financial Information Returns

Urban storm sewer/system km uses

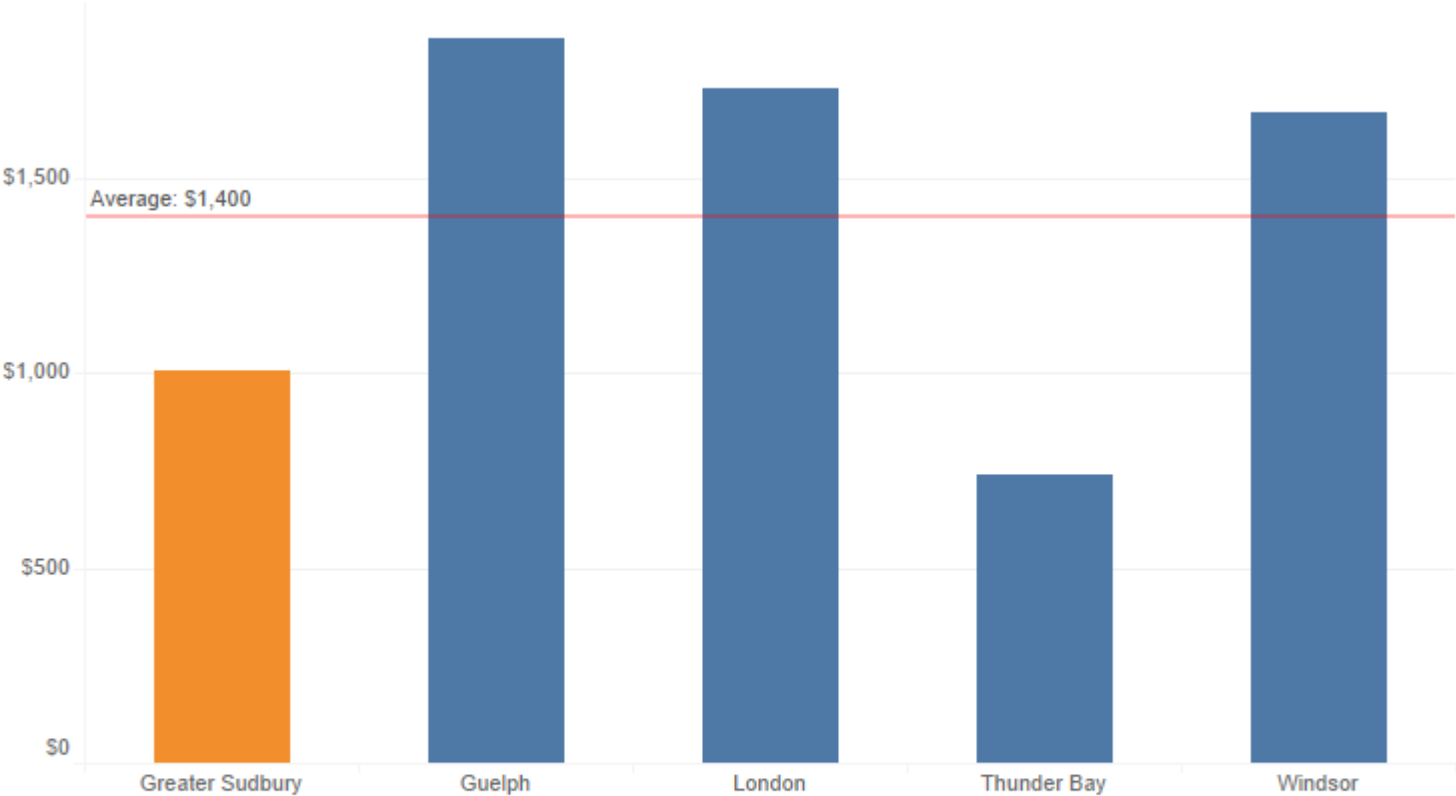
Line 0821 Total Expenses Before Adjustments net of Amortization from Schedule 40
Line 1835 Urban Storm Water Management : Total KM of Urban Drainage System plus (0.005 KM times No. of Catch basins) from schedule 80D

Rural storm sewer/system km

Line 0822 Total Expenses Before Adjustments net of Amortization from Schedule 40
Line 1840 Rural Storm Water Management : Total KM of Rural Drainage System plus (0.005 KM times No. of Catch basins) from Schedule 80D

The City of Greater Sudbury has a street lighting cost per lane km of \$1,006 which is lower than the average of comparator municipalities of \$1,400

Street Lighting Cost per Lane km



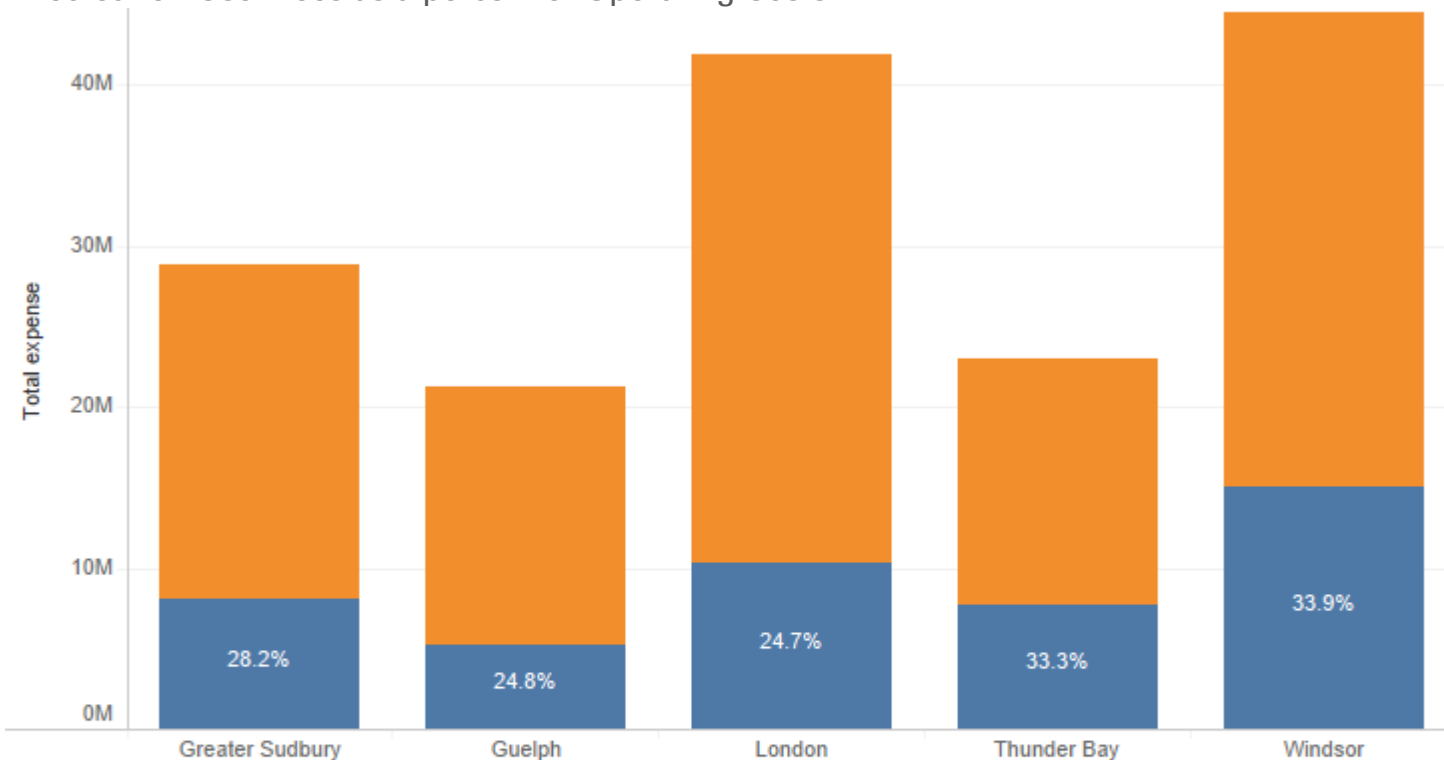
Source: Municipal Financial Information Returns
Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40, from line 0650 Street lighting
Total paved lane kms from line: 1710: Total Paved Lane Km, from Schedule 80D

Benchmarking & Performance Perspectives

Recreation - User Fees

The City of Greater Sudbury recovers a percentage of operating costs from user fees and service charges (28%) in line with the average of comparator municipalities (29%).

Recreation User Fees as a percent of Operating Costs



Source: Municipal Financial Information Returns

Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40

User fees: User Fees and Service Charges from Schedule 12

Recreation services includes lines:

1610 Parks, 1620: Recreation Programs, 1631: Rec. Fac.- Golf Crs, Marina, Ski Hill,

1634: Rec. Fac.- All Other

Legend

Expenses not recovered

User Fee recovery

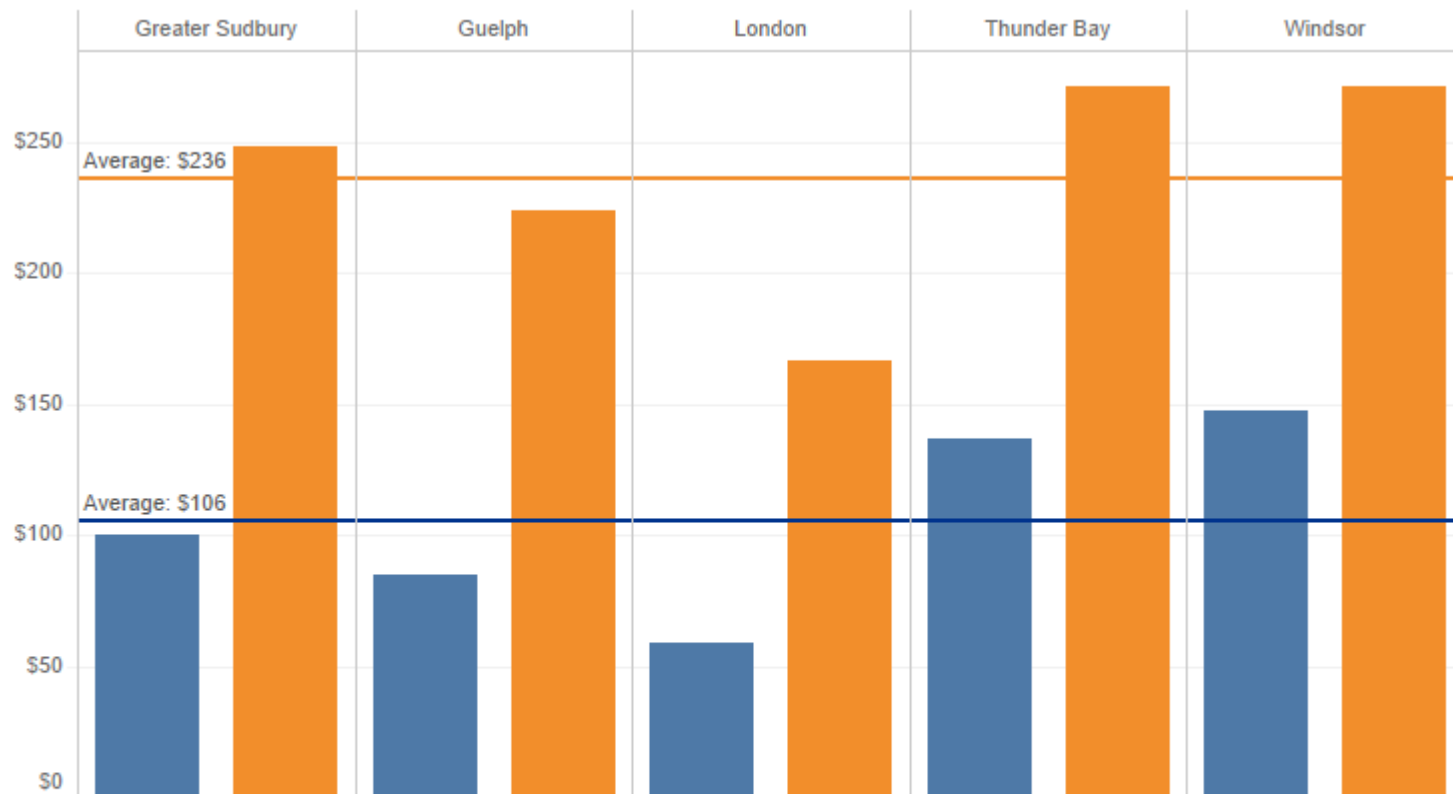
Recreation - Revenue and Expenses

The City of Greater Sudbury has an average revenue per household of \$100, lower than the average of comparator municipalities revenue per household of \$106.

Total expense per household is \$248, which is higher than the comparator average of \$236.

This indicates that Sudbury has a greater than average net cost per household for recreation programs and facilities than the average of comparator municipalities.

Recreation Program and Facilities - Expense and Revenue per Household



Source: Municipal Financial Information Returns

Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40

Revenues: User Fees and Service Charges from Schedule 12

Recreation program and facilities includes lines:

1620: Recreation Programs,

1631: Rec. Fac.- Golf Crs, Marina, Ski Hill,

1634: Rec. Fac.- All Other

The number of households is taken from Schedule 2

Legend

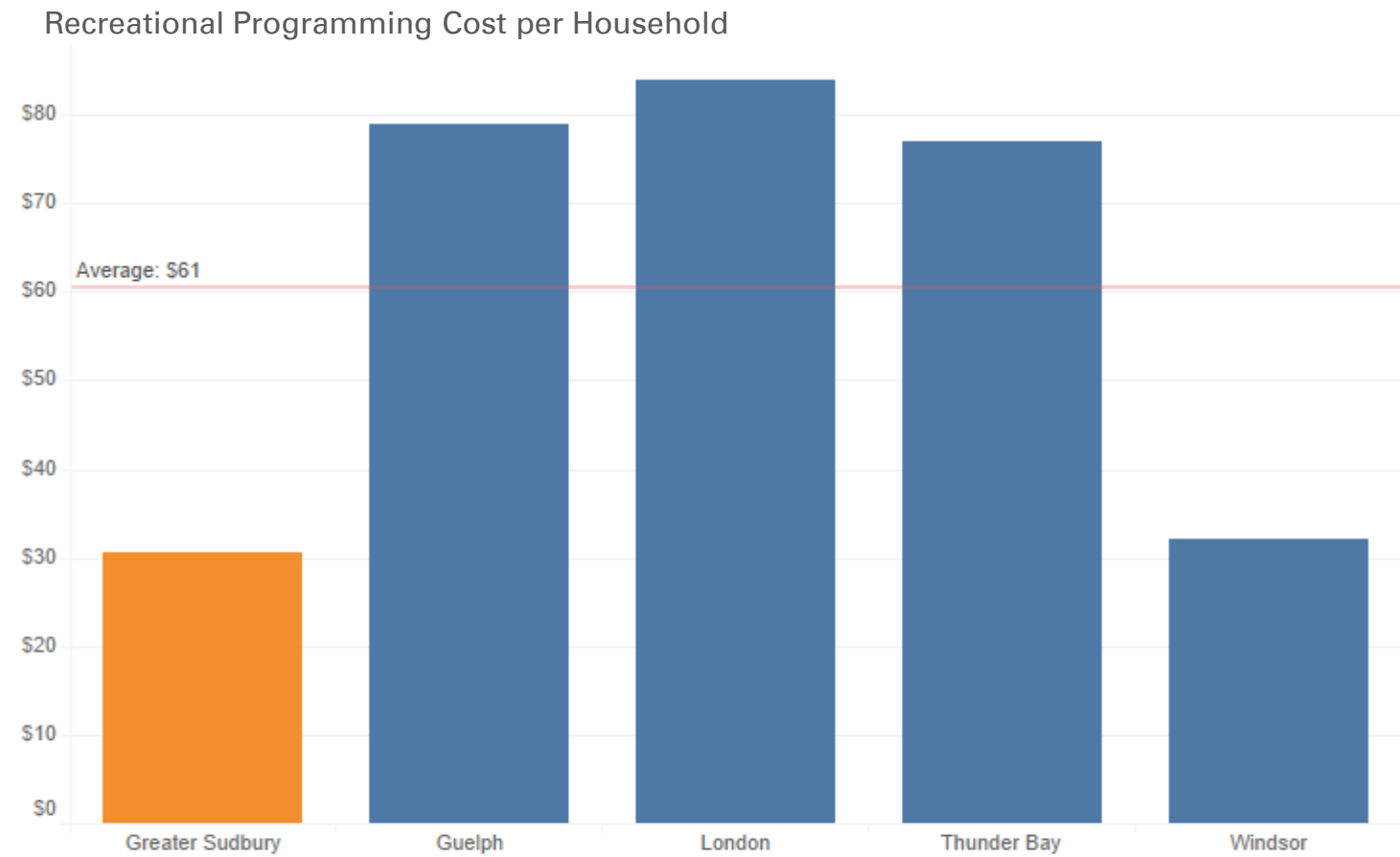
Revenues per household

Total expense per household

Benchmarking & Performance Perspectives

Recreational Programming

The City of Greater Sudbury has the lowest recreational programming cost per household at \$31 relative to comparator municipalities.



Source: Municipal Financial Information Returns
Total expense: Total Expenses Before Adjustments net of Amortization from:
Schedule 40, line 1620: Recreation programs
Nr of households from Schedule 2



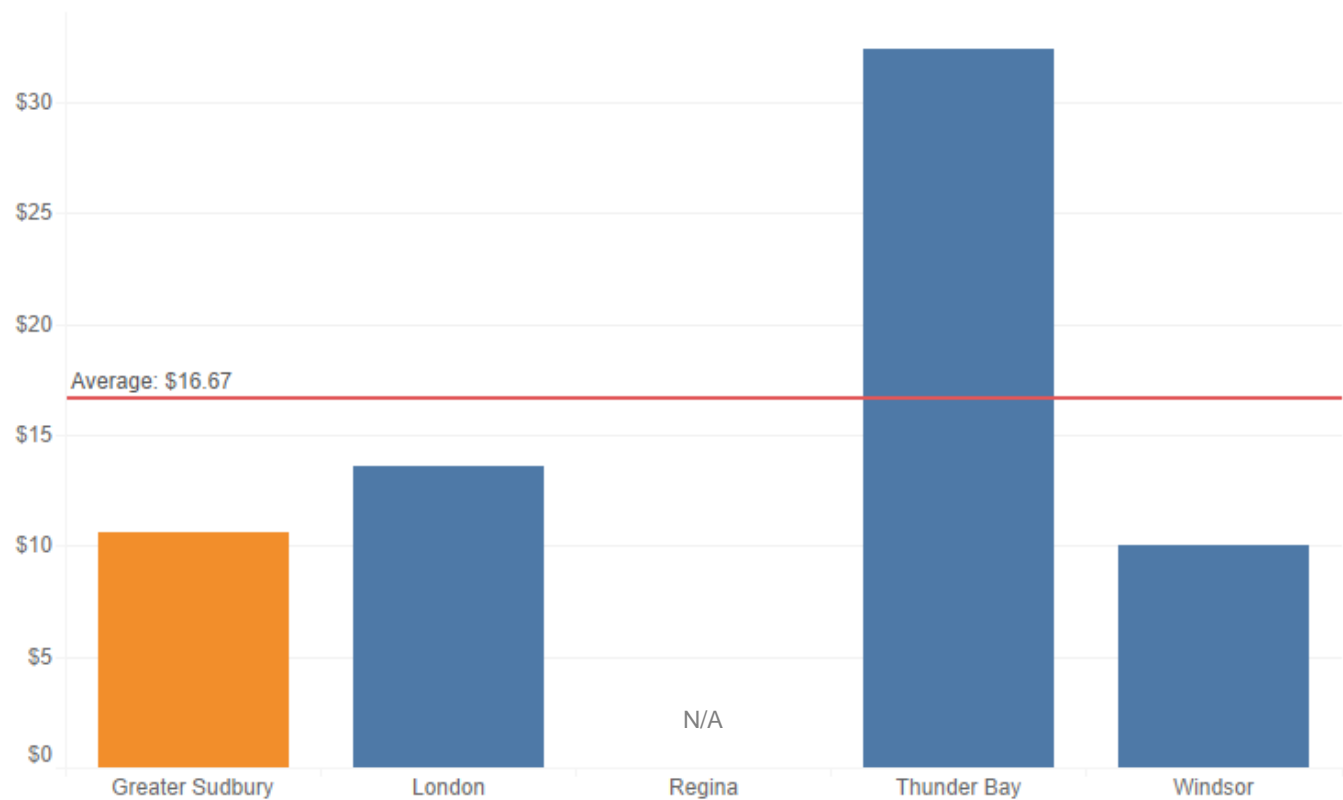
Benchmarking & Performance Perspectives

Recreational Programming

The City of Greater Sudbury has a cost for recreation programs and facilities per participant visit of \$10.57. This is lower than the average of \$16.67 which is driven up by the high costs from Thunder Bay.

Excluding Thunder Bay, Sudbury is comparable in costs per visit of London and Windsor.

Total Cost for Recreation Programs and Facilities per Participant Visit



Note that Regina does not report data for this measure to MBNCanada due to data integrity issues. Regina has been excluded from the average calculation.

Source: MBNCanada

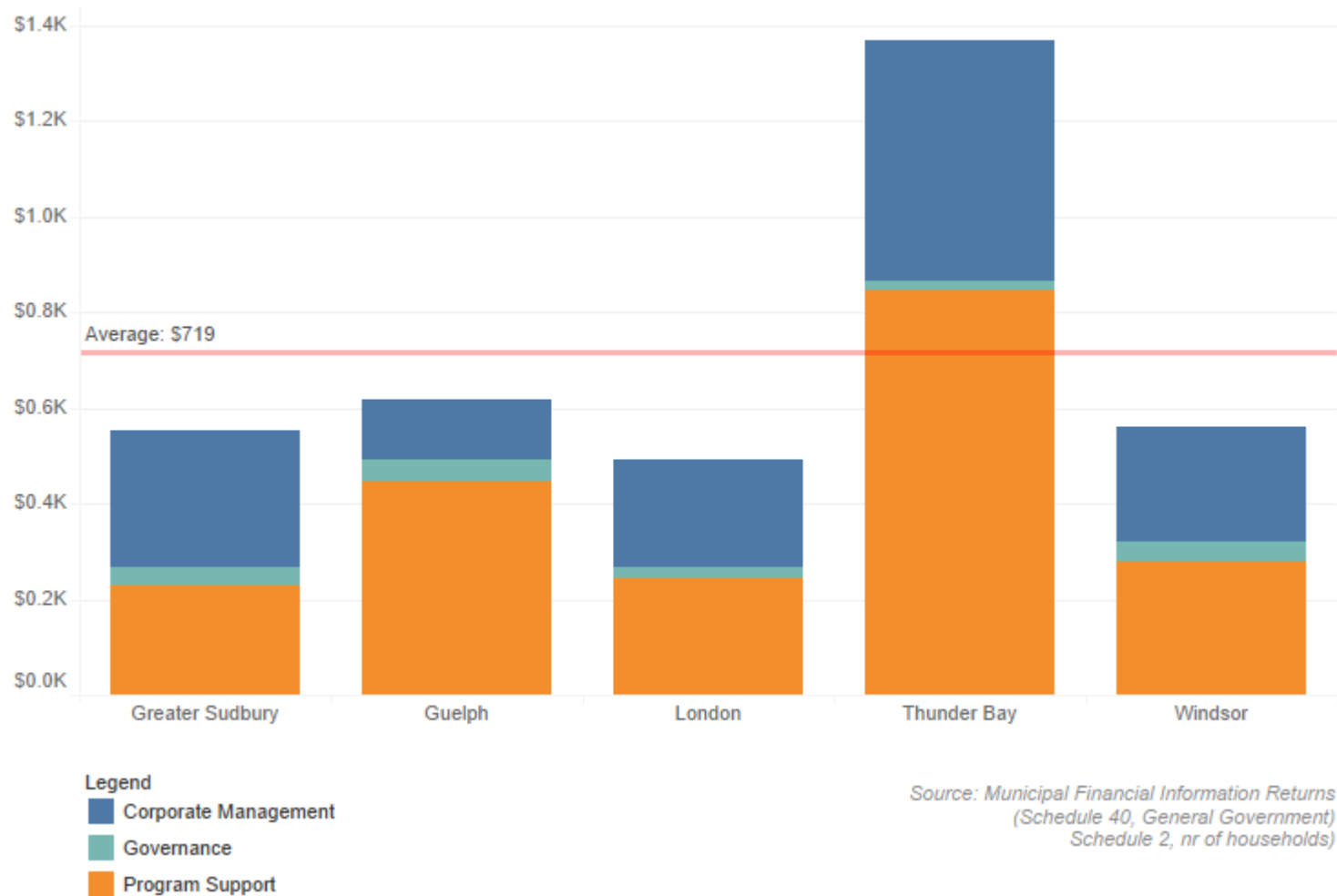
Benchmarking & Performance Perspectives

Government Expenses

The City of Greater Sudbury has a government expense per household of \$551 which is lower than the comparator average of \$719.

Of this, Corporate management makes up the greatest portion at \$284, second to Thunder Bay at \$503 per household.

Government Expenses per Household



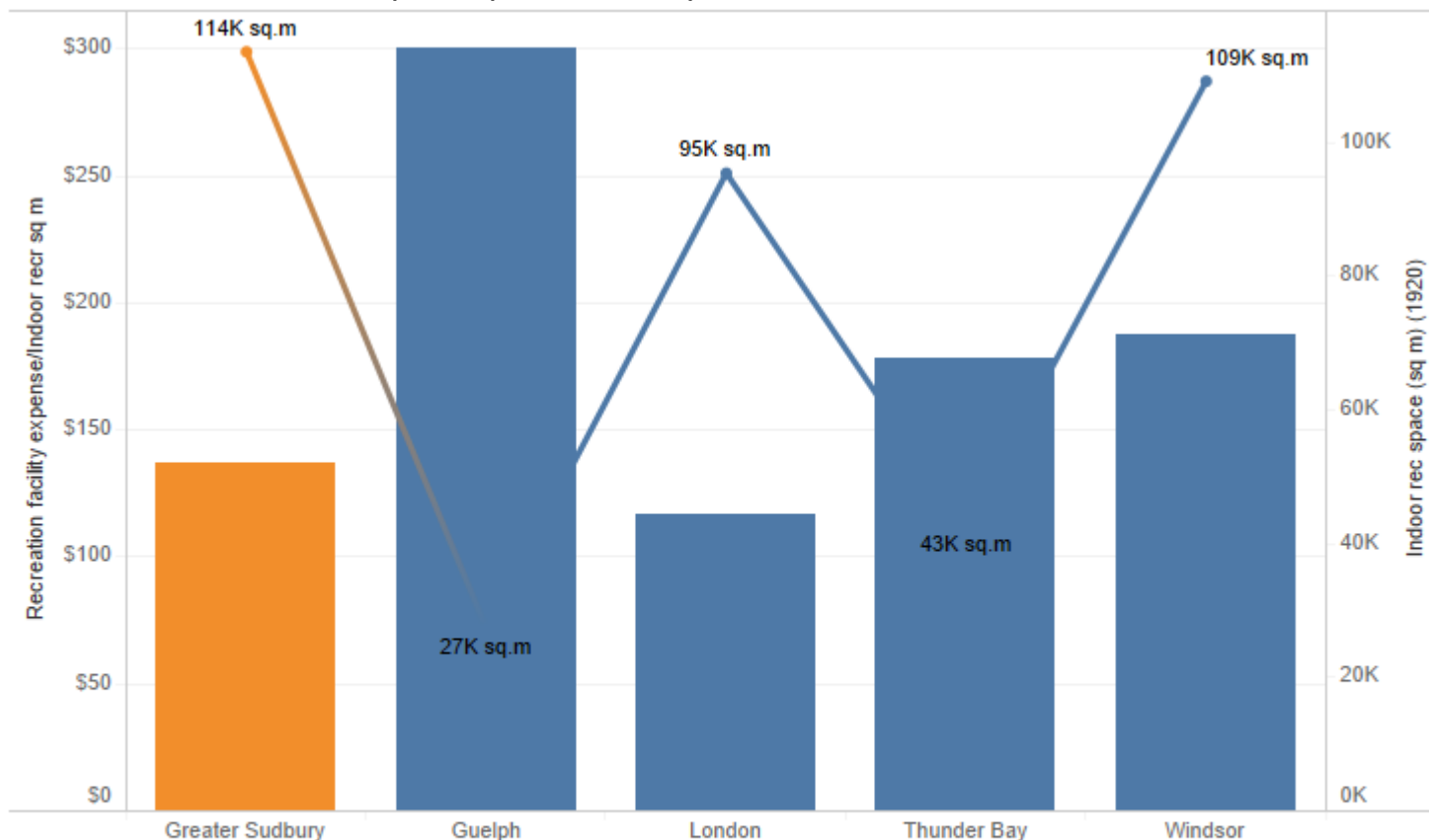
Benchmarking & Performance Perspectives

Recreation / Facilities

The City of Greater Sudbury has a recreation expense per indoor square meter of \$137. This is the second lowest of comparator municipalities with an average of \$184/m².

In addition, Sudbury has the greatest recreation square meters to maintain at 114k m² compared to an average of 78k m².

Recreation Facilities Expense per Indoor Square Meter



Source: Municipal Financial Information Returns

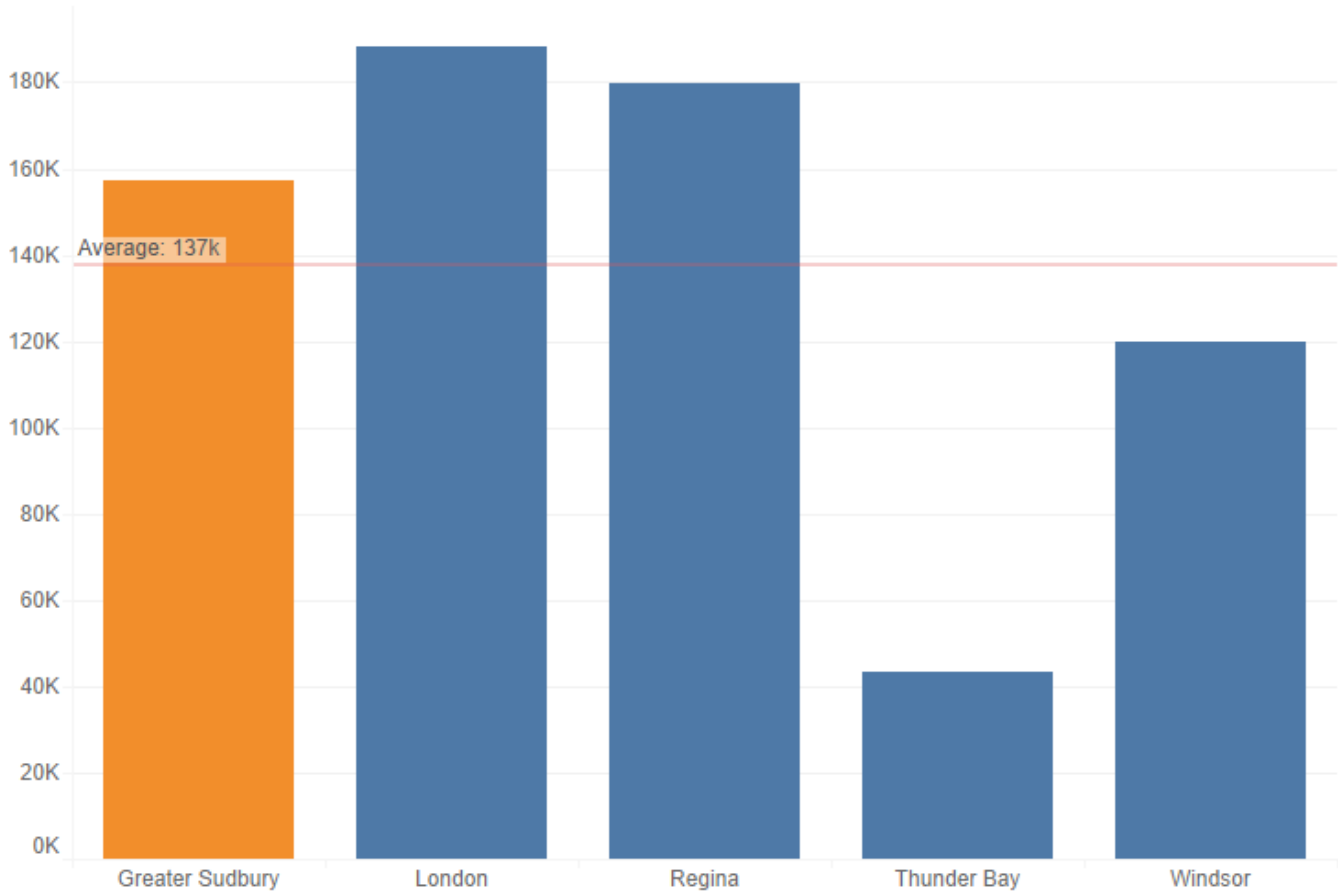
Recreation facility expense: Total Expenses Before Adjustments net of Amortization from:

Schedule 40, line 1634: Rec. Fac.- All Other

Indoor recreation space, square metres from line 1920, Schedule 80D

The City of Greater Sudbury has a gross square footage of Headquarter buildings of 157,308 which is higher than the comparator average of 137,715 square feet.

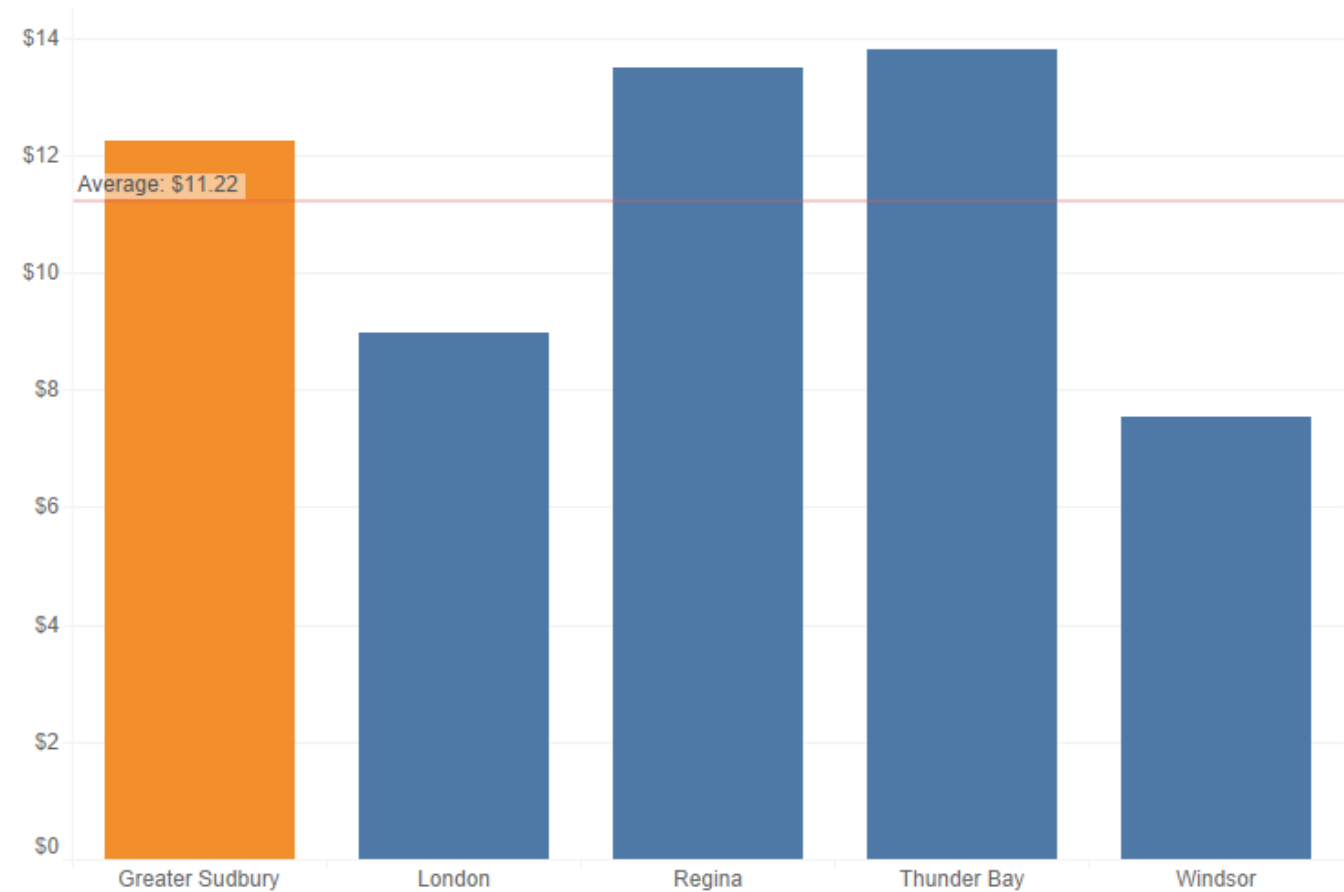
Gross Square Footage of Headquarter (HQ) Building



Source: MBNCanada

The City of Greater Sudbury has a total direct cost to operate its headquarter buildings of \$12.25 which is above the average of \$11.22 for comparators.

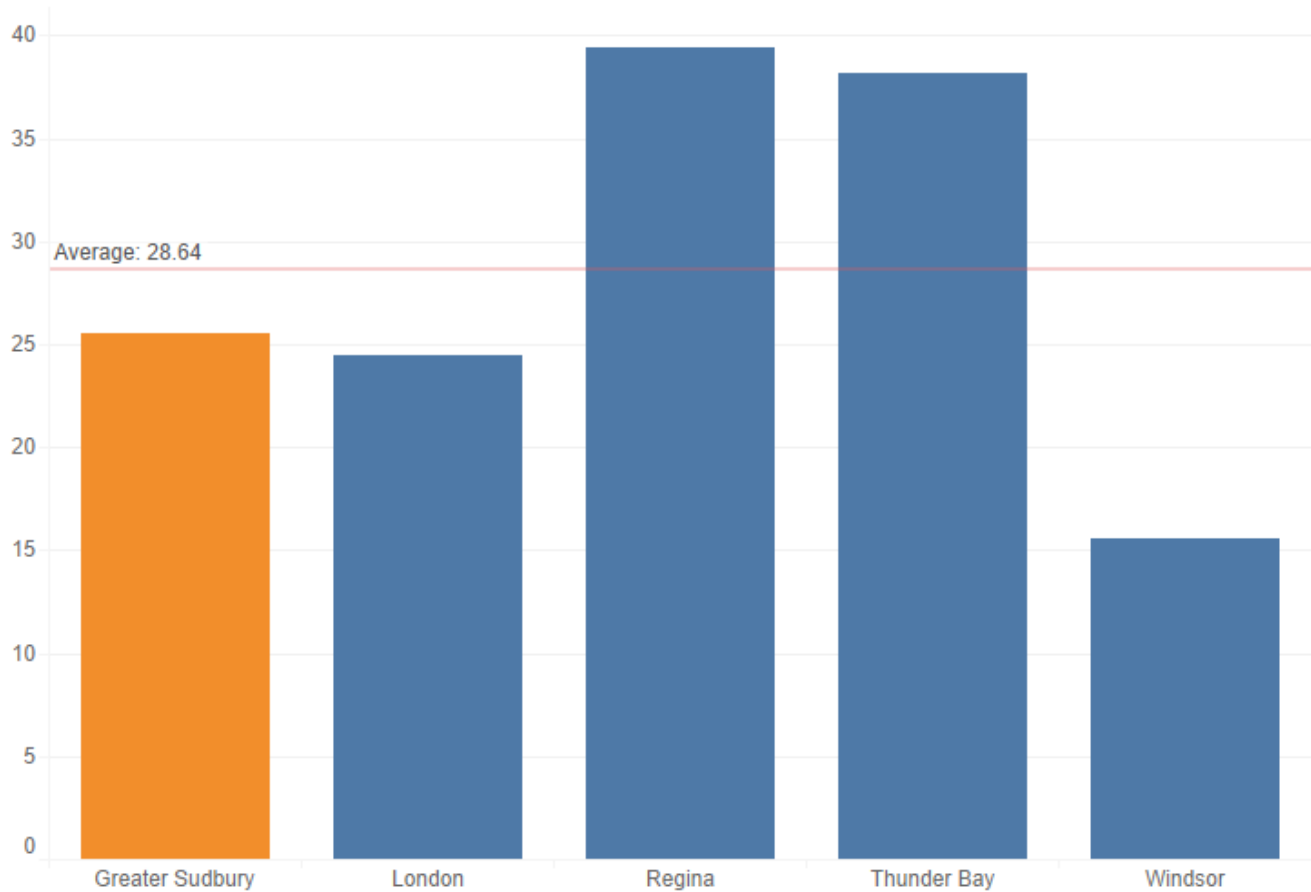
Direct Cost of Facility Operations per Square Foot of HQ Building



Source: MBNCanada

The City of Greater Sudbury has an energy consumption of 25.50 kWh per square foot for its headquarter buildings which is lower than the average of 28.64 kWh for comparators.

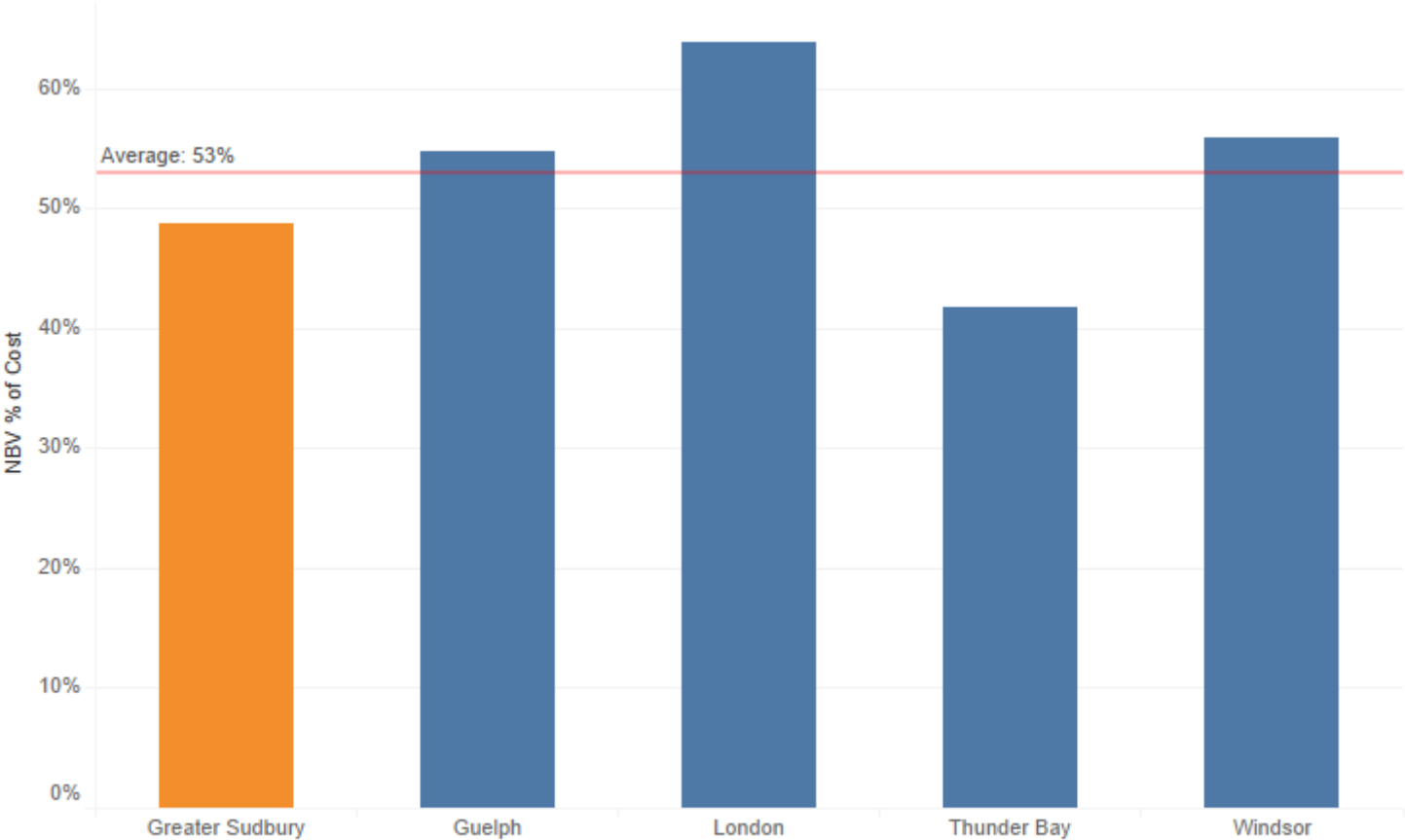
Equivalent kWh Energy Consumption per Square Foot of Headquarter Building



Source: MBNCanada

The City of Greater Sudbury's net book value of tangible capital assets is currently around 49%, 4 % lower than the municipal average of 53%

Net Book Value of Tangible Capital Assets as a percentage of Total Cost

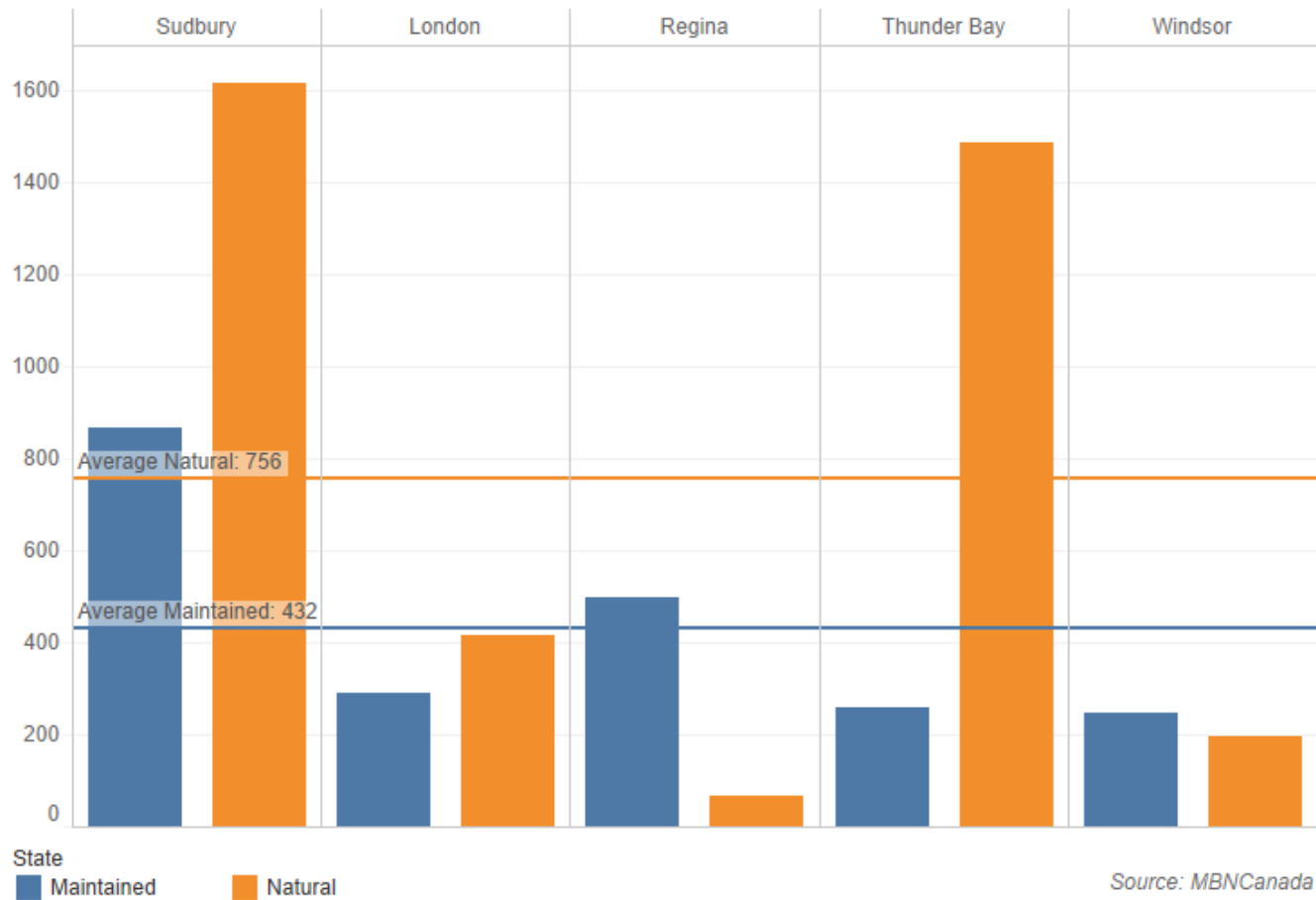


Source: Municipal Financial Information Returns
(Schedule 51A line 9910: Total Tangible Capital Assets
Columns: Closing Net Book Value & Closing Cost Balance)

The City of Greater Sudbury has the highest number of hectares of maintained parkland per 100,000 population compared to comparator municipalities with a total of 867.

This is higher than the comparator average of 432 hectares per 100,000 population.

Hectares of Maintained and Natural Parkland per 100,000 Population

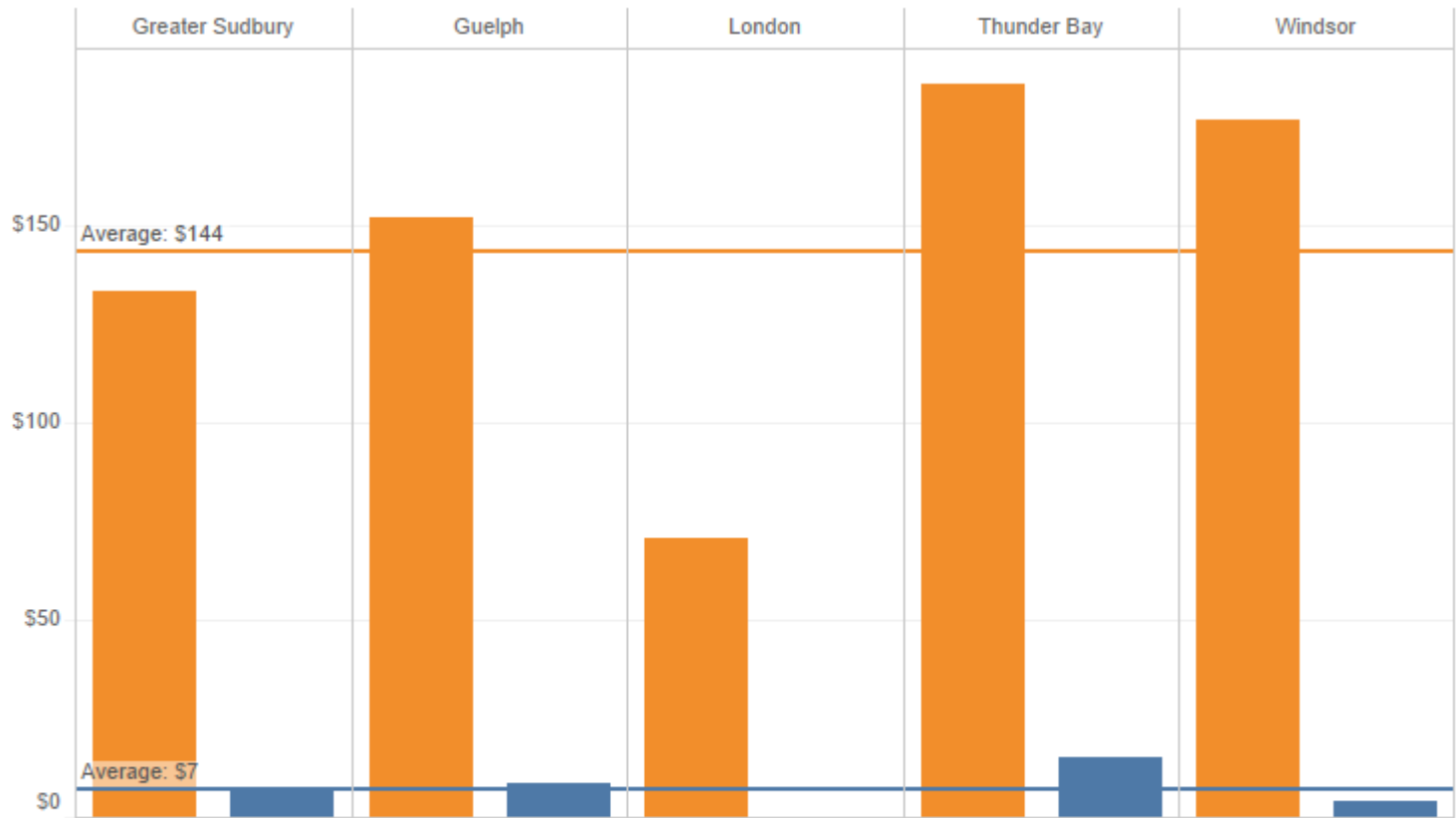


Benchmarking & Performance Perspectives

Park - Revenue and Expenses

The City of Greater Sudbury earns the average revenue per household for parks of \$7. Total expenses are \$133 which is lower than the average of \$144.

Parks - Expense and Revenue per Household



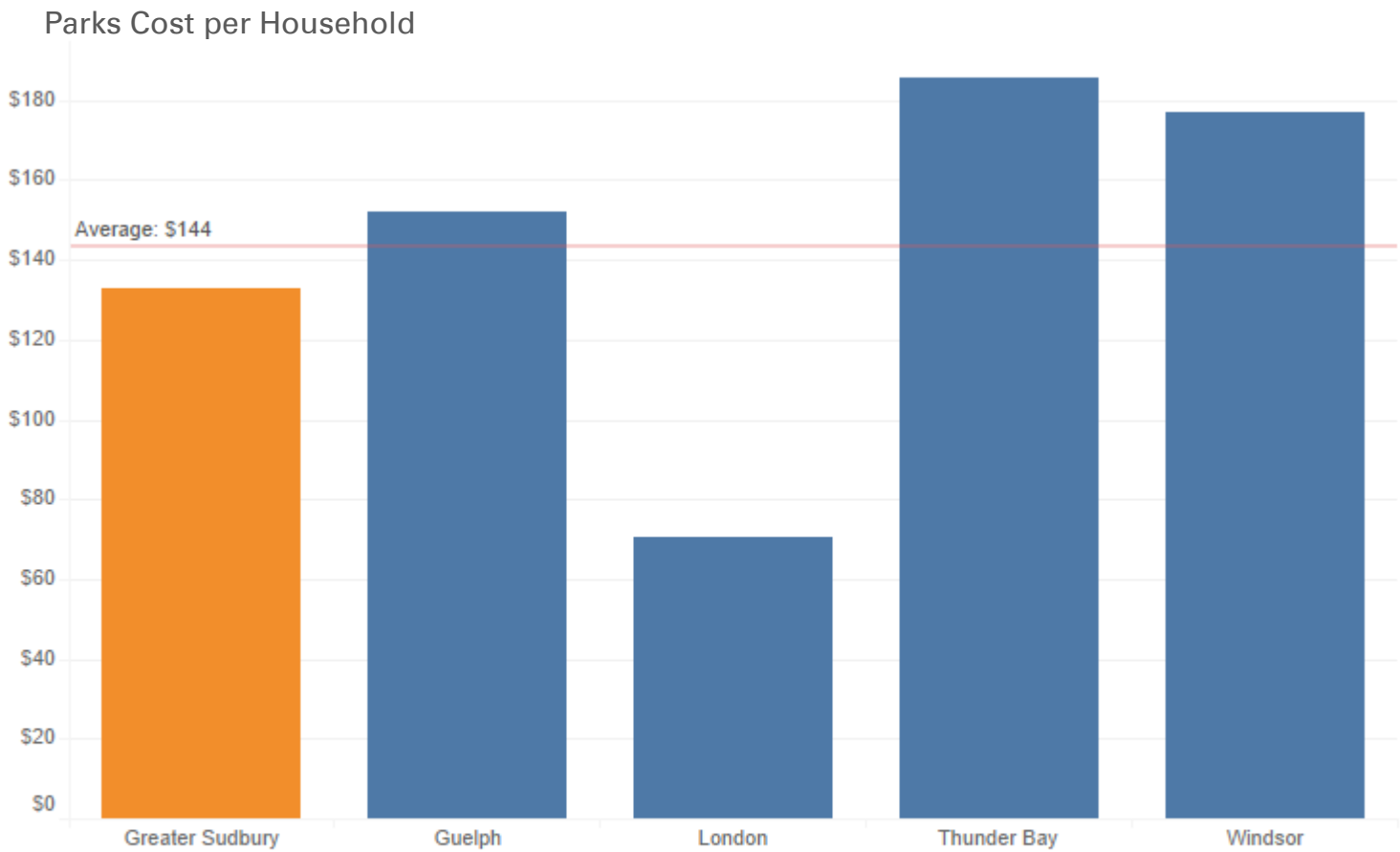
Source: Municipal Financial Information Returns
Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40
Revenues: User Fees and Service Charges from Schedule 12
Parks includes line 1610 Parks
The number of households is taken from Schedule 2

Legend
Total expense per household
Revenues per household

Benchmarking & Performance Perspectives

Park - Cost per Household

The City of Greater Sudbury has a parks cost per household of \$133, which is lower than the average of comparator municipalities of \$144.



Source: Municipal Financial Information Returns
Total expense: Total Expenses Before Adjustments net of Amortization from:
Schedule 40, line 1610: Parks
Nr of households from Schedule 2



Appendix B Service and Sub Service Profiles



The City of Greater Sudbury
Core Services Review

Introduction

Service and Sub-Service profiles

The following slides highlight the service profiles for each of the seven areas under review. After each service profile, KPMG have formulated sub-service profiles for each sub-service. The structure and layout of the service and sub-service profiles can be seen on the following two slides. A list of the services under review and their relevant sub-services are below.

Service	Sub-service
Community Grants	Community Grants
Roads – Operations and Maintenance	Roadways - Summer Maintenance
	Roadways - Winter Maintenance
	Storm Water Maintenance
	Sidewalks and Bike Lanes
	Street Lighting
	Road Signage
	Street Trees
Recreation	Pools
	Ski Hills
	Fitness Centers
	Recreation Interest
	Trailer Parks
	Youth Centers

Service	Sub-service
Facilities Management	Facilities Management
	Capital Projects Management
	Asset Management
Arenas	Community Arenas
	Sudbury Community Arena
	Community Halls
Parks	Parks/Parkland
	Playgrounds & Splash Pads
	Playfields
	Community Centers and Halls
	Non-motorized Trails
Long Term Care	Outdoor Rinks
	Long Term Care

Service Profile

Performance

Where provided by the City, key performance indicators, benchmarks, leading practices, and delivery against legislation/ targets/ customer expectations. Relevant information found as a result of KPMG research on comparable jurisdictions using publicly available data.

Service Characteristics

Factual information on organizational hierarchy, service type (public, internal), and 2019 budget. Information provided by the City.

Service Description

Narrative describing the nature of the service provided internally to the City and community. Information provided by the City.

Visualization of Service Type and Service Level Assessment

Pictorial representation of sub-service activities for related service on the “service type continuum” (left) and service level (top). Provides a summary of the table on the second page of the Service Profile. Size and colour of circles indicate gross budget and funding source, respectively.

Organizational Unit	Service Description	Service level
Community Development	The City currently administer community grants and the Healthy Community Initiative Fund (HCI). This service utilizes a combination of municipal employee time as well as a large number of volunteer hours.	Below Standard
Enterprise Program	Community grants provided by the City help support a variety of local groups and organizations	At Standard
Leisure/Recreation	HCI funds support community based projects and initiatives helping to promote inclusiveness for the benefit of citizens.	Above Standard
No. Sub-Services		
1		
Service Type		
Other Discretionary		
Budget (\$,000s)		
Operating Costs		
\$ 1,688		
Internal Recoveries		
\$ 95		
Total Cost		
\$ 1,783		
Revenue		
\$(94)		
Net Levy		
\$ 1,689		
Staffing		
Full Time		
-		
Part Time		
-		
Overtime		
-		

Service and activity levels

Service levels
The City receive/review applications and administer \$600,000 of HCI funds and over \$700,000 in annual grants.

Activity levels

- In 2018, the City approved 35 HCI capital applications with an average value of \$12,663.
- In 2018, the City approved 98 HCI grant applications with an average value of \$924.

In 2018, the City provided annual grants totaling \$738,932 to:

- 37 Neighbourhood Associations
- 9 Seniors Active Living Centers
- 16 Community Action Networks
- 6 Community Centers
- 3 Special Event Organizers
- 2 Youth Centers
- 8 Community Organizations

Service type	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			Community Grants
Other Discretionary			

Rationale For Service Level Assessment & Service Type

- Community Grants** – Services have been assessed as discretionary as provision of community grants is not a common service provided by other municipalities.
- Based on the number and dollar value of grants being administered, and the overall service deliver model adopted by the City, this service is being delivered above standard.

Rationale

Justification for the assigned service type and service level. Based on information generated by KPMG and the City.

**Note that the Community Grants service profile prepared by the City of Greater Sudbury did not include Community Economic Development Grants which have been included in the analysis of the Community Grants sub-service profile.*

Sub-Service Profile

Sub-Service Attributes

Attributes for each of the sub-services are described in the sidebar including parent service, type, criticality, budget and staffing figures obtained from the City.

Sub-Service Outline

A description of the sub-service, activities included, service provider, and current level of service is shown in the top left of the profile.

Sub-Service Details

Other details such as governing policies, outputs, leading practices and opportunities identified have been provided.

Benchmarking

Benchmarking figures relevant to the sub-service or a further financial breakdown is provided in tables in the bottom left of the profile.

Parent Service	
Parks	
Service Type	
Traditional	
Criticality	
Non-Critical	
Customer Group	
External	
Budget (\$,000s)	
Operating Costs	\$ 525
Internal Recoveries	\$ 25
Total Cost	\$ 550
Revenue	\$ (181)
Net Levy	\$ 369
Staffing	
Full Time	-
Part Time	6,007
Overtime	-

Sub-Service Description				
In addition to the community halls located within arena facilities, stand-alone community centers and halls are available for public bookings and for City programs.				
Current Level of Service – At Standard				
In 2018, community halls had an average utilization rate of 20% based on an availability assumption of being available for 18 hours per day.				
Overall, services are delivered at standard				
Performance and Benchmarking				
Comparator data	2017	2018		
Total Bookings	1999	2142		
Total Revenue	\$49,837	\$56,235		
The number of booking and revenue generated from centers/halls has remained fairly constant over the last two years.				
Community Halls	2017 Utilization	2017 Revenue	2018 Utilization	2018 Revenue
Fielding Memorial	14%	\$12,365	16%	\$14,874
Dowling Leisure	4%	\$5,391	4%	\$5,553
Falconbridge	6%	\$3,440	2%	\$1,852
Onaping Community	1%	\$326	4%	\$970
Whitewater Lake	1%	\$138	3%	\$896
The table above shows the five lowest utilized centers/halls.				

Governing Bylaws/Policies
<ul style="list-style-type: none">• Parks, Open Space and Leisure Master Plan (2014)• User Fee By-law (2017-24)
Outputs & Outcomes
Parks, open space, and leisure facilities are essential contributors to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.
Leading Practices / Opportunities
<p>An opportunity exists to rationalize the number of community halls provided by the City as indicated by the low average utilization of these halls/centers. This opportunity aligns with the potential to utilize multi-use as opposed to single-use facilities to realize operational cost savings.</p> <p>As part of the opportunity to review the joint use arrangements with school boards, City run community programs could be provided from existing City facilities. Further details of our opportunities can be seen in the opportunities section of our report.</p>
Strategic Link
Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Strategic Link

Provides information of how the sub-service is linked to the City's Official Plan and council's strategy.

How to Read This Document – Service Profile Legend

Each of the seven service profiles includes a “Visualization of Service Type and Service Level Assessment”, provided in pictorial form. This assessment has been made by KPMG through discussions with City staff and examination of City service levels. This is shown in the top right hand corner of each service profile. The assessment looks at the service level and service type of each of the sub-services. Below we outline how this is determined.

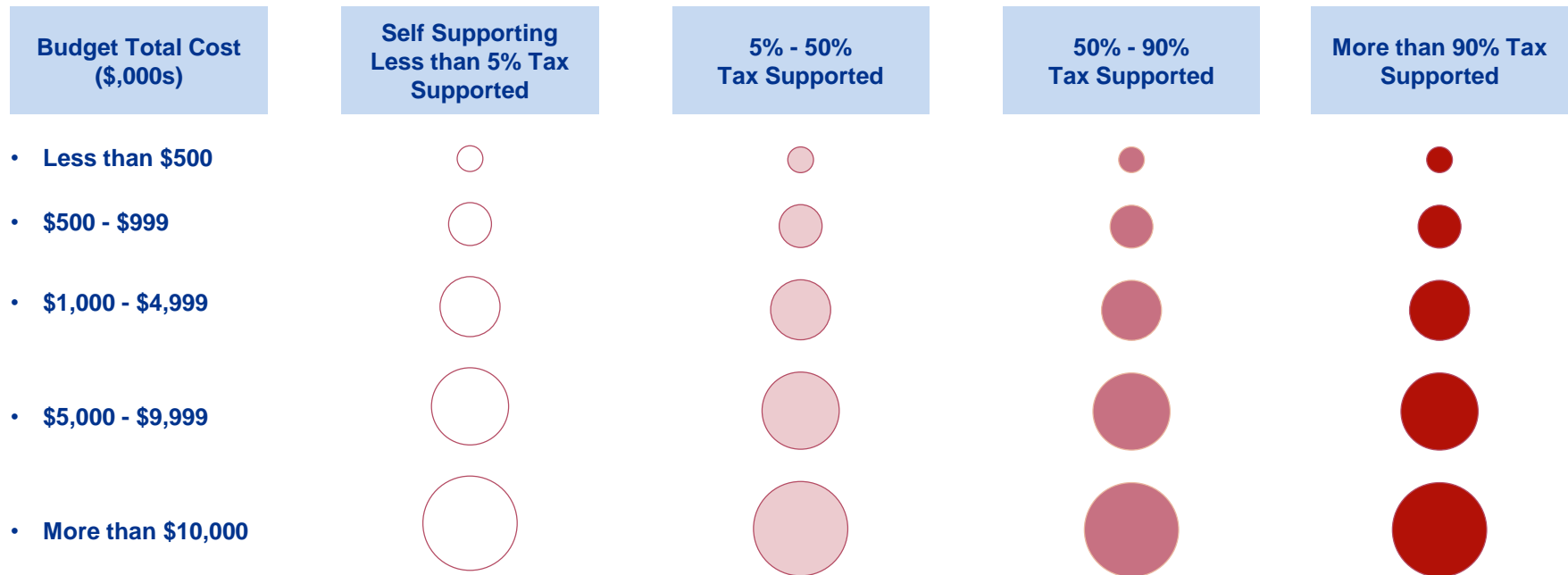
Service Level	Service Type
<p>A = Above standard</p> <p>S = At standard</p> <p>B = Below standard</p> <p>Service level is assessed against service level source category of legislative requirements, council policies, industry standards, etc.</p>	<ol style="list-style-type: none">1. Mandatory – Legislatively required2. Essential – Not legislatively required, but service is necessary for the municipality in order to operate reasonably3. Traditional – Services that have been historically provided by the municipality4. Other Discretionary – Unique service only provided by the municipality

Introduction

How to Read This Document – Service Profile Diagram

Budget figures on each service profile are based on the City's 2019 Budget provided by the City to KPMG.

- Service Profile – Service Type and Service Level Assessment Diagram
- Shade of RED reflects the % of budgeted tax funding (% of property tax to total cost)
- Size of bubble reflects the size of each service area's budgeted total cost



Service Profile

Community Grants

Organizational Unit

Community Development

Enterprise Program

Leisure/Recreation

No. Sub-Services

1

Service Type

Other Discretionary

Budget* (\$,000s)

Operating Costs	\$ 1,688
Internal Recoveries	\$ 95
Total Cost	\$ 1,783
Revenue	\$ (94)
Net Levy	\$ 1,689

Staffing

Full Time	-
Part Time	-
Overtime	-

Service Description

The City currently administer community grants and the Healthy Community Initiative Fund (HCI). This service utilizes a combination of municipal employee time as well as a large number of volunteer hours.

Community grants provided by the City help support a variety of local groups and organizations

HCI funds support community based projects and initiatives helping to promote inclusiveness for the benefit of citizens.

Service and activity levels

Service levels

The City receive/review applications and administer \$600,000 of HCI funds and over \$700,000 in annual grants.

Activity levels

- In 2018, the City approved 35 HCI capital applications with an average value of \$12,663.
- In 2018, the City approved 98 HCI grant applications with an average value of \$924.

In 2018, the City provided annual grants totaling \$738,932 to:

- 37 Neighbourhood Associations
- 9 Seniors Active Living Centers
- 16 Community Action Networks
- 6 Community Centers
- 3 Special Event Organizers
- 2 Youth Centers
- 8 Community Organizations

**Note that the Community Grants service profile prepared by the City of Greater Sudbury did not include Community Economic Development Grants which have been included in the analysis of the Community Grants sub-service profile.*

	Service level		
	Below Standard	At Standard	Above Standard
Service type			
			Community Grants

Rationale For Service Level Assessment & Service Type

- **Community Grants** – Services have been assessed as discretionary as provision of community grants is not a common service provided by other municipalities.
- Due to the overall service delivery model adopted by the City, number and dollar value of grants being administered, the current levels of service are deemed to be “above standard”

Sub-Service Profile

Community Grants

Parent Service

Community Grants

Service Type

Other Discretionary

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 1,688
Internal Recoveries	\$ 95
Total Cost	\$ 1,783
Revenue	\$ (94)
Net Levy	\$ 1,689

Staffing

Full Time	-
Part Time	-
Overtime	-

Sub-Service Description

The City administer community grants and the Healthy Community Initiative Fund (HCI). This service utilizes a combination of municipal employee and volunteer time.

Current Level of Service – Above Standard

2018 data from grant recipients reported to Canadian Arts Data indicates that the Sudbury Arts and Culture Grant Program has:

- Provided a return of \$7.85 for every \$1 spent,
- Generated \$4,547,748 in public sector revenue,
- Hosted 1,108 arts & culture activities for the public, and
- Created 579 new works and 208 staff positions.

Performance and Benchmarking

Note: While the original service profile prepared by City did not include Economic Development Grants, they have been included in our analysis below to provide a holistic representation of funds and effort toward Community Grants.

In 2018, the City granted a total of 362 grants across all grant types at a total cost of \$3,887,313. A summary of the top five grant types by dollar value can be seen below, along with the number of employee hours utilized to manage grants. The City spent 1,564 hours of employee time in the overall management of grants

Grant Program – 2018	Total Grants	Number of Grants	Employee Hours
Community Economic Development Fund	\$1,527,453	13	180
Arts & Culture Grant - Operating Stream	\$470,677	14	176
Art Gallery of Sudbury (Operating Grant)	\$200,000	1	7
Healthy Community Initiative Fund (HCI)	\$533,142	124	896
Annual Community Grants	\$657,151	44	204

Governing Bylaws/Policies

- The Economic Development Fund is governed by the City council through a by-law.
- Tourism and Development grants are retroactively ratified with a by-law from city council.

Outputs & Outcomes

- The ability to review grant applications and provide grant funds to eligible and deserving community groups.
- Community Grants support a variety of local groups and organizations
- Healthy Community Initiative funds support community-based projects and initiatives that are affordable and promote inclusiveness for the benefit of citizens.
- HCI allocation of \$50,000 per ward for projects that enhance and promote the advancement of Population Health priorities.

Leading Practices / Opportunities

The City should consider the appropriateness of providing community grants given this is not a common service provided by other municipalities. Should the City decide to continue offering grants, there is an opportunity to outsource the management of these grants in order to reduce City time in managing grants. In addition, the City should utilize a single digital tool in order to manage applications. Further details can be seen in the opportunity section of our report.

Strategic Link

While there are implied links to Community Grants in the strategic plan related to economic and community development, Community Grants are not specifically addressed in the Official Plan.

Service Profile

Roads – Operations and Maintenance

Organizational Unit

Growth & Infrastructure

Enterprise Program

Transportation – Public Safety

No. Sub-Services

7

Service Type

Mandatory

Budget (\$,000s)

Operating Costs	\$ 32,737
Internal Recoveries	\$ 6,864
Total Cost	\$ 39,602
Revenue	\$ (364)
Net Levy	\$ 39,237

Staffing

Full Time	128
Part Time	42,284 Hrs
Overtime	-

Service Description

The City maintain and operate roadways, bridges, storm sewers, ditches, road culverts (except for drainage infrastructure – which is the responsibility of Conservation Sudbury), sidewalks, bike lanes on roadways, street lighting, road signage, street trees, and public works depots with a combination of internal and contracted resources.

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network and storm conveyance system is available throughout the community in a manner that preserves the health and safety of the community

Service and activity levels

Service levels

Operate and maintain approximately 3,600 lane km of roadways, 440 km of sidewalks, 458 km of storm drainage piping in accordance with applicable regulations, MMS, industry best practices and/or Council approved policy, with enough resources to ensure systems operate on a 24/7 basis.

Activity levels

- Responded to an average of 15 major winter events annually on roadways and area sidewalks
- Repaired an average of 55,000 potholes annually
- Remove winter sand on all roadways via street sweeping within 9 weeks
- Paint approximately 75% of all special road markings
- Remove approximately 500 aged or fallen trees within the roadway

	Service level		
	Below Standard	At Standard	Above Standard
Service type	Mandatory		Road Signage
	Essential		
	Traditional		
Other Discretionary	Street Trees		

Rationale For Service Level Assessment & Service Type

Road operation and maintenance (with the exception of Street Trees) is mandatory as per the Minimum Maintenance Standards and the Highway Traffic Act.

- **Summer Maintenance** – Delivered below standard as the City is behind on metrics such as weeks to remove winter sand, gravel road resurfacing, and mowing of grass shoulders.
- **Winter Maintenance** – Despite meeting the minimum required maintenance standards, the expectations of citizens are not being met and thus the service is considered to be delivered below standard.
- **Storm Water Maintenance** – Delivered below standard as the City is behind on ditching and replacement of road culverts.
- **Sidewalks and Bike Lanes** - Delivered at standard.
- **Street Lighting** – Below standard as the City is not in compliance with UES RP8.
- **Road Signage** – Delivered at standard.
- **Street Trees** – Delivered below standard as the City is approximately two years behind on tree removal.

248 of 481

Sub-Service Profile

Roadways – Summer Maintenance

Parent Service

Roads – Operations and Maintenance

Service Type

Mandatory

Criticality

Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 13,056
Internal Recoveries	\$ (185)
Total Cost	\$ 12,871
Revenue	\$ (193)
Net Levy	\$ 12,678

Staffing

Full Time	34
Part Time	24,870 Hrs
Overtime	-

Sub-Service Description

The City maintain and operate roadways with a combination of municipal employees and contracted staff for work requiring specialty skills and knowledge. This sub-service includes grass cutting, tractor mowing, street sweeping, maintenance of bike lanes, and maintenance of bridges and structures.

Current Level of Service – Below Standard

- Operate and maintain approximately 3,600 lane km of roadways at a total cost of \$21,958 per lane km.
- Perform line painting and roadway paint markings once annually between May and November.
- Apply dust suppressants on 58% of gravel roads annually.
- Flail mowing of 50% of all grass shoulders and ditches annually vs target of 100%.
- Inspect and clean 100% of bridge foundations and bearings annually.

Overall, services are delivered below standard.

Performance and Benchmarking

The City of Greater Sudbury has a net road maintenance expense per lane km of \$6,042/km which is lower than the average of \$9,163/km.

Road Maintenance Expense per Lane km (less net revenue)

Thunder Bay	\$4,793
Windsor	\$5,736
Greater Sudbury	\$6,042
London	\$12,913
Guelph	\$16,333
AVERAGE	\$9,163

Governing Bylaws/Policies

- Municipal Act
- Highway Safety Act
- Minimum Maintenance Standards for Municipal Highways
- Active Transportation Maintenance Policy
- Ontario Structure Inspection Manual (OSIM) requirements

Outputs & Outcomes

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network is available throughout the community in a manner that preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Leading Practices / Opportunities

We have included opportunities for road operations and maintenance in the opportunity section of our report. Examples of opportunities include outsourcing of engineering of roads and a review of the street sweeping services carried out by the City. The City should also assess whether remote roads can be converted to seasonal use only to assist with maintenance requirements, although this would have a negative impact on those residents using remote roads.

Strategic Link

Roadways summer and winter maintenance is addressed in the City of Greater Sudbury Official Plan as one of the infrastructure objectives to ensure that the existing transportation network is maintained in a state of good repair.

Sub-Service Profile

Roadways – Winter Maintenance

Parent Service

Roads – Operations and Maintenance

Service Type

Mandatory

Criticality

Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 12,428
Internal Recoveries	\$ 4,832
Total Cost	\$ 17,260
Revenue	\$ (106)
Net Levy	\$ 17,154

Staffing

Full Time	47
Part Time	8,657 Hrs
Overtime	-

Sub-Service Description

The City maintain and operate roadways through the use of municipal employees. 60% of snow plowing, bus stop clearing, and snow removal are contracted out by the City. This sub-service includes plowing, sanding, and salting of roads as well as sidewalk maintenance.

Current Level of Service – Below Standard

- Plowing, sanding and salting with response times of 8 hours for class 1 to 3 roadways or 24 hours for class 4 to 6 roadways following the end of the snow fall.
 - Remove snow as required to maintain adequate safe sight lines at intersections, adequate roadway widths, and to remove snow banks.
 - Perform winter maintenance on 80% of the sidewalk network, within 24 hours following the end of the snow fall.
- Overall, services are delivered below standard.

Performance and Benchmarking

The City of Greater Sudbury's road winter maintenance expense of \$5,208/km is greater than the average for comparator municipalities of \$3,454/km. Winter maintenance costs make up 85.4% of the total road maintenance costs (less user fees charged).

Winter Maintenance Expense per Lane km

Windsor	\$2,163
Thunder Bay	\$2,170
Guelph	\$3,256
London	\$4,474
Greater Sudbury	\$5,208
AVERAGE	\$3,454

Governing Bylaws/Policies

- Municipal Act
- Highway Safety Act
- Minimum Maintenance Standards for Municipal Highways
- Internal Winter Maintenance Policies

Outputs & Outcomes

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network is available throughout the community in a manner that preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Leading Practices / Opportunities

The City should undertake a review of the mix of internal vs contracted staff for winter maintenance with the aim of reducing the overall staff costs associated with winter maintenance. Other opportunities include making residents responsible for plowing their own sidewalks (although this would potentially have a negative impact on residents) and having one department responsible for plowing arenas and facilities. Further details can be found in the opportunities section of our report.

Strategic Link

Roadways summer and winter maintenance is addressed in the City of Greater Sudbury Official Plan as one of the infrastructure objectives to ensure that the existing transportation network is maintained in a state of good repair.

Sub-Service Profile

Storm Water Maintenance

Parent Service

Roads – Operations and Maintenance

Service Type

Mandatory

Criticality

Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 2,418
Internal Recoveries	\$ 1,389
Total Cost	\$ 3,808
Revenue	-
Net Levy	\$ 3,808

Staffing

Full Time	26.03
Part Time	5,298 Hrs
Overtime	-

Sub-Service Description

The City maintain and operate storm sewers, ditches, and road culverts under 3 meters (except for drainage infrastructure) with a combination of internal and contracted resources for specialist jobs. This includes all linear systems in the right of way, and bridges.

Current Level of Service – Below Standard

- Operate and maintain approximately 458 km of storm drainage piping with enough resources to ensure systems operate on a 24/7 basis.
- Clean and inspect 10% of storm sewers annually.
- Flail mowing of 50% of grass shoulders and ditches at least annually vs target of 100%.
- Ditching on 4% of ditches annually vs target of 10%.
- Replace approximately 3% of road crossing culverts annually vs target of 5%.

Overall, services are delivered below standard as the City is behind on ditching and replacement of road culverts.

Performance and Benchmarking

The City's cost per storm sewer drain km is below the average of \$6,442 for comparator municipalities.

Cost per Storm Sewer Drain km	Urban Cost per Drainage km	Drainage (kms)
Guelph	\$2,662	606
Greater Sudbury	\$3,548	469
Thunder Bay	\$4,082	659
London	\$9,756	1,619
Windsor	\$12,063	1,237
AVERAGE	\$6,442	918

Governing Bylaws/Policies

- The Municipal Act
- Ontario Water Resources Act.
- Sewer Use By-law 2010-188
- Minimum Maintenance Standards (MMS)

Outputs & Outcomes

Maintenance and operation of the City's storm conveyance system preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Leading Practices / Opportunities

There is currently no clearly defined service levels for storm water maintenance. The City should ensure clearly defined service levels are implemented and approved by Council. There is also an opportunity to review the subsidized culvert program with the aim of either increasing charges or removing the program in order to better manage costs. However there may be a negative impact on residents in pursuing this opportunity, and minimal financial benefit to the City. Further details of our opportunities can be seen in the opportunity section of our report.

Strategic Link

The City plan outlines the objectives for storm water maintenance to: reduce damage from flooding, ensure the quality of storm water reaching lakes and rivers meets acceptable criteria, utilize best practices during construction, and build resiliency to climate change.

Sub-Service Profile

Sidewalks

Parent Service

Roads – Operations and Maintenance

Service Type

Mandatory

Criticality

Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 784
Internal Recoveries	\$ 682
Total Cost	\$ 1,467
Revenue	-
Net Levy	\$ 1,467

Staffing

Full Time	10.84
Part Time	2,187 Hrs
Overtime	-

Sub-Service Description

The City maintain and operate sidewalks (including curb and gutter maintenance) utilizing municipal employees with a mix of full and part time staff. Any sidewalks that are off-road are maintained by Leisure Services.

Current Level of Service – At Standard

- Operate and maintain approximately 440 km of sidewalks in accordance with applicable regulations, MMS, industry best practices and/or Council approved policy, with enough resources to ensure systems operate on a 24/7 basis.
- Replace 2.5% of all curb and sidewalk annually vs target of 5%.

Overall, services are delivered at standard compared to other municipalities.

Performance and Benchmarking

The City currently maintain approximately 440km of sidewalks, which equates to 272km per 100,000 population. This figure is below the average of the municipal comparators. (note figures below are estimated)

Maintained sidewalk km's per 100,000 population

Greater Sudbury	272
London	381
Guelph	493
Windsor	413
Thunder Bay	416
AVERAGE	395

Governing Bylaws/Policies

- The Municipal Act
- Minimum Maintenance Standards (MMS)
- Winter Control Policy

Outputs & Outcomes

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network is available throughout the community in a manner that preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Leading Practices / Opportunities

The City should consider bringing winter maintenance of sidewalks closer to the minimum maintenance standards, however should note the possible negative impact this will have on residents as time taken to clear sidewalks will reduce. Other opportunities around sidewalks and road maintenance and operations in general can be seen in our opportunity section.

Strategic Link

The City plan outlines the following objectives for sidewalks under 'active transportation': pedestrian networks will be maintained and expanded throughout the city, maximize separation between pedestrians and vehicle traffic, and that sidewalks shall be built and maintained to a standard that facilitates mobility for persons with disabilities.

Sub-Service Profile

Street Lighting

Parent Service

Roads – Operations and Maintenance

Service Type

Mandatory

Criticality

Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 3,074
Internal Recoveries	\$ 7
Total Cost	\$ 3,081
Revenue	-
Net Levy	\$ 3,081

Staffing

Full Time	-
Part Time	-
Overtime	-

Sub-Service Description

The City maintain and operate street lighting which has been contracted out to Greater Sudbury Utilities for performing maintenance and upgrades. The City is also contracted to maintain the streetlight inventory database and the repairs and maintenance of the street lights.

Current Level of Service – Below Standard

- The city is to be in compliance with the requirements of the Illuminating Engineering Society (IES) of North America's RP8.
- The city is currently not in compliance with RP8 however, when they perform large retrofits of roadway, they will bring the street lights up to standard.

Overall, given the City is not in compliance with all relevant standards, services have been assessed as below standard.

Performance and Benchmarking

The City's street lighting cost per lane km is \$1,006, the second lowest of the comparator municipalities and approximately \$400 lower than the average

Street Lighting Cost per Lane km	
Thunder Bay	\$738
Greater Sudbury	\$1,006
Windsor	\$1,669
London	\$1,730
Guelph	\$1,860
AVERAGE	\$1,400

Governing Bylaws/Policies

- Municipal Act
- Minimum Maintenance Standards for Municipal Highways
- The Illuminating Engineering Society (IES) of North America's Recommended Practice 8 (RP8), Roadway Lighting (ANSI-IES RP-8-18).ANSI-IES RP-8-18

Outputs & Outcomes

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network is available throughout the community in a manner that preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Leading Practices / Opportunities

The City should consider implementing LED street lighting, and we understand work/discussions are currently ongoing around this with a project being budgeted for in the 2020 budget. We have included a summary of all opportunities raised across the road operations and maintenance service area within the opportunity section of this report.

Strategic Link

Street lighting has been identified as a focus point in the Community Improvement Project Area under the City Plan.

Sub-Service Profile

Road Signage

Parent Service

Roads – Operations and Maintenance

Service Type

Mandatory

Criticality

Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 213
Internal Recoveries	\$ (60)
Total Cost	\$ 153
Revenue	-
Net Levy	\$ 153

Staffing

Full Time	2.38
Part Time	-
Overtime	-

Sub-Service Description

The City maintain and operate road signage utilizing full time municipal employees. Traffic light maintenance is contracted out to a third party.

Current Level of Service – At Standard

- While the minimum standard is not currently met, an approach has been adopted to identify the highest risk areas to be addressed first.

As a result the City are, overall, delivering services at standard when compared to other municipalities.

Performance and Benchmarking

As per the graph below, the City currently replace or repair 5% of regulatory road signage each year compared with a 10% service level standard. As stated above, the City has adopted an approach to ensure high risk areas are addressed first to minimize the risk of disruption.

Metric	Service Level	Activity Level
Replace or repair regulatory road signage	10%	5%

Breakdown of Road Signage sub-service costs

Revenues	-
Salaries	\$118,580
Materials	\$94,450
Contracting Costs	-
Energy Costs	-
Internal Recoveries	\$(60,300)
NET LEVY	\$152,730

Governing Bylaws/Policies

- Municipal Act
- Highway Safety Act
- Minimum Maintenance Standards for Municipal Highways
- Active Transportation Maintenance Policy

Outputs & Outcomes

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network is available throughout the community in a manner that preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Leading Practices / Opportunities

We did not identify any opportunities within road signage as part of our audit. However, we identified opportunities across other areas of road operations and maintenance. Please refer to the opportunity section of our report for further information.

Strategic Link

While it is not specifically addressed in the Official Plan, Road Signage forms part of meeting the transportation objectives of the City plan.

Sub-Service Profile

Street Trees

Parent Service

Roads – Operations and Maintenance

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 763
Internal Recoveries	\$ 200
Total Cost	\$ 963
Revenue	\$ (65)
Net Levy	\$ 897

Staffing

Full Time	7.25
Part Time	1,660 Hrs
Overtime	-

Sub-Service Description

The City maintain street trees as part of the roads operation and maintenance service. Maintenance and removal of street trees is undertaken by municipal employees with a low percentage of work contracted out to a third party.

Current Level of Service – Below Standard

- On average, the city removes 100 more aged or fallen trees from roadways than the service level but plants 200 less new trees than the service level.
- While street tree pruning is considered to be up-to-date, the department is approximately two years behind on tree removal. As such, the City currently deliver street tree services below standard.

Performance and Benchmarking

Service and activity metrics, along with the sub service costs can be seen in the tables below

Metric	Service Level	Activity Level
Aged or fallen trees to remove	400	500
New trees to plant	500	300

Breakdown of Street Trees sub-service costs

Revenues	\$(65,270)
Salaries	\$562,370
Materials	\$82,980
Contracting Costs	\$117,320
Internal Recoveries	\$199,950
NET LEVY	\$897,350

Governing Bylaws/Policies

- Municipal Act
- Minimum Maintenance Standards for Municipal Highways
- Street Tree By-law

Outputs & Outcomes

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network is available throughout the community in a manner that preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Leading Practices / Opportunities

We did not identify any opportunities within street trees as part of our audit. However, we identified opportunities across other areas of road operations and maintenance. Please refer to the opportunity section of our report for further information.

Strategic Link

The Sudbury Official Plan notes street trees as part of a streetscape beautification program to enhance the aesthetic of the City's major roads.

Service Profile

Recreation

Organizational Unit

Community Development

Enterprise Program

Leisure/Recreation

No. Sub-Services

6

Service Type

Traditional

Budget (\$,000s)*

Operating Costs	\$ 6,515
Internal Recoveries	\$ 288
Total Cost	\$ 6,803
Revenue	\$ (2,816)
Net Levy	\$ 3,987

Staffing *

Full Time	7
Part Time	157,030 Hrs
Overtime	220 Hrs

Service Description

The City provides recreation programming and oversees operation of:

- Five pools
- Two ski hills and ski hill programming
- Five fitness centers
- Day camps and summer playground programming
- Three seasonal trailer parks; and
- Six youth drop-in centers.

Recreational programming provides opportunities for citizens to access physical recreation and leisure activities.

Service and activity levels

Service levels

- 18,720 hours of operation across five (5) pools, capacity of 87,200 aquatic lessons
- 819 hours ski hills operation, capacity of 6,700 ski lessons
- 11,154 hours of fitness centers operation
- 1,100 day camp and 1,200 summer playground spaces available
- 100 seasonal campground spaces
- 4,095 hours of youth center operation

Activity levels

- Number of public swim visits - 49,993
- Number of aquatic lesson registrations – 71,782
- Number of ski lesson registrations – 1,647
- 887 day camp & 835 summer playground registrations
- Number of participant visits for directly provided registered programs (2018) – 139,031

* These figures differ from what was reported originally on the service profile prepared by the City due to the cost categorization of community halls to the Arenas service profile.

	Service level		
	Below Standard	At Standard	Above Standard
Service type	Mandatory		
	Essential		
	Traditional	Recreation Interest Pools Fitness Centers Youth Centers	Trailer Parks Ski Hills
	Other Discretionary		

Rationale For Service Level Assessment & Service Type

All Recreation sub-services provided by the City are considered to be traditional services.

- **Pools** – Considered to be delivered below standard due to the quality of features available at pools (accessibility, all gender change rooms, age of facilities, etc.) despite the surplus of pools available.
- **Ski Hills** – Delivered above standard due to ski hill operation not being a typical service provided by municipalities as well as the availability of hills and lessons.
- **Fitness Centers** – Considered to be delivered at standard.
- **Recreation Interest** – Considered to be delivered at standard.
- **Trailer Parks** – Delivered above standard due to the number of sites available.
- **Youth Centers** – Considered to be delivered at standard.

Sub-Service Profile

Pools

Parent Service

Recreation

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 3,220
Internal Recoveries	\$ 114
Total Cost	\$ 3,334
Revenue	\$ (1,241)
Net Levy	\$ 2,093

Staffing

Full Time	5
Part Time	63,234 Hrs
Overtime	150 Hrs

Sub-Service Description

The City provides recreational programming and oversees operation of 5 pools utilizing municipal employees with a mix of full and part time employees.

Current Level of Service – Below Standard

- 18,720 hours of operation across five (5) pools, capacity of 87,200 aquatic lessons.
 - Number of Public Swim Visits per Capita: 0.33 (MBNCanada average 1.11)
 - Utilization rate for directly provided registered programs: 70.8% (MBNCanada average 75.0%)
 - Number of aquatic lesson registrations – 71,782
 - The Therapeutic Pool Feasibility Study (2014) suggested a provision standard of one (1) indoor aquatic center per 25,000 population. (currently a surplus of 0.5 facilities).
- Overall services are delivered at below standard due to the quality of features available to citizens.

Performance and Benchmarking

Along with the metrics above, we have outlined the 2018 cost recovery rates across each pool below.

2018 Actual Data	Revenue (\$,000)	Expenses (\$,000)	Recovery %
HARC Pool	550	1,382	39.8
Gatchell Pool	55	525	10.5
Dow Pool	204	439	46.6
Nickel District Pool	297	574	51.8
Onaping Pool	46	285	16.2
AVERAGE	231	641	33.0

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Affordable Access to Recreation Strategy

Outputs & Outcomes

- Provides opportunities for citizens to access physical recreation and leisure activities supporting Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.
- The City may also be the preferred provider due to reasons of accessibility, affordability, safety, and/or mandate alignment.

Leading Practices / Opportunities

We identified opportunities to review the recreational user fees and cost recovery requirements. Based on 2018 data, a number of pools have a low cost recovery % and with a number of outdoor lakes also available to citizens, the City should consider reviewing the delivery of pool services. Other opportunities can be seen in the opportunity section of the report.

Strategic Link

This is part of Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities. Aquatic programs and recreational swimming (drop-in) are priority areas for direct programming offered by the City's Leisure Services Division.

257 of 481

Sub-Service Profile

Ski Hills

Parent Service

Recreation

Service Type

Other Discretionary

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 658
Internal Recoveries	\$ 13
Total Cost	\$ 671
Revenue	\$ (428)
Net Levy	\$ 243

Staffing

Full Time	-
Part Time	14,646 Hrs
Overtime	70 Hrs

Sub-Service Description

The City provides recreational programming and oversees 2 ski hills. This sub-service is provided by part-time municipal employees.

Current Level of Service – Above Standard

- Utilization rate for directly provided registered programs: 70.8% (MBNCanada average 75.0%)
 - Recreation User Fees as a Percent of Operating Costs: 39.5% (MBNCanada average 28.7%)
 - 819 hours ski hills operation, capacity of 6,700 ski lessons.
 - Number of ski lesson registrations – 1,647
- Overall, services are delivered above standard

Performance and Benchmarking

Along with the metrics above, we have outlined the 2018 cost recovery rates across each ski hill and the utilization rates.

2018 Actual Data	Revenue (\$,000)	Expenses (\$,000)	Recovery %
Adanac Ski Hill	338	679	57.2
Lively Ski Hill	11	157	6.7

Ski Hill	Recommended Provision ¹	Current Provision ²	Utilization Rate
Adanac Ski Hill	49,000	11,239	22.9
Lively Ski Hill	10,430	1,563	15.0
TOTAL	59,430	12,802	21.5

Based on this data, capacity exceeds demand by 4.6 times

¹ Per ANCAM Solutions annual comfortable carrying capacity

² 2018-2019 season data

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Affordable Access to Recreation Strategy

Outputs & Outcomes

- Provides opportunities for citizens to access physical recreation and leisure activities supporting Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.
- The City may also be the preferred provider due to reasons of accessibility, affordability, safety, and/or mandate alignment.

Leading Practices / Opportunities

The City should consider outsourcing the provision of ski hills to a third party given this is not an essential service commonly provided by other municipalities. This will help identify budget savings which can be used to improve other services across the City. Further details of opportunities within recreation can be seen in the opportunities section.

Strategic Link

This is part of Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.
Downhill skiing and snowboarding lessons are priority areas for direct programming offered by the City's Leisure Services Division.

258 of 481

Sub-Service Profile

Fitness Centers

Parent Service

Recreation

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 1,293
Internal Recoveries	\$ 125
Total Cost	\$ 1,419
Revenue	\$ (412)
Net Levy	\$ 1,007

Staffing

Full Time	2
Part Time	24,206 Hrs
Overtime	-

Sub-Service Description

The City provides recreational programming and oversees 5 fitness centers. These centers are run by a mix of full and part time municipal employees with the exception of one center which is contracted out.

Current Level of Service – At Standard

- Recreation User Fees as a Percent of Operating Costs: 39.5% (MBNCanada average 28.7%)
 - 11,154 hours of fitness centers operation.
 - 462,134 visits from membership and drop-in participation.
- Fitness centers are currently delivered at standard

Performance and Benchmarking

We were unable to identify any detailed benchmarking or performance statistics around fitness centers. A breakdown of the associated costs can be seen below

Breakdown of Fitness Centers sub-service costs

User Fee Revenue	\$(401,451)
Licensing, Lease, and Other Revenues	\$(5,000)
Admin Revenue Allocation	\$(5,153)
Salaries & Benefits	\$912,519
Materials	\$139,360
Energy	\$235,741
Rent & Financial Expense	\$2,575
Purchased Services	\$8,609
Admin Expense Allocation	\$105,935
Internal Recoveries	\$125,373
NET LEVY	\$1,007,064

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Affordable Access to Recreation Strategy

Outputs & Outcomes

- Provides opportunities for citizens to access physical recreation and leisure activities supporting Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.
- The City may also be the preferred provider due to reasons of accessibility, affordability, safety, and/or mandate alignment.

Leading Practices / Opportunities

Given the competition from the private sector, the City should consider whether it should still be in the business of offering fitness center services. The City should perform a deep dive of revenue generated vs cost of running fitness centers and assess whether services can be monetized or privatized. Further details can be seen in the opportunity section.

Strategic Link

This is part of Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.

Fitness and active living programs for all ages are priority areas for direct programming offered by the City's Leisure Services Division.

259 of 481

Sub-Service Profile

Recreation Interest

Parent Service

Recreation

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 1,007
Internal Recoveries	\$ 25
Total Cost	\$ 1,033
Revenue	\$ (569)
Net Levy	\$ 463

Staffing

Full Time	-
Part Time	47,089 Hrs
Overtime	-

Sub-Service Description

The City provides recreational programming and oversees day camps and summer playground programming. These activities are run by municipal employees on a part time basis.

Current Level of Service – At Standard

- Utilization rate for directly provided registered programs: 70.8% (MBNCanada average 75.0%)
 - Recreation User Fees as a Percent of Operating Costs: 39.5% (MBNCanada average 28.7%)
 - 1,100 day camp and 1,200 summer playground spaces available
 - 887 day camp & 835 summer playground registrations
 - Number of participant visits for directly provided registered programs (2018) – 139,031
- Services are currently being delivered at standard

Performance and Benchmarking

The City has the lowest recreational programming cost per household from the comparator municipalities listed below.

Recreational Programming Cost per Household

Greater Sudbury	\$31
Windsor	\$32
Thunder Bay	\$77
Guelph	\$79
London	\$84
AVERAGE	\$61

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Affordable Access to Recreation Strategy

Outputs & Outcomes

- Provides opportunities for citizens to access physical recreation and leisure activities supporting Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.
- The City may also be the preferred provider due to reasons of accessibility, affordability, safety, and/or mandate alignment.

Leading Practices / Opportunities

The City should review the overall supply and demand of recreational services including day camps and summer playground programming. There is an opportunity to assess whether the City should continue to provide all recreational services which are not classified as "essential services" to citizens. Further details can be found in the opportunity section of our report.

Strategic Link

This is part of Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.

Summer camp programs for children and youth is a priority area for direct programming offered by the City's Leisure Services Division.

Sub-Service Profile

Trailer Parks

Parent Service

Recreation

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 145
Internal Recoveries	-
Total Cost	\$ 145
Revenue	\$ (140)
Net Levy	\$ 5

Staffing

Full Time	-
Part Time	2,266
Overtime	-

Sub-Service Description

The City provides recreation programming and oversees 3 seasonal trailer parks: Centennial Park, Ella Lake Campground, and Whitewater Lake Trailer Park. The management of these trailer parks is contracted out under purchase and service agreements.

Current Level of Service – Above Standard

- Recreation User Fees as a Percent of Operating Costs: 39.5% (MBNCanada average 28.7%)
- 100 seasonal campground spaces.

Services are considered to be delivered above standard due to the number of sites available compared with other municipalities.

Performance and Benchmarking

We were unable to identify any detailed benchmarking or performance statistics around trailer parks. A breakdown of the associated costs can be seen below

Financial Breakdown for Trailer Parks

Licensing & Lease Revenues	\$(139,355)
Additional User fees less admin allocations	\$(393)
Campground Expenses	\$144,171
Internal Recoveries	\$255
NET LEVY	\$4,678

It should be noted that electrical upgrades are required for Trailer Parks with an estimated cost of \$427,000 budgeted for 2021.

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Affordable Access to Recreation Strategy

Outputs & Outcomes

- Provides opportunities for citizens to access physical recreation and leisure activities supporting Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.
- The City may also be the preferred provider due to reasons of accessibility, affordability, safety, and/or mandate alignment.

Leading Practices / Opportunities

There is an opportunity to undertake a deep dive of the revenue generated vs the cost of running trailer parks. As with the other areas of recreational services, the City should assess whether services should still be provided or if there is an opportunity to monetize or privatize those "non essential" services. Further details can be seen in the opportunities section.

Strategic Link

This is part of Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.

Sub-Service Profile

Youth Centers

Parent Service

Recreation

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 192
Internal Recoveries	\$ 10
Total Cost	\$ 201
Revenue	\$ (25)
Net Levy	\$ 177

Staffing

Full Time	-
Part Time	5,589 Hrs
Overtime	-

Sub-Service Description

The City provides recreation programming and oversees 6 youth drop-in centers. These programs and centers are run by municipal employees on a part time basis.

Current Level of Service – At Standard

- Utilization rate for directly provided registered programs: 70.8% (MBNCanada average 75.0%)
 - Recreation User Fees as a Percent of Operating Costs: 39.5% (MBNCanada average 28.7%)
 - 4,095 hours of youth center operation
 - 139,031 participant visits for directly provided registered programs (2018).
 - 8,248 visits from drop-in participation (2018).
- Services are currently delivered at standard.

Performance and Benchmarking

We were unable to identify any detailed benchmarking or performance statistics around youth centers. A breakdown of the associated costs can be seen below

Financial Breakdown for Youth Centers

Provincial Grants & Subsidies	\$(24,000)
Salaries & Benefits	\$139,666
Materials	\$33,615
Net Admin Allocation	\$17,672
Internal Recoveries	\$9,634
NET LEVY	\$176,587

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Affordable Access to Recreation Strategy

Outputs & Outcomes

- Provides opportunities for citizens to access physical recreation and leisure activities supporting Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.
- The City may also be the preferred provider due to reasons of accessibility, affordability, safety, and/or mandate alignment.

Leading Practices / Opportunities

The City should assess whether services should still be provided or if there is an opportunity to monetize or privatize those "non essential" services. Should the City continue with the delivery of youth centers it should assess whether space can be utilized in existing community centers (arenas and halls) for these activities (and other recreational services where appropriate) rather than having their own dedicated facilities. Further details can be seen in the opportunities section.

Strategic Link

This is part of Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.

Service Profile

Facilities Management

Organizational Unit

Corporate Services

Enterprise Program

Corporate

No. Sub-Services

3

Service Type

Essential

Budget (\$,000s)

Operating Costs	\$ 10,376
Internal Recoveries	\$ (1,245)
Total Cost	\$ 9,131
Revenue	\$ (3,863)
Net Levy	\$ 5,268

Staffing

Full Time	18
Part Time	5,981 Hrs
Overtime	155 Hrs

Service Description

The following activities are the responsibility of facilities management:

- Responsible for the day to day operation and maintenance of various facilities.
- Oversee the planning, design and management of capital projects required to preserve and/or improve municipal facilities.
- Lead the development of the corporate asset management plan and assist in supporting asset investment decisions.
- Responds to preventative and emergency work orders in order to maintain equipment, provide janitorial and grounds maintenance, and comply with various legislation and regulations as it relates to facility management.

Service and activity levels

Service levels

- Respond to 1,000 priority one and two service requests in one hour or less 95% of the time
- Respond to 1,000 priority three service requests in two days 80% of the time
- Ensure 100% compliance with facility regulations

Activity levels

- 1,232 priority one and two service requests in one hour or less 95% of the time
- 765 priority three requests in two days 80% of the time
- 100% compliance with facility regulations

	Service level		
	Below Standard	At Standard	Above Standard
Service type	Mandatory	Asset Management	
	Essential	Capital Projects Management Facilities Management	
	Traditional		
	Other Discretionary		

Rationale For Service Level Assessment & Service Type

Facilities management is split up into three core sub services:

- **Facilities Management** – Providing day-to-day maintenance to critical building infrastructure. Facilities Management is an essential sub-service which is delivered at standard.
- **Capital Projects Management** – Ensuring that capital projects are managed is an essential sub-service and is delivered at standard.
- **Asset Management** – This is a mandatory service under the Ontario Asset Management regulation, which states that municipalities must comply with asset management requirements and maintain an up to date asset management plan. Overall, services are delivered at a standard service level.

Sub-Service Profile

Facilities Management

Parent Service

Facilities Management

Service Type

Essential

Criticality

Critical

Customer Group

Internal

Budget (\$,000s)

Operating Costs	\$ 9,854
Internal Recoveries	\$ (1,245)
Total Cost	\$ 8,609
Revenue	\$ (3,783)
Net Levy	\$ 4,826

Staffing

Full Time	13
Part Time	5,981 Hrs
Overtime	155 Hrs

Sub-Service Description

The City are responsible for the operation and maintenance of facilities. It responds to preventative and emergency work orders to maintain equipment, provide janitorial and grounds maintenance, and complies with relevant legislation.

Current Level of Service – At Standard

- Responds to 1,232 priority 1 and 2 (critical/urgent) service requests in one hour or less 95% of the time (target 1,000).
 - Responds to 765 priority 3 (normal) service requests in 2 days 80% of the time (target 1,000).
 - Responds to 3,382 priority 4 and 5 (low/minor) service requests within 5 days 80% of the time (target 3,500).
 - Completed work on 5,379 work orders within 1-20 day targets (target 5,500).
 - Ensure 100% compliance with facility regulations (A.O.D.A., O.B.C., E.S.A, Ontario Regulation 588/17).
- Overall, services are delivered at standard.

Performance and Benchmarking

The City's cost per square meter of recreation facilities is around \$50 below the average of its comparators

Recreation Facilities Expense per Indoor Square Meter	Indoor rec space m ²	Cost per m ²
London	95,419	\$ 116.58
Greater Sudbury	113,577	\$ 136.50
Thunder Bay	42,589	\$ 178.03
Windsor	109,176	\$ 187.35
Guelph	27,330	\$ 299.93
AVERAGE	77,618	\$ 183.68

Governing Bylaws/Policies

- Electrical Safety Authority (E.S.A), Ontario Building Code (O.B.C), Fire code, and Accessibility for Ontarians with Disability Act (A.O.D.A).
- The Ontario Asset Management Planning for Municipal Infrastructure regulation.
- The Sudbury Asset Management policy.

Outputs & Outcomes

Ensures compliance with various legislation and regulations as it relates to facility management. Access to expertise in design, management and trades increase responsiveness and effectiveness of preventive maintenance and capital refurbishments leading to accessible, safe, clean and sustainable facilities.

Leading Practices / Opportunities

Following the amalgamation of City's to form the City of Greater Sudbury, the City took on a large number of existing facilities, some of which are aging and not being utilized to their full potential. There is an opportunity to rationalize the number of facilities and consider adopting multi purpose facilities in order to provide better overall services to citizens. Further details can be found in the opportunities section.

Strategic Link

The City's strategic plan mentions sustainable facility development between the government, private, and non-profit sectors.

Sub-Service Profile

Capital Projects Management

Parent Service

Facilities Management

Service Type

Essential

Criticality

Critical

Customer Group

Internal

Budget (\$,000s)

Operating Costs	\$ 404
Internal Recoveries	-
Total Cost	\$ 404
Revenue	-
Net Levy	\$ 404

Staffing

Full Time	4
Part Time	-
Overtime	-

Sub-Service Description

The City oversee the planning, design and management of capital projects required to preserve and/or improve municipal facilities. This is managed by a dedicated municipal employee.

Current Level of Service – At Standard

- Dedicate 6,500 hours of staff time to support for approximately 60 facility capital projects.
 - Completed approximately 83 (2018), 50 (2017), 90, (2016) capital projects annually.
- Overall, services are delivered at standard.

Performance and Benchmarking

The table below outlines the number of active capital projects, associated costs and capital project completion statistics for the past three years.

Capital Project Metrics	2017	2018	2019
Number of active capital projects	26	45	21
Total capital project budget	\$4,417,952	\$1,419,276	\$9,820,604
Percentage of capital projects completed	88.5%	75.6%	28.6%
Number of outstanding capital projects	3	11	15

The City has completed an average of around 30 capital projects per year in the last three years. However, there remain a number of delayed projects, with 29 projects currently outstanding over the last three years alone.

Governing Bylaws/Policies

- Electrical Safety Authority (E.S.A), Ontario Building Code (O.B.C), Fire code, and Accessibility for Ontarians with Disability Act (A.O.D.A).
- City of Greater Sudbury Safe Work Policy and Procedures Manual
- City of Greater Sudbury Facilities Standard Operating Procedures Manual

Outputs & Outcomes

Capital project management ensures all projects are managed appropriately including associated risks with delivery. As a result, the City are able to deliver on capital projects, such as new constructions, expansions, renovations or replacement of existing or new facilities.

Leading Practices / Opportunities

There is an opportunity for the City to undertake post implementation reviews of all capital projects of all sizes. This will help the City identify whether projects were managed appropriately and whether any risks associated with delivery were addressed, and help with the management of future projects. Further details can be seen in the opportunity section of this report.

Strategic Link

Capital Projects Management is a required component in delivery of the City's Long-Term Financial Plan to monitor and manage development and improvement projects.

Sub-Service Profile

Asset Management

Parent Service

Facilities Management

Service Type

Mandatory

Criticality

Critical

Customer Group

Internal

Budget (\$,000s)

Operating Costs	\$ 117
Internal Recoveries	-
Total Cost	\$ 117
Revenue	\$ (80)
Net Levy	\$ 37

Staffing

Full Time	1
Part Time	-
Overtime	-

Sub-Service Description

The City lead the development of the corporate asset management plan and assist in supporting asset investment decisions.

Current Level of Service – At Standard

- Ensure 100% compliance with facility regulations (A.O.D.A., O.B.C., E.S.A, Ontario Regulation 588/17)
 - 100% compliance with facility regulations (A.O.D.A., O.B.C., E.S.A, Ontario Regulation 588/17)
- Overall, services are delivered at standard.

Performance and Benchmarking

The table below outlines the City's reserve position relative to its tangible capital assets in 2018.

Reserve position relative to tangible capital assets (2018)	
Thunder Bay	13%
Greater Sudbury	14%
Guelph	27%
Windsor	13%
London	28%
AVERAGE	19%

The City's total reserve position is lower than the comparator average of 19%. This table provides an indication of the City's ability to finance the replacement of its tangible capital assets from internal sources. Other benchmarking statistics can be found in the benchmarking section of our report.

Governing Bylaws/Policies

- Ontario Regulation 588/17 (Asset Management)

Outputs & Outcomes

The City's asset management plan outlines the City's anticipated infrastructure investment requirements, which in turn allows the City to meet its stated mission and mandate by supporting the delivery of services to its residents.

Leading Practices / Opportunities

The City are planning to implement an asset management software as currently only manual methods are maintained. This is scheduled to be approved in 2020.

Opportunities were identified within facilities management and management of City assets, including reviewing naming rights of City buildings, preparation of a facilities master plan, and improving of the use of automation within City buildings to help identify energy savings.

Further details can be found in the opportunity section of our report.

Strategic Link

The Sudbury Official Plan considers asset management plans in ensuring that major development projects are financially stable.

Service Profile Arenas

Organizational Unit

Community Development

Enterprise Program

Leisure/Recreation

No. Sub-Services

3

Service Type

Traditional

Budget (\$,000s) *

Operating Costs	\$ 9,307
Internal Recoveries	\$ 568
Total Cost	\$ 9,875
Revenue	\$ (5,835)
Net Levy	\$ 4,040

Staffing *

Full Time	35
Part Time	59,500 Hrs
Overtime	2,747 Hrs

Service Description

The City operate and maintain 16 ice pads across 14 municipal arenas, including 7 with community halls attached. The City also oversee the agreement with the Sudbury Wolves Hockey Club for the use and occupation of the Sudbury Community Arena.

Arenas provide opportunities for citizens to access physical recreation and leisure activities.

Service and activity levels

Service levels

- Provide 16 pads across 14 facilities
- Total of 51,100 hours available for programming and rentals
- Hosted 79 ticketed events at the Sudbury Community Arena with a total ticket capacity of 311,600
- Operate 7 community halls available for programming and third party booking

Activity levels

- 30,600 hours of ice time rented (2018)
- 190,100 number of tickets sold for Sudbury Community Arena events
- 9,700 hours of event bookings and programming at arena community halls

	Service level		
	Below Standard	At Standard	Above Standard
Service type	Mandatory		
	Essential	Community Halls Sudbury Community Arena	
	Traditional		
	Other Discretionary	Community Arenas	

Rationale For Service Level Assessment & Service Type

Community Arenas – Community arenas are a traditional service provided by municipalities. Despite the number of facilities available, the service is considered below standard due to facility conditions and age.

Community Halls – Community Halls are a traditional service and, as with community arenas, are considered to be delivered at a below standard service level due to the aging condition of some of the City's facilities.

Sudbury Community Arena – The Sudbury Arena is a traditional service currently delivered at a standard service level.

Sub-Service Profile Community Arenas

Parent Service

Arenas

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 7,494
Internal Recoveries	\$ 486
Total Cost	\$ 7,981
Revenue	\$ (4,669)
Net Levy	\$ 3,312

Staffing

Full Time	29
Part Time	37,917 Hrs
Overtime	2,250 Hrs

Sub-Service Description

The City operate and maintain 15 ice pads across 13 municipal arenas (excluding the Sudbury Community arena). Services are provided by a mx of full and part time staff.

Current Level of Service – Below Standard

- Total of 51,100 hours available for programming and rentals with 30,600 hours of ice time rented in 2018.
 - For the 2018-2019 season there was a total of 5,892 participants. There is a city-wide demand for 14.5 rinks, indicating a surplus of approximately 1.5 pads.
- Services are currently delivered below standard

Performance and Benchmarking

The table below shows the 2017-2019 utilization figures and 2019 cost recovery rates across City arenas

Arenas	2017 Utilization	2018 Utilization	2019 Utilization	2019 Cost Recovery* %
Cambrian	85.1%	87.3%	88.8%	76.3%
Capreol #1	45.5%	37.3%	37.3%	54.1%
Capreol #2	61.2%	63.4%	59.0%	
Carmichael	90.3%	90.3%	88.1%	60.7%
Centennial	75.4%	61.2%	58.2%	59.2%
Chelmsford	79.1%	76.1%	77.6%	59.1%
Dr. Ed Leclair	82.1%	84.3%	83.6%	58.5%
Garson	87.3%	91.8%	88.1%	63.4%
GM Countryside #1	87.3%	85.8%	84.3%	101.5%
GM Countryside #2	83.6%	84.3%	83.6%	
I.J. Coady	58.2%	40.3%	32.8%	41.0%
McClelland	85.1%	86.6%	85.1%	63.3%
Raymond Plourde	76.1%	81.3%	80.6%	61.9%
T.M. Davies	87.3%	87.3%	87.3%	50.6%
Toe Blake	91.8%	90.3%	91.0%	56.5%

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Ice Allocation Guidelines

Outputs & Outcomes

- Provides opportunities for citizens to access physical recreation and leisure activities.
- Provides economic benefits though semi-pro sporting events, tournaments, concerts, conferences, and other tourism events.

Leading Practices / Opportunities

The City has previously looked into 3rd parties to manage arenas however there was not much interest at the time, however there is an opportunity for this to be reconsidered. There is an opportunity to rationalize the number of facilities (including arenas), especially given there are some low utilized arenas and arenas with a low cost recovery percentage. Implementation of multi-pad facilities could also be considered as the older facilities have a very low recovery rate with 30% of their costs relating to energy. New facilities would require a capital outlay but provide operational savings in the long term. Further details of our opportunities can be seen in the opportunity section of our report.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Sub-Service Profile

Sudbury Community Arena

Parent Service

Arenas

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 1,667
Internal Recoveries	\$ 82
Total Cost	\$ 1,748
Revenue	\$ (1,117)
Net Levy	\$ 631

Staffing

Full Time	6
Part Time	18,426 Hrs
Overtime	456 Hrs

Sub-Service Description

The City oversees the agreement with the Sudbury Wolves Hockey Club for the use and occupation of the Sudbury Community Arena. Municipal employees provide customer service, facility cleaning, and operate the Zamboni. Certain maintenance work such as refrigeration, HVAC, and electrical is contracted out.

Current Level of Service – At Standard

- Hosted 79 ticketed events at the Sudbury Community Arena with a total ticket capacity of 311,600.
 - 190,100 number of tickets sold for Sudbury Community Arena events.
- Services are delivered at standard

Performance and Benchmarking

The table below shows the 2017-2019 utilization figures and 2019 cost recovery rates for the Sudbury Community Arena compared with the average of the remaining figures seen on the previous slide.

Arenas	2017 Utilization	2018 Utilization	2019 Utilization	2019 Cost Recovery %
Sudbury Community Arena	91.0%	92.5%	91.8%	67.7%
Average of remaining Arenas	78%	76%	75%	27%

The Sudbury Community Arena is the City's most utilized arena over the last three years and its cost recovery is over twice the average of the other arenas.

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Ice Allocation Guidelines

Outputs & Outcomes

Provides opportunities for citizens to access physical recreation and leisure activities.

Provides economic benefits through semi-pro sporting events, tournaments, concerts, conferences, and other tourism events.

Leading Practices / Opportunities

The City has previously looked into 3rd parties to manage arenas however there was not much interest at the time, however there is an opportunity for this to be reconsidered.

There is an opportunity to rationalize the number of facilities (including arenas), especially given there are some low utilized arenas and arenas with a low cost recovery percentage. Implementation of multi-pad facilities could also be considered as the older facilities have a very low recovery rate with 30% of their costs relating to energy. New facilities would require a capital outlay but provide operational savings in the long term. Further details of our opportunities can be seen in the opportunity section of our report.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Sub-Service Profile

Community Halls

Parent Service

Arenas

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 146
Internal Recoveries	-
Total Cost	\$ 146
Revenue	\$ (48)
Net Levy	\$ 97

Staffing

Full Time	-
Part Time	9,164 Hrs
Overtime	41 Hrs

Sub-Service Description

The City operate and maintain 7 community halls attached to municipal arenas. Services are delivered by City part time staff.

Current Level of Service – Below Standard

- Operate 7 community halls available for programming and third party booking.
- 9,700 hours of event bookings and programming at arena community halls.

Services are currently delivered below standard due to the aging condition of some of the City's community halls.

Performance and Benchmarking

The table below shows the booking and revenue figures for community halls for 2017 and 2019

Community Halls	2017		2018	
	Bookings	Revenue	Bookings	Revenue
Capreol Community Centre	24	\$1,229	87	\$2,707
Centennial Community Centre	78	\$6,037	140	\$6,536
Chelmsford Community Centre	134	\$1,030	178	\$2,203
Dr. Edgar Leclair Community Centre	158	\$9,599	223	\$9,745
Garson Community Centre	131	\$10,621	224	\$11,675
McClelland Community Centre	68	\$953	128	\$1,839
TM Davies Community Centre	110	\$6,997	181	\$7,382

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)

Outputs & Outcomes

Provides economic benefits though semi-pro sporting events, tournaments, concerts, conferences, and other tourism events.

Leading Practices / Opportunities

The City should consider rationalizing the number of community halls given the aging conditions of some of the halls. In addition, the table opposite shows a range of revenues and bookings across the halls, ranging from around \$2,000 - \$12,000 and 90-225 respectively in 2018.

There is also an opportunity to review the parks and arenas staffing models to identify ways to work more efficiently between seasons.

Further details can be found in the opportunity section of our report.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Service Profile

Parks

Organizational Unit

Community Development

Enterprise Program

Leisure/Recreation

No. Sub-Services

6

Service Type

Traditional

Budget (\$,000s) *

Operating Costs	\$ 10,349
Internal Recoveries	\$ 1,340
Total Cost	\$ 11,689
Revenue	\$ (758)
Net Levy	\$ 10,931

Staffing *

Full Time	31
Part Time	100,963 Hrs
Overtime	-

Service Description

The City maintain and operate parkland, playgrounds, community centers, non-motorized trails, and outdoor rinks.

Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Services are provided by City employees with a mix of full and part time staff used.

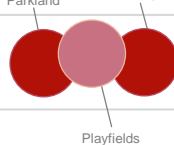
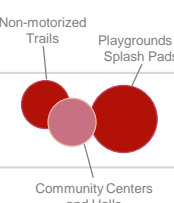
Service and activity levels

Service levels

The City's Parks, Open Space and Leisure Master Plan Review (2014) established a provision level of 4.0 hectares of active (maintained) parkland per 1,000 residents.

Activity levels

- Current activity level of 1,400 hectares of maintained parkland, which equals 7.3 hectares per 1,000 residents.
- Within the 1,400 hectares of maintained parkland, the following amenities are provided:
 - 177 km of non-motorized trails
 - 190 playgrounds
 - 166 playfields (baseball & soccer fields)
 - 56 outdoor rinks

	Service level		
	Below Standard	At Standard	Above Standard
Service type	Mandatory		
	Essential		
	Traditional		
	Other Discretionary		

Rationale For Service Level Assessment & Service Type

All Parks sub-services provided by the City are considered to be traditional services.

- **Parks/Parklands** – While the City is spending more than comparable municipalities due to the amount of parkland maintained, it is considered to be delivered below standard due to the challenges in servicing of 1400 hectares of maintained parkland.
- **Playgrounds & Splashpads** – Considered to be delivered at standard despite the high number of playgrounds services.
- **Playfields** – This sub-service is considered to be delivered below standard when compared to the standards set out by MBNCanada for premier facilities.
- **Community Centers & Halls** – Considered to be delivered at standard despite the high number of facilities available.
- **Non-motorized Trails** – Delivered at standard, however there are a high number of kilometers which cannot be consistently maintained.
- **Outdoor Rinks** – Delivered below standard as they are of a lower quality in comparison to other municipalities.

271 of 481

Sub-Service Profile

Parks / Parkland

Parent Service

Parks

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 4,330
Internal Recoveries	\$ 591
Total Cost	\$ 4,921
Revenue	\$ (120)
Net Levy	\$ 4,801

Staffing

Full Time	14
Part Time	37,351 Hrs
Overtime	-

Sub-Service Description

The City maintain and operate parkland. This sub-service is provided by municipal employees with the exception of grass cutting which is contracted out. While service levels have not been well defined, Sudbury is considered a low-cost provider.

Current Level of Service – Below Standard

- The City's Parks, Open Space and Leisure Master Plan Review (2014) established a provision level of 4.0 hectares of active (maintained) parkland per 1,000 residents. The current activity level of 1,400 hectares of maintained parkland, equals 7.3 hectares per 1,000 residents. Services are currently delivered below standard.

Performance and Benchmarking

The City has a larger number of hectares of maintained parkland per 100,000 compared with other municipalities.

Statistic	City	MBNC Av.
Hectares of maintained parkland per 100,000	866.25	341.37
Operating costs of parks per capita	\$60.97	\$63.47
Operating cost per hectare of maintained and natural land	\$2,456.02	\$12,442.09

Parks Cost per Household

Greater Sudbury	\$133
AVERAGE (across five municipalities)	\$144

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan Review (2014)
- Park Disposition Policy

Outputs & Outcomes

Parks, open space, and leisure facilities are essential contributors to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Leading Practices / Opportunities

There is an opportunity for the City to reduce the number of maintained parkland across the City. A parks categorization system would also help categorize parks into maintains vs non-maintained given the opportunity to naturalize more areas.

There are also additional opportunities associated with the parks service delivery profile, including investment in more innovative delivery methods for park services.

Further details can be found in the opportunity section of our report.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Sub-Service Profile

Playgrounds & Splash Pads

Parent Service

Parks

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 1,788
Internal Recoveries	\$ 253
Total Cost	\$ 2,041
Revenue	\$ (29)
Net Levy	\$ 2,012

Staffing

Full Time	6
Part Time	15,205 Hrs
Overtime	-

Sub-Service Description

The City maintain and manage 190 playground structures and 14 splash pads. Services are provided by City staff with a mix of full time and part time employees. The service is classified as a traditional service delivered at a standard service level

Current Level of Service – At Standard

- Within the 1,400 hectares of maintained parkland, there are 190 playgrounds.
- Council has approved 60 new playground replacements.
- The City also operate 14 splash pads

When assessed against their comparators, services are currently being delivered at standard, however we note that the City currently have a larger number of playgrounds and splash pads compared to other municipalities

Performance and Benchmarking

Comparator Data	Playgrounds	Splash Pads
Sites per 100,000 population (CGS)	117.28	8.64
Sites per 100,000 population (MBNCan)	73.03	4.75
Difference	44.25	3.89

As per the above graph, the City currently have 44 additional playgrounds and 4 additional splash pads per 100,000 population when compared to the average across other municipalities.

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan Review (2014)
- Parks By-law
- Accessibility for Ontarians with Disabilities Act, 2005

Outputs & Outcomes

Parks, open space, and leisure facilities are essential contributors to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Leading Practices / Opportunities

The City currently has a larger number of playgrounds per 100,000 population when compared to other municipalities. There is an opportunity for the City to assess the number of playgrounds used and rationalize the number of playgrounds in operation. Further details of our opportunities can be seen in the opportunity section of our report.

Service levels for playgrounds and splash pads, along with other service areas, have not been clearly defined or approved by Council. The City should look to address this and have clearly defined, Council approved, service levels.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Sub-Service Profile

Playfields

Parent Service

Parks

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 2,074
Internal Recoveries	\$ 238
Total Cost	\$ 2,312
Revenue	\$ (416)
Net Levy	\$ 1,896

Staffing

Full Time	6
Part Time	28,744 Hrs
Overtime	-

Sub-Service Description

The City maintain and manage 93 soccer fields and 73 baseball diamonds. Services are provided by City employees mainly through the use of part time staff. Overall, services are delivered at a below standard service level when compared to other municipalities.

Current Level of Service – Below Standard

- Within the 1,400 hectares of maintained parkland, there are 166 playfields (baseball and soccer fields). When assessed against their comparators, services are currently being delivered below standard. As shown below, the City fall below the MBNCan averages for premier baseball diamonds and soccer fields.

Performance and Benchmarking

Comparator Data	Ball Diamonds	Soccer Fields
Premier fields per 100,000 population (CGS)	1.62	1.62
Premier fields per 100,000 population (MBNCan)	2.67	3.96
Difference	-1.05	-2.34

The City has more soccer fields and baseball diamonds per 100,000 population than their comparators, however when assessing those classified as “premier” fields/diamonds, the City has fewer than comparator municipalities.

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan Review (2014)
- Park Disposition Policy

Outputs & Outcomes

Parks, open space, and leisure facilities are essential contributors to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Leading Practices / Opportunities

Playfields are currently charged on a per head basis however the City should consider charging on a per hour basis for ease of reporting. This is a practice commonly adopted by other municipalities.

As previously outlined, the City should look to formalize their service levels and have these approved by Council.

As part of the review of parks and parkland requirements, the City should consider reviewing the conditions of their playfields to ensure they offer a similar number of premier fields compared to other municipalities.

Further details can be seen in our opportunity section.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

274 of 481

Sub-Service Profile

Community Centers and Halls

Parent Service

Parks

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 525
Internal Recoveries	\$ 25
Total Cost	\$ 550
Revenue	\$ (181)
Net Levy	\$ 369

Staffing

Full Time	-
Part Time	6,007
Overtime	-

Sub-Service Description

In addition to the community halls located within arena facilities, stand-alone community centers and halls are available for public bookings and for City programs.

Current Level of Service – At Standard

In 2018, community halls had an average utilization rate of 20% based on an availability assumption of being available for 18 hours per day.

Overall, services are delivered at standard

Performance and Benchmarking

Comparator data	2017	2018
Total Bookings	1999	2142
Total Revenue	\$49,837	\$56,235

The number of booking and revenue generated from centers/halls has remained fairly constant over the last two years.

Community Halls	2017 Utilization	2017 Revenue	2018 Utilization	2018 Revenue
Fielding Memorial	14%	\$12,365	16%	\$14,874
Dowling Leisure	4%	\$5,391	4%	\$5,553
Falconbridge	6%	\$3,440	2%	\$1,852
Onaping Community	1%	\$326	4%	\$970
Whitewater Lake	1%	\$138	3%	\$896

The table above shows the five lowest utilized centers/halls.

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)

Outputs & Outcomes

Parks, open space, and leisure facilities are essential contributors to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Leading Practices / Opportunities

An opportunity exists to rationalize the number of community halls provided by the City as indicated by the low average utilization of these halls/centers. This opportunity aligns with the potential to utilize multi-use as opposed to single-use facilities to realize operational cost savings.

As part of the opportunity to review the joint use arrangements with school boards, City run community programs could be provided from existing City facilities. Further details of our opportunities can be seen in the opportunities section of our report.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Sub-Service Profile

Non-motorized Trails

Parent Service

Parks

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 664
Internal Recoveries	\$ 94
Total Cost	\$ 758
Revenue	\$ (6)
Net Levy	\$ 752

Staffing

Full Time	2
Part Time	5,524 Hrs
Overtime	-

Sub-Service Description

The City currently maintain and operate 177km of non-motorized trails. Services are delivered by City staff, the majority of which are part time staff. Services are currently delivered at standard when compared with other municipalities.

Current Level of Service – At Standard

- Within the 1,400 hectares of maintained parkland, there are 177 km of non-motorized trails.
- Municipalities generally maintain their park and hiking trails at a standard level of service.

Performance and Benchmarking

Despite delivering services at standard compared to other Municipalities, the City currently have the highest number of trail km's per 100,000 population compared to the other municipalities benchmarked as part of our review.

The City's average km per 100,000 is 109.6 with the overall average at 80.5.

	Trail km's per 100,000 population
Greater Sudbury	109.6
London	60.5
Guelph	84.9
Windsor	58.4
Thunder Bay	88.9
AVERAGE	80.5

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan Review (2014)
- Park Disposition Policy
- Accessibility for Ontarians with Disabilities Act, 2005

Outputs & Outcomes

Parks, open space, and leisure facilities are essential contributors to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Leading Practices / Opportunities

As per the data opposite, the City currently have a large number of trails which require resources to maintain and manage. As part of the City's assessment of reviewed parks and maintained parkland, the City should review the number of trails they currently maintain.

Further details of our opportunities can be seen in the opportunity section of our report

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Sub-Service Profile

Outdoor Rinks

Parent Service

Parks

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 968
Internal Recoveries	\$ 138
Total Cost	\$ 1,106
Revenue	\$ (6)
Net Levy	\$ 1,100

Staffing

Full Time	3
Part Time	8,132 Hrs
Overtime	-

Sub-Service Description

The City currently maintain and operate 56 outdoor rinks. The service is provided by municipal employees with a high volunteer component. Services are currently delivered below standard due to the aging condition of some of the rinks used

Current Level of Service – Below Standard

- Within the 1,400 hectares of maintained parkland, there are 56 outdoor rinks.
- While the City has a larger than average number of rinks per 100,000 population (see data below), the overall conditions of the rinks are below standard and as such, levels of service have been assessed as below standard compared to other municipalities.

Performance and Benchmarking

The City currently have around 23 additional outdoor rinks per 100,000 population when compared to the average across other municipalities.

The City should assess whether the number of rinks are appropriate given the aging condition of some of those in operation.

Comparator Data	Figures
Outdoor rinks per 100,000 population (CGS)	34.7
Outdoor rinks per 100,000 population (MBNCan)	11.9
Difference	22.8

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan Review (2014)

Outputs & Outcomes

Parks, open space, and leisure facilities are essential contributors to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Leading Practices / Opportunities

As part of the parks and recreation user fee and cost recovery assessment, the City should consider reviewing the condition and number of outdoor rinks provided.

In addition, the City should ensure that clearly defined, Council approved, service levels are put in place.

Further details can be found in the opportunity section of our report.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Service Profile

Long-Term Care

Organizational Unit

Community Development

Enterprise Program

Long-Term Care

No. Sub-Services

1

Service Type

Essential

Budget (\$,000s)

Operating Costs	\$ 36,197
Internal Recoveries	\$ 1,514
Total Cost	\$ 37,711
Revenue	\$ (33,074)
Net Levy	\$ 4,636

Staffing

Full Time	256
Part Time	237,315 Hrs
Overtime	-

Service Description

Pioneer Manor is a 433-bed municipal facility that provides long-term care to residents as outlined by the Long-Term Care Homes Act (LTCHA), 2007. Service mandate is to provide care and accommodation to persons 18 years of age and older who are no longer able to manage in an independent setting.

Service and activity levels

Service levels

- Pioneer Manor has 433 LTC beds (406 permanent long-stay beds and 27 interim long-stay beds)
- 541 staff and 154 volunteers
- The City currently operates 30.3% of the available LTC beds within the Municipality

Activity levels

- 156, 248 resident bed occupancy days (2018)
- 130 new resident admissions and 120 internal transfers annually, = 2000 staff hours
- 824 Physiotherapy (PT) annual referrals, with ~ 48% on physio treatment programs
- 904 Occupational Therapy (OT) annual referrals, with ~ 7700 treatment visits
- 5827 hours provided by volunteers in 2018

	Service level		
	Below Standard	At Standard	Above Standard
Service type	Mandatory		Long-Term Care
	Essential		
	Traditional		
	Other Discretionary		

Rationale For Service Level Assessment & Service Type

The long-term care home is classified as an essential service and is considered to be delivered above standard due to the level of care provided and the relative cost to residents.

Sub-Service Profile

Long-Term Care

Parent Service

Long-Term Care

Service Type

Essential

Criticality

Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 36,197
Internal Recoveries	\$ 1,514
Total Cost	\$ 37,711
Revenue	\$ (33,074)
Net Levy	\$ 4,636

Staffing

Full Time	256
Part Time	237,315 Hrs
Overtime	-

Sub-Service Description

This sub-service is provided by internal employees with 150-155 volunteers providing enhanced services. Ground maintenance is contracted out (e.g. snow plowing and grass cutting). Occasionally agency staffing is used for support workers

Current Level of Service – Above Standard

Pioneer Manor has 433 beds and is typically at 98.5% occupancy. The kitchen prepares 3 meals and 2 snacks for all 433 residents at an average cost of \$9.54 per day. Services are currently delivered above standards.

Performance and Benchmarking

Pioneer Manor has a large number of licensed beds and patients on the waiting list when compared to other long term care homes.

LTC Home Availability	Licensed Beds	Monthly availability	Patients on waitlist
Elizabeth Centre	126	1	230
Espanola Nursing Home	62	0	44
Extendicare Falconbridge	232	3	35
Extendicare York	272	3	35
Manitoulin Centennial Manor	60	0	38
Manitoulin Lodge	58	1	9
Pioneer Manor	406	4	617
St.Gabriel's Villa	128	1	388
St. Joseph's Villa	128	1	656
Finlandia Hoivakoti	108	1	556
Wikwemikong Nursing Home	59	1	4

Source: North East Local Health Integration Network stats as of October 2019

Governing Bylaws/Policies

- Long-Term Care Homes Act (LTCHA), 2007
- Regulation 79/10.
- North East Local Health Integration Network (NELHIN) under the Local Health System Integration Act, 2006.

Outputs & Outcomes

Pioneer Manor provides high quality medical and nursing care, therapy services, nutritional care and other related resident healthcare in a Long Term Care Home setting in accordance with the MOHLTC Act and regulations. Pioneer Manor is committed to promoting healthy aging and well-being through programs and services that focus on all aspects of care (physical, emotional, spiritual, cultural, cognitive/ intellectual, social) and maximize or maintain the independence of the residents.

Leading Practices / Opportunities

While closing/selling the long term care home may provide a decrease in the tax levy, it would also have a significant negative impact on residents, partnerships and the healthcare system in the Greater Sudbury area. Potential savings would be offset to some degree by a loss of internal recoveries. Such a decision would not be in line with the City's Official Plan. The City may be best suited by seeking additional funding from the MOHLTC and looking for innovative partnerships to reduce the burden on the tax levy.

Strategic Link

The strategic plan does not speak to the Pioneer Manor directly however long term care is referenced through: quality of life specific to seniors, a healthy community, attracting business, and becoming a center of excellence in key areas.



kpmg.ca



© 2020 KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved. The KPMG name and logo are registered trademarks or trademarks of KPMG International.

Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.



City of Greater Sudbury Time & Activity Tracking Assessment Final Report

December 20, 2019



Contents

Topics	Page
Disclaimer	3
Key Objectives of the Core Services Review Program and Final Report	4
Future State Methodology and Evaluation Approach	8
Implementation Approach	10
Future State Options Analysis	17
Future State Options Evaluation Results	41
Final Recommendations and Considerations	44
Appendices	46



Disclaimer

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the City of Greater Sudbury. KPMG has not and will not perform management functions or make management decisions for the City of Greater Sudbury.

This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the City of Greater Sudbury nor are we an insider or associate of the City of Greater Sudbury. Accordingly, we believe we are independent of the City of Greater Sudbury and are acting objectively.



Key Objectives: Core Services Review

Project Objectives – *How will we define success?*

KPMG has been engaged by the City of Greater Sudbury to undertake an in-depth analysis of key service areas determined by City Council. The overall goal of this review is to create sub-service profiles for each of the key areas (seven services areas: Long Term Care, Parks, Recreation, Arenas, Facilities Management, Road Maintenance and Community Grants) and conduct a comprehensive, data-driven evaluation process to examine the strategic alignment, relevance, effectiveness, efficiency and sustainability of these programs and services. Our aim is to identify ways in which the services can be streamlined or altered in order to realign costs and improve efficiency across the City. We will also give consideration to other areas outside of these seven, should any opportunities present themselves throughout our work. A further key area of this review is to consider the City's enterprise systems, identifying opportunities to support and enhance routine time, attendance and activity reporting.

Specific project objectives include the following:

- 1. Facilitate review** – conduct a comprehensive review and detailed analysis of the relevance, efficiency and effectiveness of the City's services including a review of comparable municipalities (where data is available) and other insights from our global team as relevant. As part of this, consider all aspects of the City's services including delivery methods, service expenditure and revenue streams as well as the current systems in place to track time, attendance and activity reporting.
- 2. Identify opportunities** – Explore opportunities based on leading edge practices globally (public, private, not-for-profit) and define options for sustainable approaches to service delivery and levels, as well as systems to enhance improved data collection in relation to time attendance and activity reporting; and
- 3. Prioritize implementation** – Provide guidance to the City's Senior Management team on implementation and prioritization of new, innovative and/or leading service delivery models that may realign costs and/or improve service delivery methods. In addition, we will highlight how these can be supported by improved enterprise systems to collect time attendance and activity reporting, along with the risks associated with each proposed change/option to inform management of the key factors which should be considered during the decision making process.



Key Objectives: Core Services Review

Project Drivers - *Why are we doing this, what problem do we want to solve?*

- As with all municipalities and other levels of government, the City of Greater Sudbury is balancing community/stakeholder expectations and financial constraints. The City is experiencing significant growth which requires it to consider how municipal services will be delivered sustainably in the long term. The City is reviewing how it leverages capital, technology, specialized skills and expertise in order to address complex social, environmental and operational considerations/challenges/opportunities; achieve superior outcomes and value for money for its residents, and increase its revenue streams.

Project Principles – What is Important to Us?

- Due to the tight project schedule, we will leverage existing sources of consultation from Council and City staff to inform the work of the Service Review. We will use the City's service profiles as a basis for our work and develop sub-service profiles for each of the areas in scope. We will meet with City staff to identify efficiencies and opportunities for improving the overall delivery of these services.
- The framework and approach will be based on leading practice from municipal or other levels of government experience and/or private sector.
- While these reviews often go by many different names – including service efficiency reviews, value for money audits and cost realignment studies – they all share the same goal: to determine if a city is delivering its services to its customers in the best possible manner and further, to determine if there are more efficient, effective or economical means to delivering municipal services. For simplicity, this will be called a 'Core Service Review'.

Project Timing

- The project will commence on October 21, 2019, and all engagement activities and deliverables will be completed and submitted to the City of Greater Sudbury on or before December 20, 2019, except for the final report presentation. Timing of the final report presentation will be subsequently determined by the City of Greater Sudbury.



Objectives and Scope of the Final Report

Final Report Objectives – *Time & Activity Tracking*

KPMG performed an assessment of the City of Greater Sudbury's enterprise systems with recommendations for change that facilitate data collection and processing to support routine, real-time performance reporting. The objectives and scope of the final report is to provide an evaluation of staff time, activity and attendance reporting.

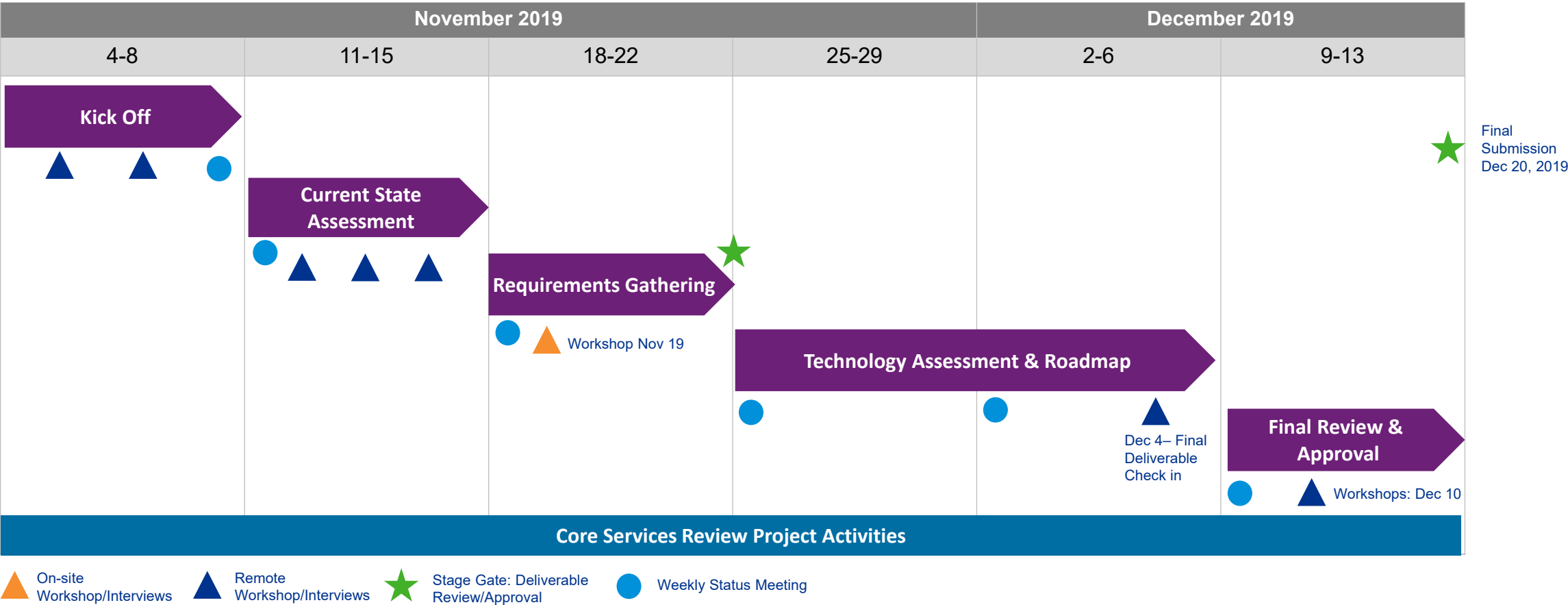
Deliverables include an implementation roadmap for time and attendance and will include recommendations regarding changes to enterprise systems that took the following into consideration:

- Recommendations on implementing an activity based time tracking system minimizing the impact of time entry on Front Line workers, and managers
- Help staff and managers compare actual workloads with planned workloads
- Automate staff time and attendance reporting, with appropriate integrations between time/attendance reporting and work order processing to support both job costing and efficient payroll administrations.
- Enable real-time, performance dashboards for internal and public use that communicate service efforts, accomplishments and other related information



KPMG's Time & Attendance Assessment Approach

The below outlines our proposed timeline and workshop schedule for the Time and Attendance Assessment work.

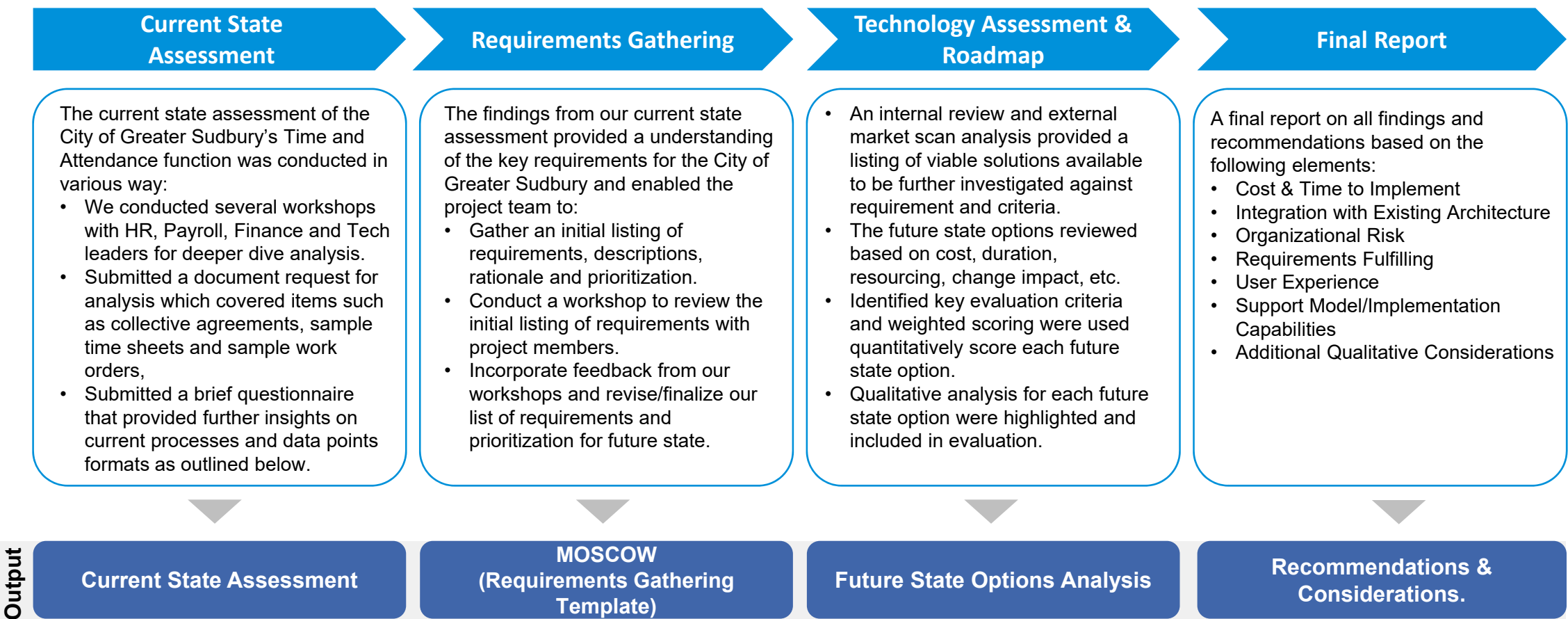




Future State Methodology and Evaluation Approach

Evaluation Approach

The below outlines our approach used to validate our future state options against all requirements gathered during our assessment.





Implementation Approach

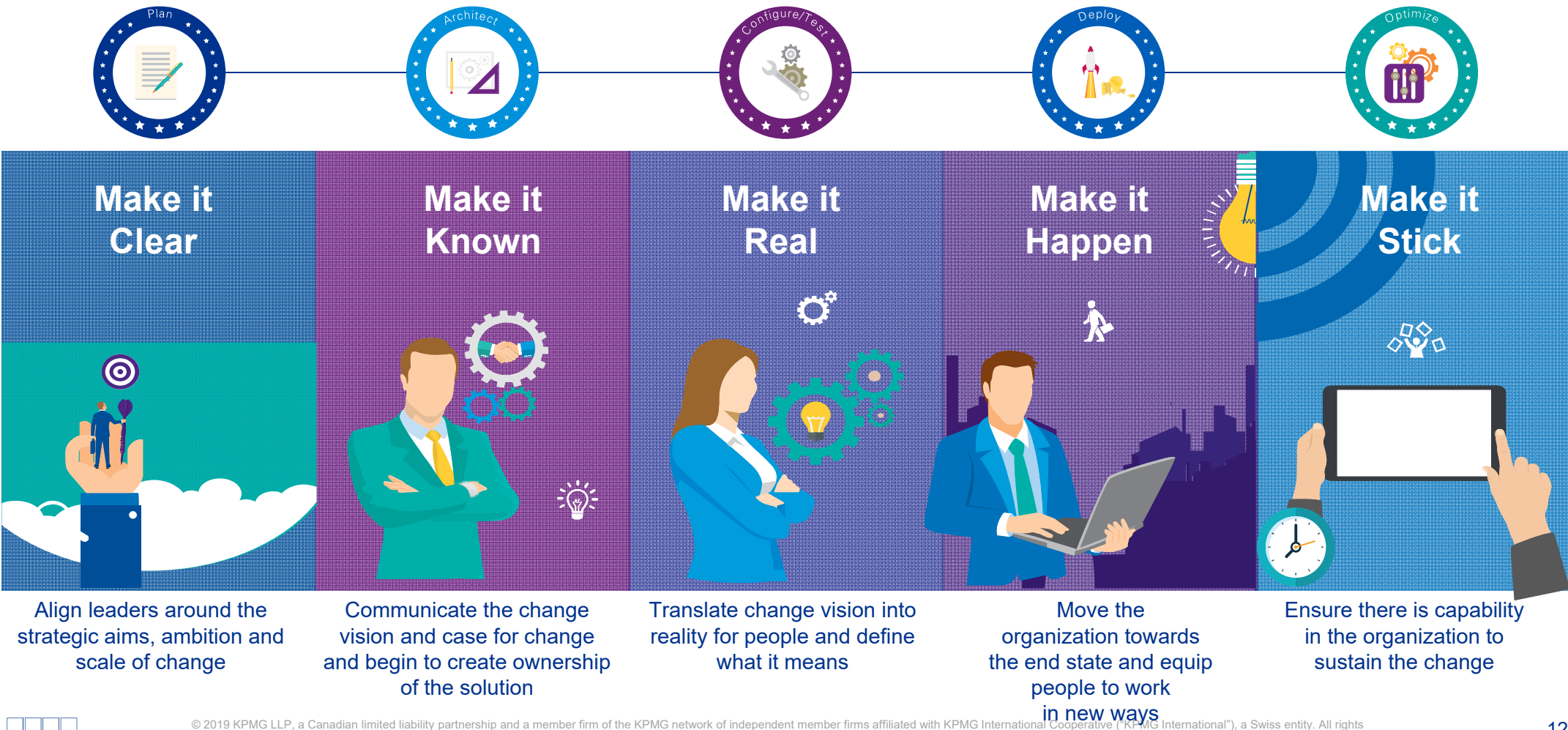
What we achieve in each Phase

A detailed implementation approach should be considered for any technology implementation project in order to deliver on time and budget. Below outlines a sample approach which includes integrated functional activities by phase and sequencing in order to prepare internal and external resourcing appropriately. The below approach is modular and can be modified depending on your project context, scope and deliverables.



Change Management Approach








A change management approach should not be developed in a silo but integrated with your overall implementation approach as outlined in the previous slide. The key change management activities should be present within all phases driving towards the strategic priorities established from the onset. Key areas such as training and communications can be tailored depending your project goals, scope and organizational context.



© 2019 KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved. The KPMG name and logo are registered trademarks or trademarks of KPMG International.








Persona Sample – Exception Time Entry Staff

Identifying your organizational personas is a key upfront activity that will provide advantages to your change management outcomes and ensure you are providing a more tailored and thoughtful approach to change. Understanding how change impacts your staff and end users will crystalize the right communication and training approaches to promote improved adoption.

Exception Time Entry Staff		Communication & Training Needs	Engagement Strategies
 <div>Exception Time Entry Staff Ideal Experience: Entering Time through Self-Service Timesheets</div>	Group Overview Exception Time Entry Staff currently enter time through a timesheet recording activity time against scheduled and exception hours.	<div>Level of Frequency: L M H</div> <div>Level of Depth: L M H</div> <ul style="list-style-type: none">Exception Time Entry Staff require training on entering time through self-service online or mobile timesheet.Easier process only be able to enter against time codes eligible for specific group.Union staff may require additional time entry methods, i.e. computer kiosks	<div> In-Person Meetings & Workshops</div> <div> Intranet/Portal updates</div> <div> Time Attendance exposure</div> <div> Change Frame engagement</div> <div> Demos</div> <div> Written Communications</div>
	Objectives Ensure time is entered correctly and accurately: 1) Ensure all hours tracked against activity. 2) Understand time code entry, when to enter exception codes, i.e. Banked Overtime.		
	Future Experience in Time Administration <ul style="list-style-type: none">Dual Entry system removed improving efficiencyOwnership of time entry placed on worker; fewer entry errors.Access to time history for worker		
		Key Themes <ul style="list-style-type: none">Activity tracking determines cost driving serviceSelf-service timesheets are more efficient reduce the number of time code entry code selectionsImproved experience from entering time on paper	Change Activities <ul style="list-style-type: none">Job Aids/SOP'sInstructure Led Training opportunitiesDemonstrate self service time entryIdentify change agent network to address questions/how to

Persona Sample – Timekeeper








Identifying your organizational personas is a key upfront activity that will provide advantages to your change management outcomes and ensure you are providing a more tailored and thoughtful approach to change. Understanding how change impacts your staff and end users will crystalize the right communication and training approaches to promote improved adoption.

Timekeeper		Communication & Training Needs		Engagement Strategies	
 <div>Timekeeper Ideal Experience: Keying of timesheets reduced. Move towards a strategic auditing role.</div>	Group Overview Shift from keying paper timesheets to supporting the new optimized activity based time and attendance system.	Level of Frequency: <div><div>L</div><div>M</div><div>H</div></div> Level of Depth: <div><div>L</div><div>M</div><div>H</div></div> <ul style="list-style-type: none">Timekeeper role becomes a time expert role.Move away from entering data to analyzing and approving time entryLeveraging knowledge and experience of collective agreements, and activity tracking to ensure accuracy and complianceInvestigating possible discrepancies	 In-Person Meetings & Workshops  Time Attendance Exposure  Demos	 Intranet/Portal updates  Change Frame engagement  Written Communications	
	Objectives Self-Service time entry change timekeeper role. <ol style="list-style-type: none">Provide support for worker's entering time.Utilized in providing support for activity based reporting and testing.Investigate discrepancies in activity reporting.	Key Themes <ul style="list-style-type: none">Knowledge of collective agreements can be utilized in time approval, and correcting worker entriesThere will be a bridge phase with some unionized employee continuing to enter paper timesheetsAnalytics Reporting provide numbers; people provide the story behind the numbersShift towards a 'value added' strategic role of analyzing and investigating activity and time reporting	Change Activities <ul style="list-style-type: none">Need to be involved in testing of new time scenariosDocumentation on how to enter time as workers; how to correct entriesMore training on soft skills dealing with customersWorkshops on new methods and approach		
	Future Experience in Time Administration <ul style="list-style-type: none">Rules will change, and Timekeepers need to test configuration changesTime Activity reports will need to run, and trends need to be analyzedAdjustments and keying of entries required, entries dramatically reduced				



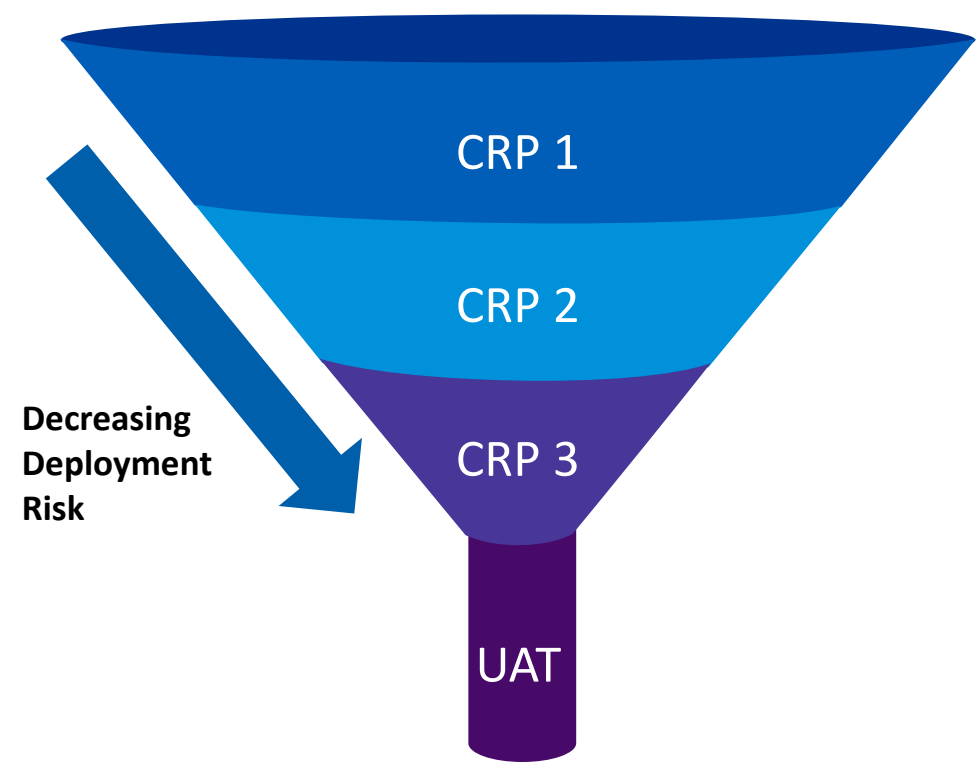
Persona Sample - Manager

Identifying your organizational personas is a key upfront activity that will provide advantages to your change management outcomes and ensure you are providing a more tailored and thoughtful approach to change. Understanding how change impacts your staff and end users will crystalize the right communication and training approaches to promote improved adoption.

<div></div> <div>Manager Ideal Experience: Approving time and ensuring accurate activity reporting</div>	Communication & Training Needs	Engagement Strategies
Group Overview Manager review and approve time entered. Need to be key change agents in accurate and effective activity tracking.	<div>Level of Frequency: L M H</div> <div>Level of Depth: L M H</div> <ul style="list-style-type: none">Managers are the key change agents in the transition to activity trackingEnsure compliance, and assist with creating a culture shift towards activity trackingUnderstand how to delegate approvals when awayWork closely with timekeepers, when discrepancies arise	<div> In-Person Meetings & Workshops</div> <div> Intranet/Portal updates</div> <div> Time Attendance exposure</div> <div> Change Frame engagement</div> <div> Demos</div> <div> Written Communications</div>
Objectives Approving time, and ensuring activity properly tracked: <ol style="list-style-type: none">Approve time hours prior to submission to payroll.First level approval of activity based reporting.Key in creating the activity reporting culture.	Key Themes <ul style="list-style-type: none">Benefits from activity report, i.e. How long specific tasks actually take?Increase effort to review and approve timeNeed support from timekeeper for investigating and reviewing dataInput required when designing how activities are tracked and identify the level of granularityAgents of change who need to comply with their own time entry	Change Activities <ul style="list-style-type: none">Job Aids/SOP'sInstructure Led Training opportunitiesPerspective on granularity of activity trackingSupport from executives, and time keepers

Solution Validation Approach

The solution validation approach should be a highly structured, rigorous, and repeatable testing and data validation process to minimize deployment risk and increase the quality of the solution for the City of Greater Sudbury. The below approach would only be applied if Option A is selected – options to be outlined shortly. If Option B is selected, an approach similar to what is outlined on Slide 11 will be leveraged and may vary slightly by selected technology.



***Conference room pilot (CRP)** is a key project implementation strategy that tests normal business case scenarios in a proposed new system to uncover people, process and system issues, generate resolutions, and design decisions needed to complete the implementation.

CRP 1: Process and Design Validation
Proof of concept based on future process designs in each functional stream

CRP 2: Build Validation
Encompasses must-haves, static data conversions, and discussions around integrations

CRP 3: Final Implementation Validation
More integration and data conversion validation. “A day in the life”.

UAT Final Acceptance/Production Certification
Users verify process systems and ensure data is correct and ready for production



Future State Options Analysis



Option A: Enhance PeopleSoft Time & Labor

Option A: Enhance PeopleSoft Time & Labor

The below is an overview one of two options being presented for future state consideration:

Description	<ul style="list-style-type: none">• PeopleSoft 9.2 to be used for core HCM and Time & Labor• Enhancements made to PeopleSoft Time & Labor adding self service, activity tracking and more automated time rules• Leverage Project Costing module for project tracking• Continue with Kronos for EMS and Pioneer Manor (scheduling)
Strengths	<ul style="list-style-type: none">• Internal knowledge may reduce the impact of upgrade to time and attendance. Minimal knowledge transfer required.• No AIP or Integrations required; completely unified solution• Consolidating enterprise applications and leveraging internal investment• Faster time to value for time activity tracking
Cautions	<ul style="list-style-type: none">• Oracle has stated that PeopleSoft 9.2 support is guaranteed until 2030 but is subject to change.• Market trending toward Cloud Based ERP solutions• Best of Breed platforms offer more functionality (i.e. scheduling)• The removal of Kronos would provide added complexity due to scheduling needs• Determining what to do with Kronos from a design perspective must be identified
Change Management Considerations	<ul style="list-style-type: none">• Self-Service Timesheet requires additional employee training• Union employee may require additional time entry options including computer kiosks

Duration	<ul style="list-style-type: none">• Implementation: 16 Months
Estimated Cost*	<ul style="list-style-type: none">• \$1,774,245 - \$2,168,522
Assumptions	
<ul style="list-style-type: none">• Activity based costing can occur within the current time entry framework• Continued manual workarounds for scheduling• If absence module is upgraded the timeline and resourcing will need to be revised• HCM Enhancements work will be completed as a prerequisite or in parallel• The 3 month plan phase includes an RFP for external consultants and internal resourcing preparations/backfilling	

* +/- 15% contingency due to resource availability, time constraints, detailed scope etc.



© 2019 KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved. The KPMG name and logo are registered trademarks or trademarks of KPMG International.

Option A: Enhance PeopleSoft Time & Labor

Legend:

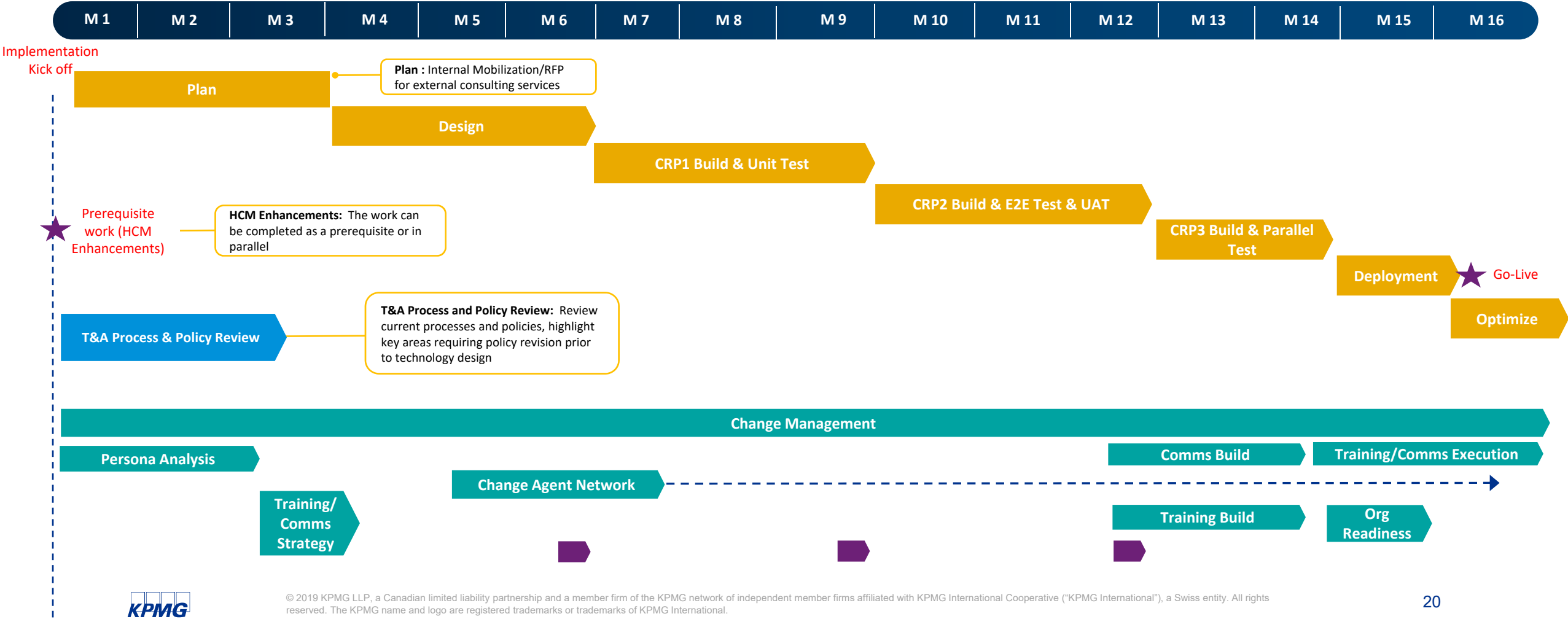
T&A Process Review & Prep work

Implementation

Change Management Activities

Impact Assessment

The below is an overview of a recommended timeline, key activities, sequence required to deliver Option A:



Option A: Enhance PeopleSoft Time & Labor

The below resourcing model represents the appropriate client and external consultant roles and effort required to deliver Option A:

Phase	Implementation Months															
	Plan			Design			CRP1 & Unit Test			CRP2 & E2E Test			CRP3 / Parallel		Deploy	Test
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Duration	Effort Estimates															
Client Roles	Effort Estimates															
Project Executive	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Project Manager	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
HCM SME	50%	50%	50%	50%	50%	50%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Time & Labor Lead	50%	50%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Payroll SME	50%	50%	50%	50%	50%	50%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Change Management SME	50%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Procurement	50%	50%														
Senior Application Analyst	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Database Administrators/System Admins	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
External Consultant Roles	Effort Estimates															
Engagement Manager			50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Time & Labor Lead			50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Support			50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Change Management SME			50%	50%	50%	50%	50%	50%	50%	25%	25%	25%	25%	25%	25%	25%

Assumptions:

- Month 1 & 2 of Plan will be dedicated to “internal mobilization”, backfilling current roles and contracting for implementation services/external consultants
- Database Administrator hours can be spread across 1-2 roles
- Client Change Management SME will be developing documentation and training materials and execution
- External Support role will be a shared resources across various streams such as functional, project management and change management
- HCM Tech SME and Payroll SME will be involved in upfront design discussions and during testing to assist in text case scenarios and priority defects
- External Change Management SME will be in an advisory capacity only during strategy/design sessions.



© 2019 KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative (“KPMG International”), a Swiss entity. All rights reserved. The KPMG name and logo are registered trademarks or trademarks of KPMG International.

Costing Estimates

The below resourcing model represents the appropriate client and external consultant roles and effort required to deliver Option A:

Costing Element (One-time)	Estimates*			Notes
	High	Medium	Low	
Internal Project Resourcing	\$904,754	\$822,504	\$740,253	<ul style="list-style-type: none"> Based on rates provided by the City of Greater Sudbury which include fringe benefits and the utilization estimates.
External Project Resourcing	\$1,263,768	\$1,148,880	\$1,033,992	<ul style="list-style-type: none"> Based on external consulting roles and utilization estimates
Total	\$2,168,522	\$1,971,384	\$1,774,245	

Costing Element (On-going)	Estimates			Notes
	High	Medium	Low	
On-Going HR Technology (i.e. Licensing and Support)	\$0	\$0	\$0	<ul style="list-style-type: none"> Current PeopleSoft modules are owned
Total	\$0	\$0	\$0	

Grand Total	\$2,168,522	\$1,971,384	\$1,774,245
--------------------	--------------------	--------------------	--------------------

* +/- 10% contingency used to estimate both high and low estimates from the mid-point..



Evaluation Results for Option A

#1	Cost & Time to Implement	Score	Justification
1a	Technology Fees	8/8	<ul style="list-style-type: none"> The City of Greater Sudbury currently owns all PeopleSoft modules (i.e. T&L, Project Costing) No additional cost per employee for on-going licensing
1b	Duration	3/4	<ul style="list-style-type: none"> In Option A, there is no requirement to initiate a request for proposal (RFP) as no net new systems will be acquired. Time will be required for internal mobilization and contracting of external consulting services. Strong Internal PeopleSoft resources provide greater timeline certainty
1c	Implementation Fees	3/4	<ul style="list-style-type: none"> Overall cost is reduced since no RFP process is required. Time will be required for internal mobilization and contracting of external consulting services. All implementation fees will be focused on the enhancement of PeopleSoft 9.2
Total Score		14/16	
#2	Integration with Existing Architecture	Score	Justification
2a	Integration	10/10	<ul style="list-style-type: none"> There will be no net new integrations to manage; only enhancing the current architecture. The enhancements will unify the solution with payroll/time and absence
2b	Maintenance	7/10	<ul style="list-style-type: none"> Patches may take longer to upgrade compared to a Cloud system with automatic updates Testing requirements will be relatively the same for cloud or on premise systems
Total Score		17/20	

Evaluation Results for Option A

#3	Organizational Risk	Score	Justification
3a	Internal Capabilities and Capacity	3/6	<ul style="list-style-type: none">• The City of Greater Sudbury's PeopleSoft application support team has strong PeopleSoft knowledge minimizing the requirement for knowledge transfer/training.• The application support team and HR are currently operating efficiently with limited capacity to support an implementation.
3b	Vendor Viability	1/4	<ul style="list-style-type: none">• Oracle has stated that PeopleSoft 9.2 support is guaranteed until 2030 but is subject to change.• Market research indicates that current HR Technology is moving to cloud• Oracle is making minimal investment in enhancing PeopleSoft
3c	Change Impact	7/8	<ul style="list-style-type: none">• Low impact due to further enhancing current system versus investing in net new technology.• There will be minimal training for Timekeepers• Worker population requires instruction on time entry
Total Score		11/18	



Evaluation Results for Option A

#4	Requirements Fulfilling*	Score	Justification
4a	Activity Tracking	7/10	<ul style="list-style-type: none">• All time entry software has the ability to track time against projects• PeopleSoft does not have more advanced capabilities than other alternatives• All time entry software provide standard and custom report capabilities
4b	Time & Attendance	2/4	<ul style="list-style-type: none">• All rule validations need to be configured during deployment because Time & Attendance has limited basic functionality
4c	Scheduling	0/2	<ul style="list-style-type: none">• Market research indicated that PeopleSoft does not have the functionality to support complex scheduling (i.e. 24/7 schedules)• PeopleSoft does not have the ability to track employee availability or schedule employees• PeopleSoft can only configure basic scheduling patterns• Due to the lack of complex scheduling in PeopleSoft other technologies should be leveraged to meet the needs of departments (i.e. EMS and Pioneer Manor)
Total Score		9/16	

* Please reference detailed requirements gathering template (MOSCOW) which was included in the current state and final deliverable submission.



Evaluation Results for Option A

#5	User Experience	Score	Justification
5a	Usability/Ease of Use	6/10	<ul style="list-style-type: none"> PeopleSoft fluid pages are not “best of breed” for user experience and enhanced navigation compared to cloud solutions. Dashboard and utilization tiles provide some ease of use for workers
5b	Mobile	2/6	<ul style="list-style-type: none"> Mobile time entry needs to be configured in PeopleSoft No additional configuration in modern time and labor systems PeopleSoft Mobile was not developed in parallel with the desktop product and the solutions are less integrated than cloud based alternatives
Total Score		8/16	
#6	Support Model/Implementation Capabilities	Score	Justification
6a	Customer Experience and Support	6/8	<ul style="list-style-type: none"> During the current state assessment, the project team outlined their positive experience with Oracle support Oracle is making minimal investment in enhancing PeopleSoft which could impact future support as well
6b	Implementation Methodology & Approach	5/6	<ul style="list-style-type: none"> PeopleSoft is a proven and mature product with many successful implementations across various sectors. Due to the competitive HCM Technology market there is now a smaller pool of external PeopleSoft consultants available
Total Score		11/14	



Option A Evaluation Results

			Option A: Enhance PeopleSoft Time & Labor
#	Criteria	Weight	
1	Cost & Time to Implement	16%	14
2	Integration with Existing Architecture	20%	17
3	Organizational Risk	18%	11
4	Requirements Fulfilling	16%	9
5	User Experience	16%	8
6	Support Model/Implementation Capabilities	14%	11
Vendor Score			70/100

Justification Summary

- A quicker, and more cost effective route to achieving the objective of activity tracking
- Strong internal knowledge and capability on PeopleSoft platform
- Oracle has stated that PeopleSoft 9.2 support is guaranteed until 2030 but is subject to change.
- No PeopleSoft scheduling module, Kronos needs to remain in place for EMS and Pioneer Manor
- PeopleSoft is making limited investments in new technologies, i.e. analytics, chat bots, user experience
- Mobile requires additional configuration and has more limited capabilities than cloud based alternatives
- Based on market research, PeopleSoft can handle the complexity of 11 unions.





Option B: RFP for Time & Attendance

Option B: RFP for Time & Attendance

The below is an overview of the first future state option for consideration:

Description	<ul style="list-style-type: none">• PeopleSoft 9.2 to be used for core HCM only• Use Project Costing Module in PeopleSoft• RFP for Time & Attendance with Advanced Scheduling to integrate with PeopleSoft• Systems to be considered: Kronos Dimensions and Workforce Software	Duration	<ul style="list-style-type: none">• RFP: 7 Months• Implementation: 14 months
Strengths	<ul style="list-style-type: none">• Best of Breed, enhanced mobile functionality, user experience• Cloud solutions offer continuous improvement• Patches Updates applied automatically• Alternatives fulfill complex scheduling requirements	Estimated Cost*	\$2,749,971 - \$3,413,853
Cautions	<ul style="list-style-type: none">• Robust training required for administrators and support staff• AIP and Integrations between PeopleSoft need to be updated for future releases – net new integrations would be required• Longer roadmap for implementation due to RFP process• Higher cost due to extended timeline and integration cost	Assumptions	
Change Management Considerations	<ul style="list-style-type: none">• Training for all administrators, and staff on new time attendance system• Existing PeopleSoft training materials cannot be leveraged• Leveraging mobile technology could be a challenge for certain employee populations• Cloud based technology introduces improved user experience	<ul style="list-style-type: none">• The priority is the advancement of activity tracking• Enhancing overall scheduling process is a secondary consideration• Leverage advance cloud based time and attendance system for improved user experience; on premise Kronos replaced• HCM Enhancements work can be completed as a prerequisite or in parallel• Complex Scheduling can be added to the RFP if there is a business requirement	



© 2019 KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved. The KPMG name and logo are registered trademarks or trademarks of KPMG International.

* +/- 15% contingency due to resource availability, time constraints, detailed scope, etc.

Workforce Software Snapshot



Functionality	Company stability	Global Functionality
<ul style="list-style-type: none">▪ Forecasting and Scheduling▪ Time and Attendance▪ Crew Management▪ Advanced Scheduler▪ Absence Compliance Tracker▪ Analytics▪ Fatigue Management▪ Data Capture	<ul style="list-style-type: none">▪ Workforce is headquarters is in Livonia, Michigan.▪ Workforce has a revenue of \$100.9M, and 550 employees.▪ It has become a leader in cloud-based workforce management.	<ul style="list-style-type: none">▪ Collaborative Approach working jointly with global and regional partners throughout the globe.
	Integration capability	Credentials
	<ul style="list-style-type: none">▪ 100 APIs 35 file, ability to integrate with 100 leading HR payroll and business systems	<ul style="list-style-type: none">▪ Workforce Software serves energy, healthcare, education, manufacturing, and retail sectors in the United States, Australia, and the United Kingdom.▪ Representative Canadian Clients:<ul style="list-style-type: none">▪ City of Windsor▪ CAE▪ Canadian Automobile Association (CAA)
	Implementation capability	
	<ul style="list-style-type: none">▪ Workforce Software is deployed by its global alliance partners with the training needed to successfully deploy comprehensive, cloud-based workforce management solutions.	



Kronos Snapshot



Functionality

Workforce Management

- Time and Attendance
- Employee Scheduling
- Absence Management
- Labor Activities
- Analytics

Human Capital Management

- Benefits Administration
- Talent Acquisition
- Onboarding
- Human Resources
- Talent Management
- Payroll

Company stability

- Due to continued growth and expansion, Kronos announced its world headquarters move to Lowell, Mass. to a building with state-of-the art technology and amenities aimed to inspire employees. They employ approx 6,000 “Kronites” in 70 offices & 16 countries around the world.
- 2018 - Surpassed 35,000 customers worldwide
- 2019 - Unveiled the Kronos InTouch® DX time clock

Integration capability

- Robust API and integration framework, all product functionality is accessible through a set of restful APIs; additional APIs are available via a developer portal.

Implementation capability

- Kronos Paragon implementation methodology is configured for your industry profile to provide fast deployment and rapid time to value on your workforce solution. Kronos Paragon implementation methodology is now supported in more than 50 countries

Global Functionality

- Global leader in workforce management and human capital management.

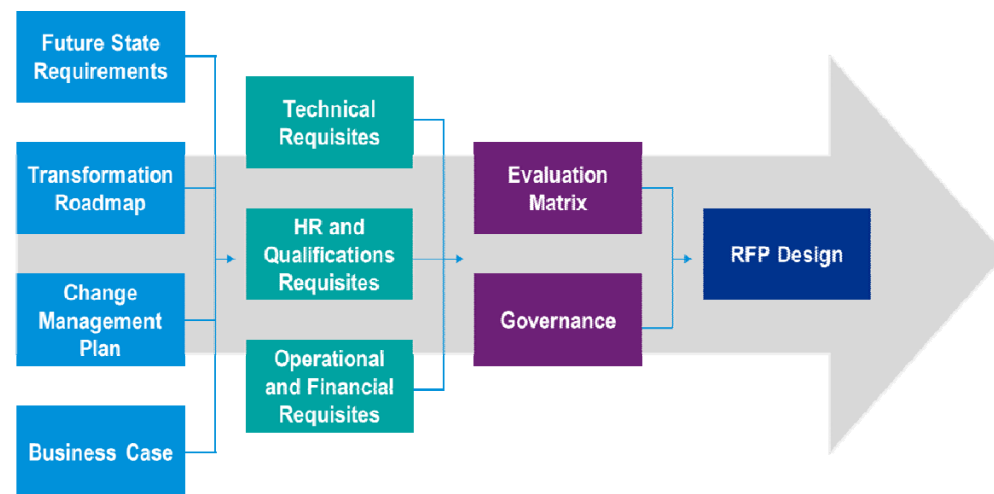
Credentials

- Top industries served:
- Health Systems, Manufacturing, Retail, Sate and Local Government, Distribution, Police and Corrections, Higher Education
- Representative Canadian Customers:
 - Staples
 - Vancouver Airport Authority
 - University of Toronto
 - Canadian Federal Government



Vendor Selection Approach

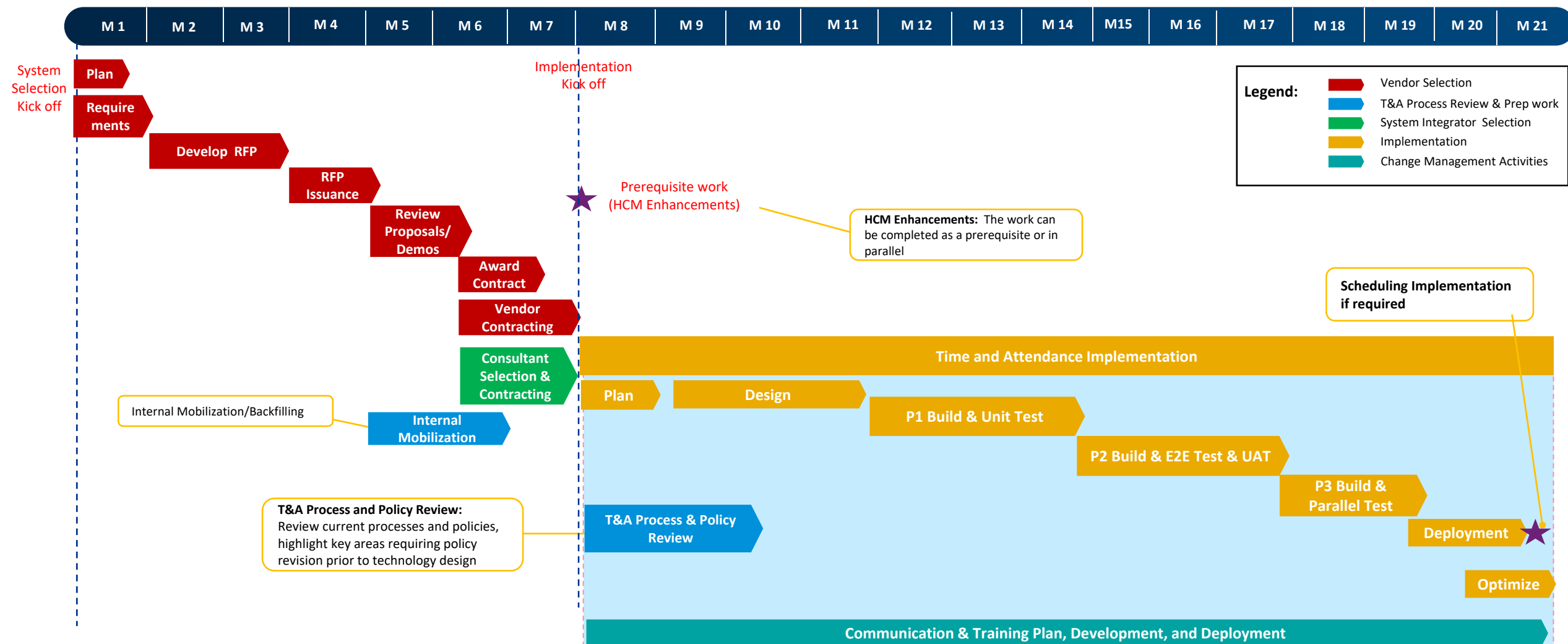
We appreciate that vendor selection is a key activity when evaluating Option 2. The Request for Proposal (RFP) process the first step in framing future transformation requirements. The key is to take and convert all future state requirements, transformational roadmap, change plan and the expected outcomes into a set of requisites (i.e. functional/technical) that will further evolve into an RFP, governed by specific evaluation criteria that will help the City of Greater Sudbury analyze the best contenders in a structured way. Our recommended approach to developing RFPs is based on clear framework that provides guidelines that enforce the alignment to the desired outcome and requisites.



The development of a RFP can be complex and should include the following principles:

- 1. Straightforward approach:** The approach to RFP development should be purposely simple so as not to distract from the complexity of the requirements definition work to be undertaken.
- 2. Built on requirements:** With a high level of complexity and different levels of IT sophistication and readiness for change, technical, financial and legal requirements our team will require immense engagement from the respective stakeholders to align the scope and methodology of the RFP.
- 3. Art and science:** Writing an RFP is a bit of art and science to get the right proposal responses from the vendor community and we will bring our lived perspective this matter, through our HRT, Change and IT advisory teams, to strike the right balance of specificity in requirements but also flexibility that can allow the vendors to show where they are best in class.

Option B: RFP for Time & Attendance



Resourcing Estimates

The below resourcing model represents the appropriate client and external consultant roles and effort required to deliver Option B. A more detailed breakdown has been attached to the appendix.

Phase	RFP Process							Plan	Design			CRP1 & Unit Test			CRP2 & E2E Test			CRP3 / Parallel		Deploy	Post
Duration (Month)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Client Roles	Effort Estimates																				
Project Executive	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Project Manager	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
HCM Technology SME	25%	25%	25%		50%	50%		50%	50%	50%	50%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Time & Attendance Lead	50%	50%	50%	25%	50%	50%	25%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Payroll SME	25%	25%	25%		50%	50%	50%	50%	50%	50%	50%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Change Management SME					50%	50%		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Procurement	50%	50%	50%	50%	50%	50%	50%														
Senior Application Analyst	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Database/System Admins					50%	50%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
External Consultant Roles	Effort Estimates																				
Engagement Manager								50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
RFP Lead Developer	50%	50%	50%	50%	50%	50%	50%														
Integration Lead								50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Integration Developer								100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Time & Attendance Lead								50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Support	50%	100%	100%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Change Management SME								50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%

Assumptions:

- Month 5 and 6 will be dedicated to “internal mobilization”, backfilling current roles
- Client Change Management SME will be developing documentation and training materials and execution
- External Support role will be a shared resources across various streams such as functional, project management, RFP process and change management
- HCM Tech SME and Payroll SME will be involved in upfront design discussions and during testing to assist in test case scenarios and priority defects
- External Change Management SME will be in an advisory capacity only during strategy/design sessions.



© 2019 KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative (“KPMG International”), a Swiss entity. All rights reserved. The KPMG name and logo are registered trademarks or trademarks of KPMG International.

Costing Estimates

The below resourcing model represents the appropriate client and external consultant roles and effort required to deliver Option B:

Costing Element (One-time)	Estimates*			Notes
	High	Medium	Low	
Internal Project Resourcing	\$1,101,729	\$1,001,572	\$901,415	<ul style="list-style-type: none"> Based on rates provided by the City of Greater Sudbury which include fringe benefits and the utilization estimates.
External Project Resourcing	\$2,137,124	\$1,942,840	\$1,748,556	<ul style="list-style-type: none"> Extended timeline and resourcing Additional integration development cost
Total	\$3,238,853	\$2,944,412	\$2,649,971	

Costing Element (On-going)	Estimates			Notes
	High	Medium	Low	
On-Going HR Technology (i.e. Licensing and Support)	\$175,000	\$150,000	\$100,000	<ul style="list-style-type: none"> Estimated employee count of 2,500 Cost per employee \$70 (high), \$60 (med) and \$40 (low)
Total	\$175,000	\$150,000	\$100,000	
Grand Total	\$3,413,853	\$3,094,412	\$2,749,971	

* +/- 10% contingency used to estimate both high and low estimates from the mid-point..



© 2019 KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved. The KPMG name and logo are registered trademarks or trademarks of KPMG International.

Evaluation Results for Option B

		Workforce	Kronos	
#1	Cost & Time to Implement	Score	Score	Justification
1a	Technology Fees	2/8	1/8	<ul style="list-style-type: none"> There will be an impact as any net new cloud technology would require an investment Kronos Dimension would replace Workforce Central EMS Pioneer Manor Estimated cost of \$100,000 – \$170,000 per year to license either Kronos or Workforce Software. Market data suggests that Workforce Software will be a more cost effective option between the two.
1b	Duration	2/4	2/4	<ul style="list-style-type: none"> The RFP process will increase the duration of the timeline by approximately 5 months. Time dedicated to configuration will be less as Workforce Software and Kronos offer more delivered functionality with Time and Labor
1c	Implementation Fees	2/4	2/4	<ul style="list-style-type: none"> An additional estimated 5 months effort will impact the overall implementation fees compared to Option A. Higher implementation cost required to develop net new integrations
Total Score		6/16	5/16	
#2	Integration with Existing Architecture	Score	Score	Justification
2a	Integration	6/10	6/10	<ul style="list-style-type: none"> Prior project qualifications confirms that Kronos and Workforce Software have been integrated with Workday, ADP, Oracle, SAP, and other best of breed ERP solutions. Workforce Software: 100 APIs 35 file, ability to integrate with 100 leading HR payroll and business systems. Integrate with major project tracking systems for lookup lists.
2b	Maintenance	8/10	8/10	<ul style="list-style-type: none"> Cloud software provide frequent enhancements and new features Training and strategic rollout development opposed to applying patches
Total Score		14/20	14/20	

Evaluation Results for Option B

		Workforce	Kronos	
#3	Organizational Risk	Score	Score	Justification
3a	Internal Capabilities and Capacity	1/6	2/6	<ul style="list-style-type: none"> Internal Workforce Software capability is limited as the application is not being used. Hiring for the skill and capability will need to be considered (if selected). Kronos knowledge and capability exist within some departments and can be leveraged for knowledge transfer.
3b	Vendor Viability	4/4	4/4	<ul style="list-style-type: none"> Kronos and Workforce Software are considered best of breed as outlined in the company overview sections with investments being made in enhancing functionality. Workforce Software: clients include complex scheduling organizations such as City of Windsor, CAE, and the Canadian automobile association (CAA) Kronos Dimension: platform partnership with Google Kronos quadrant leader for Time and Attendance, long track record of successful implementations
3c	Change Impact	3/8	4/8	<ul style="list-style-type: none"> Organizational transformation impacting IT, HR, and workers No internal capability on Workforce, minimal Kronos capabilities Both solutions offer an advanced user experience that will help mitigate change impact on Managers and employees
Total Score		8/18	10/18	



Evaluation Results for Option B

		Workforce	Kronos	
#4	Requirements Fulfilling	Score	Score	Notes
4a	Activity Tracking	7/10	7/10	<ul style="list-style-type: none"> All time entry software have ability to track time against projects All time entry software provide standard and custom report capabilities No discernable requirement gaps in the three technologies evaluated
4b	Time and Attendance	3/4	3/4	<ul style="list-style-type: none"> Both system time rules/calculations can deal with 24/7 employees and complex union requirements Workforce Software offers a specific field worker time module; IVR for call in time entry Kronos uses AI and analytics to predict future exceptions
4c	Scheduling	2/2	2/2	<ul style="list-style-type: none"> Kronos: using AI and analytics for scheduling employees Workforce Software has the ability to test millions of schedule combinations in one click Both vendors have a track record of customers with complex scheduling requirements
Total Score		12/16	12/16	
#5	User Experience	Score	Score	Notes
5a	Usability/Ease of Use	8/10	8/10	<ul style="list-style-type: none"> Workforce Software offers solutions that improve usability such as clock punches being visible to managers displayed in application, manager & HR notifications about warning thresholds, granular labor reports, etc. Kronos Dimension offers chat bots time and approval and has taken the time clock design and power to the next level providing a super-responsive touch screen and intuitive, consumer-grade experience. Both offer automated approval of high volume tasks approval of time
5b	Mobile	5/6	5/6	<ul style="list-style-type: none"> Strong mobile functionality by taking advantage of HTML 5 screens rendering perfectly on tablet laptop or mobile Mobile solutions developed and enhanced in parallel with desktop solutions
Total Score		13/16	13/16	



Evaluation Results for Option B

		Workforce	Kronos	
#6	Support Model/Implementation Capabilities	Score	Score	Notes
6a	Customer Service and Support	6/8	4/8	<ul style="list-style-type: none"> • Workforce Software offers Managed service offering and 24/7 support • Kronos Dimensions offers typical support packages. • Current state assessment outcomes indicated that the City of Greater Sudbury has not had a positive experience with Kronos support.
6b	Implementation Methodology & Approach	5/6	4/6	<ul style="list-style-type: none"> • Kronos Dimensions offer the “Kronos Paragon” modern implementation approach which takes into account various lessons learned from previous clients and accelerators such as automated testing datasets, project governance and system documentation. • Workforce Software has a partnership with system implementers and developing a pool of talent • Workforce Software has established newer partnerships with Oracle, Workday and SAP in the market • Kronos quadrant leader for Time and Attendance, long track record of successful implementations • Current state assessment outcomes indicated that the City of Greater Sudbury did not have a positive experience with Kronos support during prior implementation
Total Score		11/18	8/18	

Options B Evaluation Results

Below are the results of the evaluation activity rolled up into the 6 categories

			Option 2: RFP for T&A	
#	Criteria	Weight	Workforce	Kronos
1	Cost & Time to Implement	16%	6	5
2	Integration with Existing Architecture	20%	14	14
3	Organizational Risk	18%	8	10
4	Requirements Fulfilling	16%	12	12
5	User Experience	16%	13	13
6	Support Model/Implementation Capabilities	14%	11	8
Vendor Score			64/100	62/100

Justification Summary

- More expensive alternative due to extended timeline and higher integration cost
- Longer time to value for urgent activity tracking needs
- Requires IT resources to develop new technical capabilities
- Solutions offer modern and future based solutions, such as Chat Bots, AI, dashboards, etc.
- Platforms designed specifically for cloud self service, and mobile entry, all screens on all platforms look the same
- Kronos Dimension platform offers strong integration capability with Oracle. Workforce Software partnering with Oracle and SAP for the Time and Attendance-HCM integration offering
- Strong scheduling options using analytics, and AI to predict schedule patterns
- Both systems have the ability to track project and activity time





Future State Options Evaluation Results

Evaluation Results

Below are the results of the evaluation activity rolled up into the 6 categories for both options

#	Criteria	Weight	Option 1: Enhance PeopleSoft Time & Labor	Option 2: RFP for T&A	
				Workforce	Kronos
1	Cost & Time to Implement	16%	14	6	5
2	Integration with Existing Architecture	20%	17	14	14
3	Organizational Risk	18%	11	8	10
4	Requirements Fulfilling	16%	9	12	12
5	User Experience	16%	8	13	13
6	Support Model/Implementation Capabilities	14%	11	11	8
Total Score			70	64	62

Top 2 Categories:

- 1. Integration with Existing Architecture
- 2. Cost & Time to Implement

Lowest Scored Category: User Experience



Qualitative Analysis

Below are the qualitative considerations of our future state options

Qualitative Analysis

- Within the scope of the broader service review of service review and activity tracking both options provide the basic ability to track time against activity
- In terms of reporting, both options provide report capabilities necessary for providing decisions makers with key metrics
- Option A enhancing PeopleSoft is quicker, and more cost effective route to achieving the objective of activity tracking
- Option B RFP for new time attendance provides greater functionality in addressing other pain points such as scheduling 24hr workers, enhanced user experience, better collection of time
- Reviewing the Requirements lists all must have items are related to activity tracking, any other enhancement or improvements are listed as could have
- Enabling self-service enforces compliance through a validation; activity tracking could still be enforced through paper methods
- What are the costs of the current dual entry? Metric: Employees keying time, then entered by timekeeper
- What are the costs associated with incorrect timekeeper entry? How many additional runs processed? Metric: How much time is spent on corrections?
- How much time is a front line manager spending scheduling and tracking workers? Metric: What percentage of managers time spent on administration activities?
- Reviewing the actual costs of time entry may change the actual weighting of our current requirements, and enhance the position of Option B



Final Recommendations

Recommendation

Our recommendation is **Option A - Enhancing PeopleSoft Time & Labor** based on our assessment and findings as outlined below:

- A quicker, and more cost effective route to achieving the objective of activity tracking
- Strong internal knowledge and capability on PeopleSoft platform
- Meets key requirements identified during the current state assessment
- Kronos should remain in place for complex scheduling requirements for EMS and Pioneer Manor

Key Consideration:

- The Time and Activity market scan identified various viable solutions with stronger user interface, mobile capabilities and improved employee/manager experience. While these alternatives were not selected for this review due to higher cost and duration; at the time the City of Greater Sudbury is ready to complete a broader HR ERP assessment; more modern cloud based solutions should be considered.





Appendices



Role Definitions

Roles and Responsibilities

Client Roles	Responsibilities	Staffing Considerations
Project Executive	<ul style="list-style-type: none"> – Serve as champion of the project, demonstrating support for the project to the organization – Set overall strategic direction and objectives for the project – Ensure key project decisions adhere to strategic direction and objectives – Ensure project has sufficient skilled resources 	<ul style="list-style-type: none"> – Senior leader(s) in HR and IT
Project Manager	<ul style="list-style-type: none"> – Manages the project to scope, timeline and budget – Provides executive leadership to the team and supports escalations and issue resolution – Performs risk assessment, identifies prevention strategies/owners and maintains risk log Tracks and maintains issues and key decisions – Facilitates key project meetings (e.g., kickoff) 	<ul style="list-style-type: none"> – Proven senior project manager with extensive experience managing large scale transformation projects – Working knowledge of functional and technical concepts to navigate cross-work stream dependencies – Strong communication skills
HCM SME/ HCM Technology SME	<ul style="list-style-type: none"> – Provides functional knowledge and expertise on local requirements such as HCM business processes, data, jobs, organization, absences management and legal/statutory requirements – Participates in design sessions if required – Supports the development of test scenarios for functionality in their scope 	<ul style="list-style-type: none"> – Deep expertise and knowledge of local functional requirements – Often times participates on a limited or part time basis during certain phases of work
Time & Labor Lead/ Time & Attendance Lead	<ul style="list-style-type: none"> – Accountable for the design completeness of time tracking functional area – Participates in design workshops to shared system capabilities and the configuration options – Responsible for providing timely and accurate input during discovery period 	<ul style="list-style-type: none"> – Deep expertise in time tracking – Strong understanding of functional requirements



Roles and Responsibilities

Client Roles	Responsibilities	Staffing Considerations
Payroll SME	<ul style="list-style-type: none"> Provides functional knowledge and expertise on local Payroll requirements Participates in design sessions if required Participates in the development of test scenarios for functionality in their scope 	<ul style="list-style-type: none"> Deep expertise and knowledge of local Payroll requirements Often times participates on a limited or part time basis during certain phases of work
Change Management SME	<ul style="list-style-type: none"> Support the design, development, delivery and management of communications. Conduct impact analyses, assess change readiness and identify key stakeholders Provide input, document requirements and support the design and delivery of training programs. <p>Skills and Qualifications:</p> <ul style="list-style-type: none"> Experience and knowledge of change management principles, methodologies and tools Strong communication skills, both written and verbal; strong active listening skills Ability to clearly articulate messages to a variety of audiences Ability to establish and maintain strong relationships Ability to influence others and move toward a common vision or goal Flexible and adaptable; able to work in ambiguous situations Acute business acumen and understanding of organizational issues and challenges Experience with large-scale organizational change efforts Change management certification or designation desired 	<ul style="list-style-type: none"> Working knowledge of functional and technical concepts to navigate cross-work stream dependencies Strong communication skills Experience managing change management activities in relations to large transformations



Roles and Responsibilities

Client Roles	Responsibilities	Staffing Considerations
Procurement	<ul style="list-style-type: none"> – Drive the RFP process and provide expertise in organizational expectations and behaviours 	<ul style="list-style-type: none"> – Resource with a strong understanding of City of Greater Sudbury’s standard operating procedures for procurement
Senior Application Analyst	<ul style="list-style-type: none"> – Provides architecture, engineering services and technical support for all technologies – Assists in defining high level migration plans to move from current to future states, detect critical deficiencies and advanced solutions and when needed 	<ul style="list-style-type: none"> – Deep expertise and knowledge of all technologies – Deep expertise and knowledge of local functional requirements
Database Administrators/System Admins	<ul style="list-style-type: none"> – Provide an understanding of impact of changes on the current configuration of time rules – Knowledge transfer 	<ul style="list-style-type: none"> – Deep expertise in time tracking – Strong understanding of functional requirements



Roles and Responsibilities

External Consultant Roles	Responsibilities	Staffing Considerations
Engagement Manager	<ul style="list-style-type: none"> Provides input and approval to key strategic deliverables including the deployment strategy, project charter, target operating model, and process design documents. Participate in key workshops and steering committee meetings Oversee deployment activities and approve the overall deployment and cutover strategy 	<ul style="list-style-type: none"> Experience on past PeopleSoft and/or time and attendance technology implementations Proven senior project manager with extensive experience managing large scale transformation projects
Time & Labor Lead /Time & Attendance Lead	<ul style="list-style-type: none"> Accountable for the design and configuration of time tracking functional area Participates in design workshops to shared system capabilities and the configuration options Responsible for providing timely and accurate input during discovery period 	<ul style="list-style-type: none"> Deep expertise in time tracking bring lessons learned from previous projects Strong understanding of functional requirements
Change Management SME	<ul style="list-style-type: none"> Provides leading practice materials, approach and design to change management, communications and training plans Provide support and council to client Change Management resource Oversees development of change management materials 	<ul style="list-style-type: none"> Experience delivering change for ERP implementations Strong communication skills
Integration Developer	<ul style="list-style-type: none"> Accountable for overall technical architecture and integration of the system (hardware, database, network) within the organization including design, testing, implementation and support Signs off on integration scope, design, build, and readiness to go-live 	<ul style="list-style-type: none"> Project manager in IT responsible for managing HR and payroll interfaces Understands functional context and business case for each interface
Integrations Lead	<ul style="list-style-type: none"> Responsible to document requirements, develop and unit test integrations to systems (internal or external) Responsible to provide regular updates on integration design and development (including issues, risks) to Integrations Lead Adheres to the work stream knowledge management and documentation standards 	<ul style="list-style-type: none"> Strong development background in PeopleSoft Near/offshore model to be considered



Roles and Responsibilities

External Consultant Roles	Responsibilities	Staffing Considerations
RFP Lead Developer	<ul style="list-style-type: none">– Coordinates and assists with gathering and reviewing on-going service needs, reviews needs against existing service capacity and identifies new services or program modifications needed– Recruits and orients prospective service providers through the Request for Proposal (RFP)	<ul style="list-style-type: none">– Experience with end-to-end RFP cycles, preferably technology related.
Support	<ul style="list-style-type: none">– Supports activities through all phases of the implementation, specifically with the creation of preliminary deliverables, workshops materials, requirements gathering, etc.– Helps support design and planning sessions– Support the RFP process for Option B– Develops/reviews change management materials, including communications and training materials	<ul style="list-style-type: none">– Junior Analyst/Analyst Role





Evaluation Criteria, Scoring and Definitions

1. Cost & Time to Implement

During our November 19, 2019 workshop, participants agreed on 6 macro evaluation criteria and weighted score. The project team reviewed sub-criteria for each macro evaluation criteria to ensure we have a comprehensive listing and scoring breakdown.

#1	Evaluation Criteria	Score	Definition
1a	Technology Fees	8	➤ Initial and on-going investments related to technology/applications and on-going costs post deployment
1b	Duration	4	➤ The time investment required to deploy the technology/applications.
1c	Implementation Fees	4	➤ Internal and External resourcing costs to implement.
Total Score		16	

2. Integration with Existing Architecture

During our November 19, 2019 workshop, participants agreed on 6 macro evaluation criteria and weighted score. The project team reviewed sub-criteria for each macro evaluation criteria to ensure we have a comprehensive listing and scoring breakdown.

#2	Evaluation Criteria	Score	Definition
2a	Integration	10	➤ How easily can the system integrate with the current architecture.
2b	Maintenance	10	➤ How difficult is it to install, maintain and apply patches and fixes to the application.
Total Score		20	



3. Organizational Risk

During our November 19, 2019 workshop, participants agreed on 6 macro evaluation criteria and weighted score. The project team reviewed sub-criteria for each macro evaluation criteria to ensure we have a comprehensive listing and scoring breakdown.

#	Evaluation Criteria	Score	Definition
3a	Internal Capabilities and Capacity	6	➤ Level of knowledge within the organization to support the application independently
3b	Vendor Viability	4	➤ Assessment of vendors product, corporate and marketplace direction
3c	Change Impact	8	➤ Organizational perceptions of introducing new technology and impact to current business processes/way of work
Total Score		18	



4. Requirements Fulfilling

During our November 19, 2019 workshop, participants agreed on 6 macro evaluation criteria and weighted score. The project team reviewed sub-criteria for each macro evaluation criteria to ensure we have a comprehensive listing and scoring breakdown.

#	Evaluation Criteria	Score	Definition
4a	Activity Tracking	10	➤ How does the system meet the activity tracking requirements of the business
4b	Time & Attendance	4	➤ How does the system meet the time and attendance requirements of the business
4c	Scheduling	2	➤ How does the system meet the scheduling requirements of the business
Total Score		16	



5. User Experience

During our November 19, 2019 workshop, participants agreed on 6 macro evaluation criteria and weighted score. The project team reviewed sub-criteria for each macro evaluation criteria to ensure we have a comprehensive listing and scoring breakdown.

#	Evaluation Criteria	Score	Definition
5a	Usability/Ease of Use	10	➤ End users are able to easy get to pages, system word/phrases allow end users to find what they need with minimal mouse clicks
5b	Mobile	6	➤ Enabled mobile capability
Total Score		16	



6. Support Model/Implementation Capabilities

During our November 19, 2019 workshop, participants agreed on 6 macro evaluation criteria and weighted score. The project team reviewed sub-criteria for each macro evaluation criteria to ensure we have a comprehensive listing and scoring breakdown.

#	Evaluation Criteria	Score	Definition
6a	Customer Experience and Support	8	➤ Software providers ability to provide professional service, account representation and support, Quality of service, SLA's, responsiveness of support team
6b	Implementation Methodology & Approach	6	➤ Proven methodology and approach to implementing their solution in the marketplace successfully. Experience implementing their solution in the marketplace successfully
Total Score		14	





Pricing Details

Pricing Details – Option A

The below outlines the rate, hours and fees for both Client and External Consultant role estimates.

Role	Role Type	Rate	Hours	Fees
Project Executive	Client Roles	162.5	222	\$ 36,075
Program Manager	Client Roles	78	1101	\$ 85,878
HCM SME	Client Roles	58.5	746	\$ 43,641
Change Management SME	Client Roles	78	2202	\$ 171,756
Procurement	Client Roles	65	162	\$ 10,530
Time & Labor Lead	Client Roles	52	2123	\$ 110,396
Payroll SME	Client Roles	65	709	\$ 46,085
Database Administrator	Client Roles	84.5	2510	\$ 212,095
Senior Application Analyst	Client Roles	84.5	1255	\$ 106,048
Engagement Manager	External Consultant Roles	240	1101	\$ 264,240
Time & Labor Lead	External Consultant Roles	240	2123	\$ 509,520
Support	External Consultant Roles	160	1101	\$ 176,160
Change Management SME	External Consultant Roles	240	829	\$ 198,960



Pricing Details – Option B

The below outlines the rate, hours and fees for both Client and External Consultant role estimates.

Role	Role Type	Rate	Hours	Fees
Project Executive	Client Role	162.5	317	\$ 51,513
Program Manager	Client Role	78	1571	\$ 122,538
HCM Technology SME	Client Role	58.5	1016	\$ 59,436
Change Management SME	Client Role	78	2356	\$ 183,768
Procurement	Client Role	65	549	\$ 35,685
Time & Attendance Lead	Client Role	52	2590	\$ 134,680
Payroll SME	Client Role	65	1058	\$ 68,770
Database/Systems Admin	Client Role	84.5	2435	\$ 205,758
Senior Application Analyst	Client Role	84.5	1650	\$ 139,425
Engagement Manager	External Consultant Role	240	1101	\$ 264,240
RFP Lead Developer	External Consultant Role	240	549	\$ 131,760
Time & Attendance Lead	External Consultant Role	240	2123	\$ 509,520
Support	External Consultant Role	160	1804	\$ 288,640
Change Management Lead	External Consultant Role	240	1101	\$ 264,240
Integration Lead	External Consultant Role	240	1101	\$ 264,240
Integration Developer	External Consultant Role	100	2202	\$ 220,200





kpmg.ca



© 2019 KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved. The KPMG name and logo are registered trademarks or trademarks of KPMG International.

Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

Request for Decision

Property Standards and Clearing of Yards - By-law Review

Presented To:	City Council
Presented:	Tuesday, Mar 24, 2020
Report Date	Wednesday, Mar 11, 2020
Type:	Referred & Deferred Matters

Resolution

THAT the City of Greater Sudbury directs staff to prepare a by-law to amend the User Fee By-law 2020-26, the Property Standards By-law 2011-277, By-law 2018-121, By-law 2009-101, By-law 2011-277 and all other applicable By-laws to implement the recommended changes as outlined in the report entitled "Property Standards and Clearing of Yards - By-law Review", from the General Manager of Corporate Services, presented at the City Council meeting on March 10, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan to Strengthen Community Vibrancy as it relates to the review of other corporate policies to ensure they are appropriately aligned with the strategic objective.

Report Summary

On Tuesday, July 9, 2019, Council directed staff to prepare a report to address property standards improvement as it relates to the Clearing of Yards and Property Standards By-law. This report will inform Council with respect to legislative authorities and process for the enforcement of Clearing of Yards and Property Standards matters in the City of Greater Sudbury. The report informs Council of municipal best practice standard comparisons and recommends improved standards and processes for both By-laws.

Financial Implications

This report recommends an amendment to the User Fee By-law 2020-26, Schedule CS-7 and all other

Signed By

Report Prepared By

Brendan Adair
Manager of Corporate Security and
By-law
Digitally Signed Mar 11, 20

Manager Review

Brendan Adair
Manager of Corporate Security and
By-law
Digitally Signed Mar 11, 20

Division Review

Brendan Adair
Manager of Corporate Security and
By-law
Digitally Signed Mar 11, 20

Financial Implications

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed Mar 11, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Mar 11, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Mar 11, 20

applicable By-laws to reflect a new fee of \$150 applied to any non-compliance Order/Notice that requires third-party remedial action or is issued to repeat offenders for the same By-law.

Using average case volume, staff will increase revenue to \$7,050 annually. This will be an increase of approximately 58% for the average annual revenue collected in the last three (3) calendar years.

PURPOSE

This report provides Council with information regarding the City of Greater Sudbury's enforcement model for Clearing of Yards and Property Standards matters. It provides an overview of the resources required to support the annual volume of complaints and provides a cost estimate for the continuation of this service level.

EXECUTIVE SUMMARY

On Tuesday, July 09, 2019, Council directed staff to prepare a report to address property standards improvement as it relates to the Clearing of Yards and Property Standards By-law. As presented by Councillor Landry-Altmann and carried by Council, the motion read as follows:

WHEREAS By-law 2009-101 being a by-law to Require the Clearing of Yards and Certain Vacant Lots, as well as By-law 2011-277 being a by-law to Prescribe Standards for the Maintenance and Occupancy of All Property have not been extensively reviewed since their creation;

AND WHEREAS the standards prescribed in those by-laws are minimum standards which could be raised to improve the quality of life and place and enhance the health and safety of all residents;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to undertake a review of the standards prescribed by By-laws 2009-101 and 2011-277 as amended, conduct comparisons with other municipalities, and present a report to Council in the 4th quarter of 2019 with recommendations to improve standards in both by-laws for Council's consideration.

This report will inform Council with respect to legislative authorities and process for the enforcement of Clearing of Yards and Property Standards matters in the City of Greater Sudbury. This report will also inform Council of municipal best practice standard comparisons and recommends improved standards and process for both By-laws as follows:

- Increasing fees for non-compliance
- Increasing the ratio of proactive measures (blitzes and educational campaigns) to complaints

- Providing a mechanism for immediate remedial work to be completed under Property Standards to ensure the safety and security of residents
- Creating a short form wording (offences) and associated set fines for Property Standards matters
- Granting authority to Building Inspectors (in addition to By-Law Enforcement Officers) to inspect and address property standards complaints
- Making regular routine amendments to both By-laws

BACKGROUND

Through direction of Council 2011-397, the City of Greater Sudbury reviewed the Property Standards By-law in 2011. As presented to Council in November 2011, this review identified opportunities for improvement within the current *Maintenance and Occupancy Standards Bylaw #2009-100*. Staff recommended a model Property Standards By-law as supported by the Ontario Association of Property Standards Officers (OAPSO), which was passed on December 14, 2011.

In 2012, a motion was passed and carried by Council to direct staff to review the Clearing of Yards By-Law for "fast tracking of minor issues". Through this process, an amendment was made to the Clearing of Yards By-law to enhance enforcement by removing the appeal period for repeat offenders. Further, in 2013, additional seasonal resources were added to the department to increase education and enforcement.

ANALYSIS- CLEARING OF YARDS

Legislative Powers of the Municipality

The City of Greater Sudbury derives authority for the enactment and enforcement of the Clearing of Yards By-law from the Ontario *Municipal Act, 2001*, S.O. 2001, c. 25. Section 127 provides the municipality with specific powers related to refuse and debris. Specifically, a local municipality may require resident to keep land "clean and clear" and specify how that is to be done.

Section 425 of the Municipal Act confirms that a “municipality may pass by-laws providing that a person who contravenes a by-law of the municipality passed under this Act is guilty of an offence.” Section 429 of the Municipal Act confirms that a “municipality may establish a system of fines for offences under a by-law of the municipality.”

Where there is a violation of a by-law, section 444 through to 446 of the Municipal Act provides authority to the Municipality to order a person to discontinue activity or to do work to correct the contravention at the violator’s expense.

Further, the Ontario Building Code Act, at Section 15.1, confirms that a Council of a municipality may pass a by-law to require specific standards for property and structures. Section 15.2 provides authority to an officer to enter upon any property without warrant for the purpose of inspection to determine whether a property conforms to standards listed in the by-law or whether there is compliance with a previously issued order.

Section 2 of the Act requires a municipality to appoint a Chief Building Official and such inspectors for the enforcement of the Act. It further appoints specific Building Services staff as “Building Inspectors” pursuant to the *Building Code Act, 1992, S.O. 1992, c.23*. By-law 2018-121 being A By-law of the City of Greater Sudbury Respecting the Appointment of Officers of the City of Greater Sudbury.

Section 19.8 of the City of Greater Sudbury Official Plan confirms that it “*will be the policy of the City to ensure that all property is maintained free of rubbish, and in such a manner as to pose no danger to health and safety, and that all structures are maintained in a state of good repair. The City will use whatever means are within its jurisdiction, including the enforcement of the Property Standards and Clearing of Yards and Vacant Lots By-laws, to ensure the good maintenance of property.*”

By-law 2018-121 being A By-law of the City of Greater Sudbury Respecting the Appointment of Officers of the City of Greater Sudbury appoints authority to identified officers as “Municipal By-Law Enforcement Officers” for the enforcement of all municipal by-laws (and the Dog Owners’ Liability Act, R.S.O. 1990).

Clearing of Yards - Service Level

Enforcement and education are initiated on the basis of complaints. In receipt of a complaint through the Active Complaint Resolution (ACR) system, an Officer will attend the subject property to complete an inspection. Taking specific details of the complaint into account, the Officer will document issues on the property with notes and photos. While on site, Officers will attempt to speak to the resident to inform them of the violation and work toward a resolution.

The term “enforcement” addresses a variety of actions on the part of a Municipal Law Enforcement Officer while working toward compliance of any complaint. Dependent on factors that include scope and urgency for the complaint or any past offences, the response of an Officer will range from the provision of education to a resident, to requesting compliance verbally or through the issuance of a formal Notice. A Notice issued within the Clearing of Yards By-law requires an Officer to set out the particulars of the contravention, the location of the contravention, the work to be done to bring the property into compliance and the date by which work must be completed. The Officer shall also provide information regarding appeal provisions.

Finally, matters can be addressed by prosecution efforts, using authorities under the Municipal Act or Provincial Offences Act. Prosecution efforts range from the issuance of Part I Offence notices to enforcement of Notices by way of third-party work being completed with fees being transferred onto the property owner’s taxes. In the event that an Officer determines through inspection that the condition of a property constitutes a hazard to members of the public, immediate work can be done to correct the issue, with fees recovered through an invoice or collection from the property owner at the time of regular taxation billing.

Currently, there are forty (40) separate offences for violations under the Clearing of Yards By-law. In receipt of evidence that confirms a violation, an Officer can issue a Part I Offence notice (ticket) with financial penalty ranging between \$150 and \$300 per offence.

For yard clearing matters, compliance is typically defined by an improvement in the overall condition of the property to align with conditions specified in the By-law. Although an offence notice may add a level of deterrence and provides a formal Provincial Court process of appeal with a set fine, it does not mandate or achieve the desired clean up. Whether stand alone or

coupled with an offence notice, non-compliance for Clearing of Yards matters often prompts the enforcement of a Notice through third-party remedial work, with fees/costs being billed or transferred on the taxes of a property. In each of the last three years, there was an annual average of forty seven (47) third-party clean ups completed, resulting in an annual average total of \$58,569 being transferred onto property taxes for collection (2017- 61 times \$71,473, 2018- 27 times- \$43,325 and 2019- 53 times \$60,909).

In the last two years, the City of Greater Sudbury has had an increase year over year in the overall total of By-law cases assigned to officers. Using the overall amount of cases in 2017 as a starting point (6,663 cases), there was an increase of 23% in 2018 (8,189 cases) and 19% increase in 2019 (9,715 cases). Comparing Clearing of Yards cases to the overall total, this volume represented approximately 9% of the overall cases in the last three years (2017- 11%, 2018- 8%, 2019- 8%).

Table 1 below confirms the total number of Clearing of Yards cases responded to by Officers in the last three years and the total number of days for completion. The time period for completion is factored in business days from the point the case is opened until it is closed. For the purposes of estimating service level cost, staff assume one hour of work multiplied by the total number of days for completion.

Specific case work in each matter varies but the estimate is provided to allow for initial tasks such as case assignment, travel to and from the property for inspection, inspection on site and administrative process for Notice issuance and/or contact with homeowner. From this point, depending on the desire for compliance on the part of a property owner, the estimated time for completion considers enforcement efforts such as follow up inspection at the property, third party remedial work coordination and escort and appeal through the court process.

Table 1

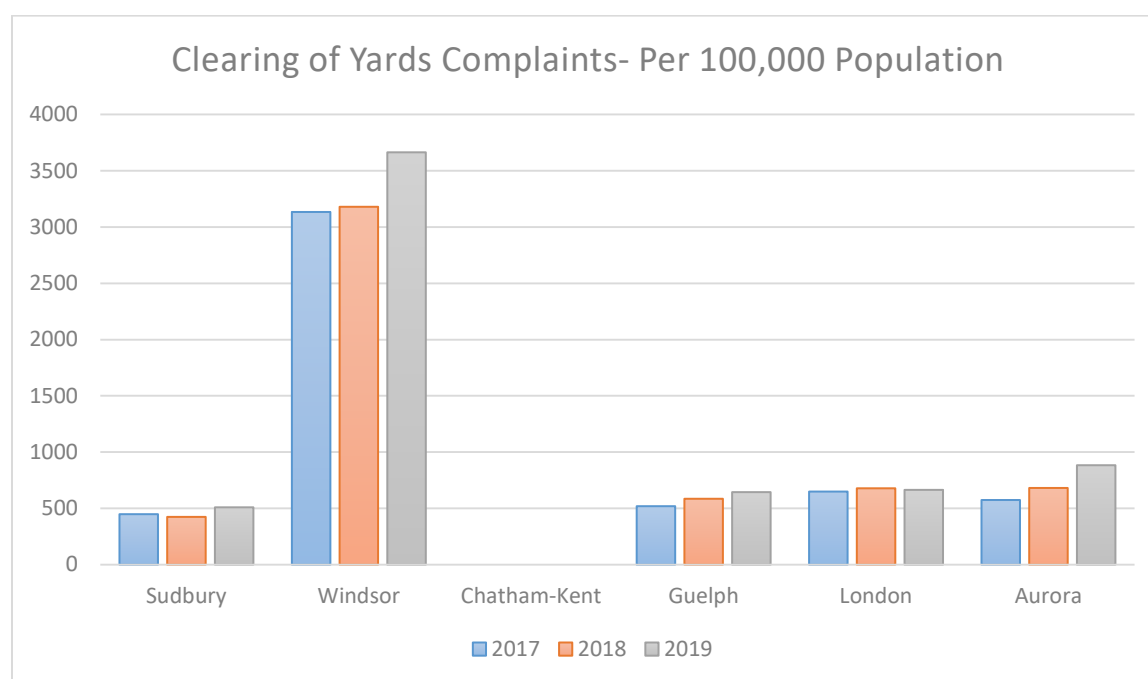
Clearing of Yards Complaints			
Year	# of Complaints	Number of Days for Completion	Estimated Service Level Cost
2017	719	6.9	\$185,148
2018	681	5.19	\$133,883
2019	817	6.43	\$202,358
* assuming 1hr per day for one (1) Officer x group/step 14/3 for the respective year			

Municipal Comparison

With differences noted in case volume (complaints per 100,000) and the application of administration fees, it's noted that municipal comparator by-laws are all very similar with respect to definitions, headings and content. The intent of each is to set minimum standards for the condition of a property as a means to support health and safety, protect from nuisance, and support the overall beautification and aesthetics of a community.

Referencing authorities through Provincial legislation, each by-law defines various roles and violations contained in the By-law and sets process and responsibility for both property owner and enforcement officer when violations are noted. In general, each By-law regulates conditions of a property for items such as grass (length), refuse, trees/shrubs/hedges, unlicensed/derelict motor vehicles, holes, pits and standing water. Where violations are noted, consistent with Municipal Act requirements, each By-law requires a Notice be issued while noting specific process and timelines for compliance. In the event of non-compliance, each lists process that includes third party clean up, guilt for an offence and the potential for user fees to be applied to property tax rolls. Using comparator By-laws, staff recommend slight amendments to wording in each By-law to reinforce the intent in areas such as dwelling heat, vacant derelict properties and standards for yards that impact the community.

Table 2



Within the City of Greater Sudbury User Fee By-law, Schedule CS-7 confirms the City of Greater Sudbury's ability to apply \$68 per hour for every By-Law Officer inspection applied to every inspection resulting in non-compliance of a Notice or Order that is in default. It allows for application to cover costs for Officer attendance when a Notice or Order is being remedied (third party work). For a variety of reasons, since the implementation of these fees, the application has been cumbersome for staff to effectively use; resulting in limited collection of user fees for cases of non-compliance. This has resulted in less than budgeted user fee revenue since the creation and implementation of the user fee process.

Through this review, as noted in table 3, staff have confirmed that the City of Greater Sudbury User Fee for non-compliance is between 38% and 68% less than municipal comparators. Further, the review has confirmed the existence of single fee/occasion fee structures as opposed to the per hour model that is currently in place within the City of Greater Sudbury. Considering best practice, staff recommend modifying the applicable By-laws to reflect a single fee that is applied to any Notice in default (non-compliance) and further applied to repeat offenders and properties that require third-party clean up. Using the hourly wage for a By-law Enforcement Officer (Group 14, Step 5) as a basis for the calculation, staff recommend an

increase in the fee to \$150 relative to costs associated with enforcement work and in the interest of placing priority on the appearance and health and safety of our community.

Comparator municipalities in the Municipal Benchmarking Network of Canada (MBNCan), perform more proactive enforcement efforts for yard maintenance complaints. For the last three comparison years, the City of Greater Sudbury is the sole participant in the forum that does not conduct proactive enforcement measures. For 2018, the number of proactive enforcement occurrences (like blitzes and education campaigns) as a percent of yard complaints for participating municipalities ranged from 4% to 20%. Considering most recent volume of complaints for the City of Greater Sudbury, staff recommend an annual increase to 3% in 2020 for proactive enforcement occurrences as a percent of yard complaints. Staff recommend aligning these enforcement/education blitzes with the communication of the tipping fee holiday schedule between May 11-16, 2020 and September 21-26, 2020 while ensuring that there is exposure to all 12 Wards within the community. This initiative will further include consultation and collaboration with Greater Sudbury Police Community Response Unit, Environmental Services and be communicated with support from the Communications and Community Engagement Division.

Table 3- Clearing of Yards Comparison

Clearing of Yards						
Municipality	Population (2016)	# of Complaints 2017	# of Complaints 2018	# of Complaints 2019	Number of Staff	Administration Fee
Sudbury	164,689	719	681	817	6 F/T 4 P/T	\$68- By-Law Officer Inspection (min 1 hour, and part thereof) applied to every inspection resulting in non-compliance of a Notice or Order that is in default (past the compliance date) and during officer attendance when a Notice or Order is being remedied

Windsor	217,188	6800	6900	7950	12 RFT	\$215 per hr. for contracted work (1hr min), \$215 for a repeat offender per order per calendar year
Chatham-Kent	101,647	Complaints are filed as property standards				
Guelph	131,794	686	774	852	2 F/T	\$150 Admin fee applied to all City cleanups completed
London	383,822	2495	2606	2552	17 F/T 1 P/T	\$110 inspection fee when compliance is not achieved upon re-inspection. Also contractor fee to clear property (minimum \$285) plus Admin fee of \$110 also applied to the invoice.
Aurora	55,445	316	375	486	4 F/T, 2 P/T, 1 Summer Student	No Charge for inspection at this time, unless we conduct remedial action. Then we bill the property owner for remediation costs plus administration fee.

Property Standards- Service Level

The response to Property Standards is also complaint based, with a response provided by a By-law Enforcement Officer. In addition to a process that mirrors what is listed above for all Clearing of Yards complaints, Officers often partner with representatives from Building Services, Fire Services and Public Health Sudbury & Districts. Each partner enforces similar legislation that supports the health and safety of residents and safety of structures and properties.

Unlike a Clearing of Yards complaint, the Property Standards By-law requires an Order be written for issues of non-compliance. Property Standards violations all fall under one category of “failing to comply with an Order” under the Building Control Act. Unlike the Clearing of Yards By-law the Property Standards By-law does not contain a provision to mandate emergency follow up to complaints. Staff recommend the creation of specific short form wording for property standards offenses and further confirming authority for an Officer to coordinate immediate remedial work for issues that pose immediate hazards.

Table 4 provides an estimate for the cost for enforcing property standard complaints. Comparing Property Standard cases to the overall total, this volume represented approximately 8% of the overall cases in the last three years (2017- 6%, 2018- 8%, 2019- 10%).

Table 4

Property Standards			
Year	# of Complaints	Number of Days for Completion	Estimated Service Level Cost
2017	444	10.1	\$167,358
2018	690	5.61	\$146,630
2019	979	6.55	\$247,008
* assuming 1hr per day for one (1) Officer x group/step 14/3 for the respective year			

Municipal Comparison

In many municipalities (e.g. Windsor), Building Inspectors are authorized to inspect and address property standards issues. Although there is collaboration between By-law and Building Services, there exists a requirement for By-law to inspect any issues that will result in enforcement under the Property Standards By-law. To better streamline the service provision and allow Building Inspectors the authority to address property concerns that are viewed when on site for other inspections, staff recommend adding enforcement abilities to City of Greater Sudbury Building Inspectors.

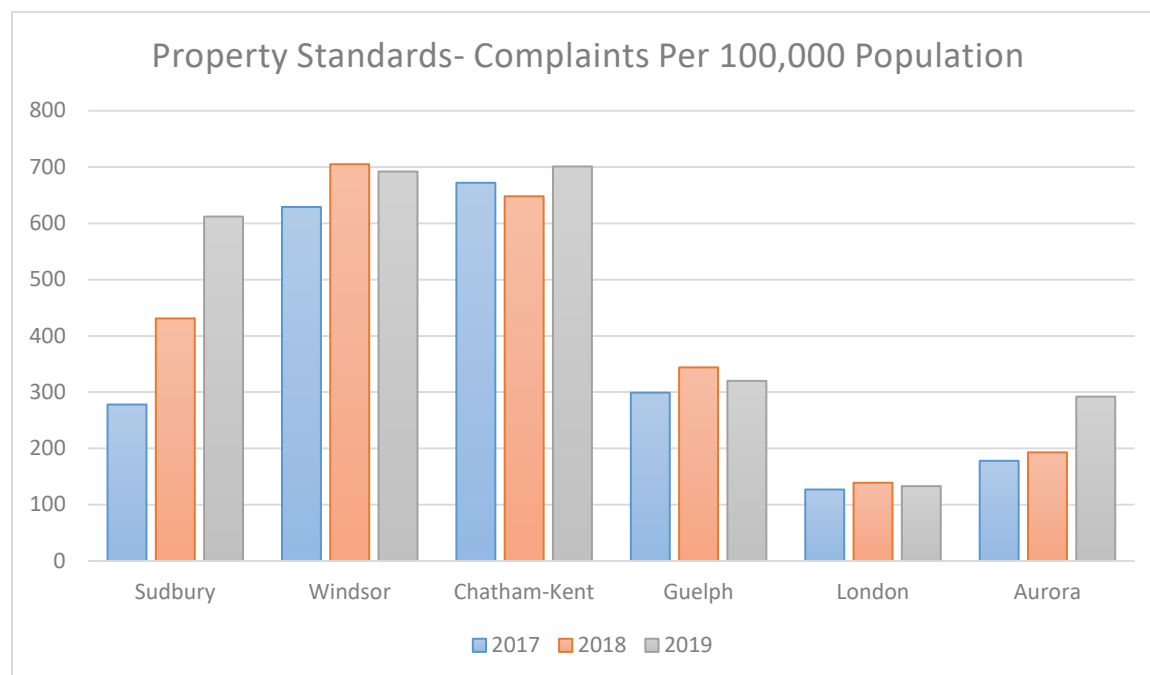
Table 5- Property Standards Comparison

Property Standards						
Municipality	Population (2016)	# of Complaints 2017	# of Complaints 2018	# of Complaints 2019	Number of Staff	Administration Fee
Sudbury	164,689	444	690	979	6 F/T 4 /T	\$68- By-Law Officer Inspection (min 1 hour, and part thereof) applied to every inspection resulting in non-compliance of a Notice or Order that is in default (past the compliance date) and during officer attendance when a Notice or Order is being remedied
Windsor	217,188	1362 (Building Condition)	1530 (Building Condition)	1502 (Building Condition)	7 F/T Officers & 1 Clerk	\$200.00 per Order to Repair @ issuance. \$71.00 at non-compliance inspection. \$293.00 to file charges.
Chatham-Kent	101,647	685	661	715	7 F/T Dual building/by-law inspectors	\$86 re-inspection fee, not currently enforced.
Guelph	131,794	394	454	422	2 F/T	Currently no fees
London	383,822	487	532	510	17F/T 1 P/T	\$110 inspection fee when compliance is not achieved upon re-inspection. PS Order is registered on title and a fee of \$125 is applied. Discharging the PS Order once compliance is achieved is an additional \$125.
Aurora	55,445	98	106	161	4 F/T	Remediation costs are re-covered plus administration fee. For problem properties, a re-

						inspection fee is applied once the order has matured and order has not been complied with.
--	--	--	--	--	--	--------------------------------------------------------------------------------------------

As above, comparator municipalities conduct more proactive blitzes and education compared to Greater Sudbury. For the last three comparison years, there is only one other municipality (Winnipeg) that has not provided proactive enforcement measures for property standard complaints. For 2018, the number of proactive enforcement occurrences as a percent of property standard complaints for participating municipalities ranged from 5.3% to 39.7%. Considering most recent volume of complaints for the City of Greater Sudbury, staff recommend an increase to 3% in 2020 for proactive enforcement occurrences as a percent of property standard complaints. Staff recommend aligning these enforcement/education blitzes with the communication of the tipping fee holiday schedule between May 11-16, 2020 and September 21-26, 2020 which may also align with higher volume case periods related to new student housing. This initiative will further include consultation and collaboration with Greater Sudbury Fire Services and Public Health Sudbury and District and Environmental Services and be communicated with support from the Communications and Community Engagement Division.

Table 6



Public Health

Utilizing the Health Protection and Promotion Act (HPPA), Public health inspector's support in the response to some property standard concerns where there may be health hazard; defined as *"conditions, substances, or things that are likely to have a harmful effect on a person's health"*. Public Health Sudbury & Districts provides staffing resources of 14 Public Health Inspectors and three Environmental Support Officers (ESOs).

In response to concerns in the community, Inspectors enforce Section 13 of the HPPA which confirm that a *"medical officer of health or a public health inspector may make an order under this section where he or she is of the opinion, upon reasonable and probable grounds, (a) that a health hazard exists in the health unit served by him or her; and (b) that the requirements specified in the order are necessary in order to decrease the effect of or to eliminate the health hazard"*.

Housing complaints may overlap between the City of Greater Sudbury Property Standards Bylaw and the HPPA; as such, using each respective area of expertise, By-Law Officers and Public Health Inspectors may partner for inspections. Specifically, a resident will likely experience a joint inspection for issues that include no drinking water or unsafe drinking water, no heat supply, sewage backing up into the home, poor indoor quality, major pest infestations (cockroaches, mice, rats or bed bugs), mould (and hoarding and lead paint).

Recommendations

The following is a summary of the recommendations outlined in the report:

1. THAT staff be directed to amend the Schedule CS-7 of User Fee By-law and all other applicable By-laws to reflect a single fee of \$150 applied to any Orders/Notices that are in non-compliance, require third-party remedial action or are repeat offenders for the same By-law. Using the last three years as a basis for forecast, staff will adjust user fee revenue accounts to support approximately \$7,050 in annual revenue; and,
2. THAT staff be directed to host annual proactive enforcement for Clearing of Yards and Property Standards concerns which align with the communication of the tipping fee holiday schedule and with an overall goal of increasing the overall annual proactive

enforcement occurrences as a percent of yard and property standard complaints to 3%; and,

3. THAT staff be directed to amend the Property Standards By-law to allow for remedial work to be carried out immediately where documented non-conformity is such to the extent as to pose an immediate danger to the health and safety of any person; and,
4. THAT staff be directed to create short form wording and associated set fines for approval by the Regional Senior Justice of the Peace; and,
5. THAT staff be directed to amend By-law 2018-121 to include Building Inspectors as Municipal By-law Enforcement Officers for the purpose of enforcing Property Standards complaints; and,
6. THAT staff be directed to make regular routine changes to By-law 2009-101 and 2011-277 to reinforce the intent in areas such as dwelling heat, vacant derelict properties and standards for yards that impact the community.

REFERENCES

Ontario Building Code Act, 1992, S.O. 1992, c. 23-

<https://www.ontario.ca/laws/statute/92b23#BK26>

Health Protection and Promotion Act, R.S.O. 1990, c. H.7-

<https://www.ontario.ca/laws/statute/90h07>

Municipal Act, 2001, S.O. 2001, c. 25- <https://www.ontario.ca/laws/statute/01m25#BK147>

Public Health Sudbury and Districts- <https://www.phsd.ca/>

City of Greater Sudbury Official Plan- <https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/official-plan/official-plan/op-pdf-documents/current-op-text/>

Report- Review of Clearing of Yards and Vacant Lots By-law- Monday, October 22, 2012-

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=541&itemid=6460&lang=en>

Minutes- City of Greater Sudbury Operations Committee- Monday, October 22, 2012-

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=541&minutes=1>

Request for Decision- As presented by Councillor Landry-Altmann- Wednesday, September 14, 2011-

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=362&itemid=4654&lang=en>

Report- Property Standards By-law Amendments- Wednesday, November 16, 2011-

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=389&itemid=4853&lang=en>

Request for Decision

Home For Good Phase 2 Capital Funding

Presented To:	City Council
Presented:	Tuesday, Mar 24, 2020
Report Date	Wednesday, Mar 11, 2020
Type:	Referred & Deferred Matters

Resolution

THAT the City of Greater Sudbury directs staff to enter into a Home For Good Phase 2 Capital Contribution Agreement to construct affordable housing rental units as outlined in the report entitled "Home For Good Phase 2 Capital Funding", from the General Manager of Community Development, presented at the City Council meeting on March 10, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Housing as it aligns with the Population Health Priority of Housing, Holistic Health, and Age-Friendly Strategy.

Report Summary

This report provides an update regarding the Home For Good Phase 2 capital funding, the requirements to take on the funding as laid out by the Ministry of Municipal Affairs & Housing, and our role as Service Manager.

Financial Implications

This report has no financial implications.

Signed By

Report Prepared By

Cindi Briscoe
Manager, Housing Services
Digitally Signed Mar 11, 20

Division Review

Cindi Briscoe
Manager, Housing Services
Digitally Signed Mar 11, 20

Financial Implications

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed Mar 11, 20

Recommended by the Department

Steve Jacques
General Manager of Community Development
Digitally Signed Mar 11, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Mar 11, 20

Purpose

The purpose of this report is to request permission to enter into a Home For Good Phase 2 Capital Contribution Agreement with SW Water Tower Ltd. / I Believe Network with the intent to deliver an agreement to the Ministry of Municipal Affairs & Housing for their review and potential approval.

Background

In March 2017, the Ministry announced that \$100 million would be available for housing and support services and Service Managers from across the Province were invited to submit an expression of interest. As a result, Home For Good Program (HFG) Guidelines and the Ministry of Municipal Affairs & Housing (the Ministry) Expression of Interest (EOI) were presented on October 17, 2017, where Council endorsed the program.

The City of Greater Sudbury's (City) submission aimed to obtain a combination of capital and operating funds to support locally relevant and community-driven solutions to chronic homelessness in Greater Sudbury through a two-phase proposal. Housing Services was approved for operating and capital funding for Phase 1 and Phase 2 was approved for capital funding through a 20 year mortgage subsidy.

The Phase 1 project is nearly complete with the development at 200 Larch Street to provide a permanent location for the Off the Street Shelter, a Harm Reduction Home, and the Sudbury District Nurse Practitioners Office.

Following discussions with the Ministry, the proposed Phase 2 capital affordable housing project was revised to include a minimum of thirty-eight rental units with the capacity to provide support services from various key community stakeholders. Prospective tenants could be selected from the City of Greater Sudbury Housing Services' centralized Urgent Status wait list, the HOMELESSNESS Network, or the coordinated access system. An agreement for Phase 2 was entered into with Canadian Mental Health Association – Sudbury/Manitoulin (CMHA) which was subsequently terminated by the proponent in 2019 due to issues related to capacity.

Upon notification of termination from CMHA, the Service Manager engaged the Province to determine how to move forward with the second phase. The Province indicated that Housing Services has the capacity to approach the community and accept another proponent to complete the Phase 2 capital construction. Housing Services reached out to others within the community throughout the fall of 2019 to determine if there was an interest in the project. No group came forward due to the method in which the affordability payments are made at the end of the capital construction. Historically capital funding flowed via milestone payments – 50% when building permit is issued, 40% upon 50% completion and 10% when final occupancy permit is issued. Under the current program guidelines, the proponent will be required to fund the entire construction project, and will receive partial mortgage payments upon occupancy of the rental units over 20 years.

The Service Manager continued to engage the community and in early 2020 a submission from SW Water Tower Ltd. / I Believe Network was received. It is the proponent being put forward for Council's consideration and is included in Appendix C.

Should this proponent be endorsed by Council, a contribution agreement will be developed and forwarded to the Ministry for their review and approval. Final approval rests with the Ministry of Municipal Affairs & Housing. The contribution agreement needs to be submitted to the Ministry prior to end of their fiscal year (March 31, 2020) in order for the Ministry to consider the request for extension.

Role of Service Manager

The roles and responsibilities of the Service Manager for the Home For Good Program are outlined in the Home For Good Program Guidelines (Appendix A – Home For Good Program Guidelines). The Service Manager engaged in planning activities related to program delivery and administration of the program consistent with Ministry guidelines at the onset of receiving the funding allocation. By-Law 2017-184 confirms that the Manager of Housing Services is authorized to establish the form of and execute agreements with recipients of funds allocated under the Home For Good Program (Appendix B - By-Law 2017-184).

The Service Manager enters into a transfer payment agreement with the Province, and monitors service contracts (contribution agreements) with all service providers as appropriate.

Under the Home for Good Program, the Province indicated the following guidelines for funding submissions:

- Operating costs for either housing assistance such as rent supplement or support services such as counseling, case management, life skills training, etc.
- Capital costs to increase the supply of physical supportive housing units
- Linkages to housing assistance and support services
- Projects needed to remain affordable (rents at or below 80% of Canada Mortgage and Housing Corporation (CMHC) Average Market Rent (AMR) at the time of occupancy) for at least 20 years
- Encouraged Service Managers to collaborate with other sector organizations (housing, health, community services; children and youth sectors)
- Targeted four provincial priority homelessness areas: chronic homelessness, youth homelessness, Indigenous homelessness, and homelessness following transitions from provincially-funded institutions and service systems (i.e. hospitals and prisons)
- Strived to ensure that individuals with complex needs avoid homelessness and remain stably housed over time, and
- Funds utilized for a variety of housing models.

Proposals submitted to the Ministry needed to demonstrate capacity to deliver all aspects of the proposal (housing assistance, support services, and capital projects (as applicable), which included a list of potential partners. Preference would be given to submissions that could successfully highlight key partnerships that would be leveraged to maximize the benefits of the proposal and provide stronger service integration, and include a variety of new and enhanced arrangements that cover areas such as financial or in-kind contributions, capacity building, or training in addition to service delivery. It is the responsibility of the Service Manager to ensure proponents adhere to these guidelines and any additional requirements included in the agreements.

As with all provincial allocations and consistent with government accounting requirements, any funding not committed by the required timelines would need to be returned to the Province.

Next Steps

If council endorses the recommendation to present the proponent's submission to the Province, Housing Services will work with Legal Service to draft the contribution agreement. Once the agreement is executed, the agreement will then be forwarded to the Ministry of Municipal Affairs and Housing along with the proponent's submission. There is a March 31st, 2020 deadline to provide an updated contribution agreement to the Ministry for their review and potential approval.

Service Managers are required to confirm construction start date of projects, complete an Initial Occupancy Report once projects are completed and occupied, as well as an Annual Occupancy Report each year.

Service Managers are also required to obtain from the proponents and forward to the Ministry an audited capital cost statement from an independent auditor(s) within six months of the initial occupancy date, or such additional time acceptable to the Ministry.

Staff will provide an update to Council when a decision on the proposal is provided by the Ministry.

Resources Cited

City Council Meeting, August 13, 2019 - CMHA Home For Good Phase 1 Funding Request

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=27202.pdf>

Planning Committee Meeting, May 7, 2018 - Lourdes Street, Sudbury - Declaration of Surplus Vacant Land

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=9&id=1223>

Community Services Meeting, March 19, 2018 - Single Source - Home For Good
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=6&id=1260>

City Council Meeting, October 17, 2017 - Ministry of Housing - Home For Good (HFG) Funding
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=19&id=1135>

Community Services Meeting, July 10, 2017 - Ministry of Housing Home For Good Funding Expression of Interest
<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=1203>

2017

Home For Good (HFG)

Program Guidelines

Ontario Ministry of Housing
March 2017

TABLE OF CONTENTS

Introduction	1
Provincial Context	2
Supportive Housing Definition	5
Program Vision and Objective	5
Service Manager Participation and Funding Allocations	6
Service Manager Program Delivery	7
Eligibility Criteria – Recipients	8
Eligible Use of Funds – Operating Funding	9
Operating Payment Process	10
Stacking – Operating Funding	10
Eligible Use of Funds – Capital Funding	11
Capital Project Submission Process	12
Stacking – Capital Funding	13
Capital Project Approval Process	14
Capital Project Payment Process – Affordability Payments	14
Project Funding	15
Affordability Criteria and Rents	16
General Program Requirements	17
Contributions by Others	17
Energy Efficiency	18
Suite Meters	18
Indemnification and Repayment	18
Capital Project Reporting	18
Accountability and Reporting	19
Transfer Payment Agreement (TPA)	19
Take-Up Plan (TUP) and Quarterly Reports – Applies to Operating Funding Only	19
French Language Services Act Compliance	19
Roles and Responsibilities	21
Important Dates	22
Appendix A: Examples of Eligible Support Services	23
Appendix B: French Language Services Report and Designated Areas	25
Appendix C: Ministry of Housing Contacts	29
Appendix D: MCSS / MCYS Contacts	31
Appendix E: LHIN Contacts	33
Appendix F: Map of LHIN Regions	35

Introduction

Supportive housing is widely recognized as being a key component to assisting people living with complex physical and mental health challenges to achieve and maintain housing stability. When delivered appropriately, supportive housing is proven to prevent homelessness and to assist people with lived experience of homelessness to secure and maintain housing.

As part of the 2016 Budget and the Long-Term Affordable Housing Strategy (LTAHS) Update, the Province of Ontario reaffirmed its goal of ending chronic homelessness by 2025. A significant component of this goal is an ongoing investment in supportive housing including:

- Operating funding for housing assistance and support services, eventually assisting up to 6,000 families and individuals in supportive housing; and
- Support for the construction of up to 1,500 new supportive housing units over the long-term.

In total, up to \$33.3 million in operating funding is being made available in 2017-18, up to \$66.6 million is being made available in 2018-19 and up to \$100 million in 2019-20 for housing assistance and support services.

Funding will be delivered through three streams:

- A Service Manager stream to be delivered in select communities;
- An Indigenous stream, to support Indigenous organizations in providing culturally appropriate services and supports; and
- A provincial stream, managed by the Ministries of Health and Long-Term Care (MOHLTC) and Community and Social Services (MCSS), to address the unique needs of very specific target populations transitioning from the correctional and / or forensic systems.

The Service Manager stream of this investment will be captured under a new program called Home For Good (HFG). HFG is a homelessness-focused program, which will provide housing assistance and support services to people within the following four provincial priority homelessness areas:

- Chronic homelessness;
- Youth homelessness;
- Indigenous homelessness; and
- Homelessness following transitions from provincially-funded institutions and service systems (e.g., hospitals and prisons).

For the first two years of the program (2017-18 and 2018-19, respectively), the Service Manager stream will be provided to Consolidated Municipal Service Managers and District Social Services Administration Boards selected through an Expression of Interest (EOI) process. The province proposes to take an open and flexible approach to the EOI, which would be focused on outcomes.

Please note that there is a separately administered stream for non-Service Manager applicants wishing to apply to the Indigenous funding stream. Service Managers are eligible to apply for funding through this EOI to support Indigenous people, provided a partnership is in place with local Indigenous organizations to ensure culturally-appropriate services.

Funds to be made available for the first two years of the program will include operating funding for housing assistance and support services, as well as capital funding to develop new supportive housing units.

It is the province's intention to provide those Service Managers selected for initial program delivery with operating funding on an ongoing basis, beyond the initial two year period (subject to annual provincial budget approvals, and fulfilment of accountability requirements). Depending on the results of the first two years, the province may consider expanding the program to additional communities with the incremental funding available in the third year (2019-20).

The following Program Guidelines provide information about the administration of HFG. The guidelines will apply to the first two years of the program only (2017-18 and 2018-19), and may be updated on an as needed basis.

Provincial Context

In recent years, the province has moved forward with several strategic activities and reports to tackle the challenges of housing and homelessness. HFG is informed by these activities and reports, which include:

1) Poverty Reduction Strategy

Through its second Poverty Reduction Strategy, ["Realizing Our Potential"](https://www.ontario.ca/page/realizing-our-potential-ontarios-poverty-reduction-strategy-2014-2019-all) (<https://www.ontario.ca/page/realizing-our-potential-ontarios-poverty-reduction-strategy-2014-2019-all>) launched in September 2014, Ontario made commitments including:

- Ending homelessness over the long-term;
- Building the evidence base required to guide effective poverty reduction policies and programs; and
- Seeking expert advice to help define homelessness, understand how to measure and collect relevant data, and to set a target related to homelessness.

2) Expert Advisory Panel on Homelessness

In January 2015, Ontario established an Expert Advisory Panel on Homelessness to provide recommendations on how to achieve the goal of ending homelessness under the Province's Poverty Reduction Strategy. In October 2015, the Panel released its report, ["A Place to Call Home: Report of the Expert Advisory Panel on Homelessness"](http://www.mah.gov.on.ca/AssetFactory.aspx?did=11038) (<http://www.mah.gov.on.ca/AssetFactory.aspx?did=11038>).

The Panel's report includes recommendations on the need to define, measure, and collect data on homelessness and the importance of setting a target to end chronic homelessness in Ontario. In response, the government committed to a number of immediate and long-term actions, including:

- Setting a target to end chronic homelessness in 10 years, by 2025;
- Adopting the recommended definition of homelessness, including chronic homelessness, to build common language and understanding about homelessness;
- Planning to require enumeration at the local level to gather data about homelessness; and
- Prioritizing provincial actions to reduce homelessness in four areas: chronic homelessness; youth homelessness; Indigenous homelessness; and homelessness following transitions from provincially-funded institutions and service systems (e.g., hospitals and prisons).

Adopting these four provincial priorities supports the overall target of ending chronic homelessness. It recognizes that achieving the target requires both the housing of people who are currently chronically homeless and also the prevention of additional people becoming chronically homeless. The provincial priorities recognize groups who are disproportionately represented among the homeless, and at high risk of becoming chronically homeless.

3) Long-Term Affordable Housing Strategy (LTAHS) Update

In March 2016, Ontario unveiled its Long-Term Affordable Housing Strategy Update, which reflects new research and best practices that support Ontario's transformation towards a better housing system, including the design and administration of this program.

The LTAHS Update is guided by an updated vision that:

“Every person has an affordable, suitable and adequate home to provide the foundation to secure employment, raise a family and build strong communities.”

The vision is associated with two overarching outcomes:

- All Ontarians have an affordable, suitable and adequate home; and
- Ending chronic homelessness and reduced overall homelessness.

Also, as part of the LTAHS Update, the government developed a [Supportive Housing Policy Framework \(http://www.mah.gov.on.ca/Page15268.aspx\)](http://www.mah.gov.on.ca/Page15268.aspx), and a [Best Practice Guide \(http://www.mah.gov.on.ca/Page15259.aspx\)](http://www.mah.gov.on.ca/Page15259.aspx). These documents should be considered when designing local supportive housing programs. The Framework helps to foster a coordinated supportive housing system and sets out expectations related to system and client outcomes, while the Best Practice Guide assists housing and service providers by identifying best practices in the delivery of housing and supports.

4) Comprehensive Mental Health and Addictions Strategy – Phase 2

In 2011, the Province launched the [Comprehensive Mental Health and Addictions Strategy](http://www.children.gov.on.ca/htdocs/English/professionals/specialneeds/mentalhealth/mentalhealthstrategy.aspx) (<http://www.children.gov.on.ca/htdocs/English/professionals/specialneeds/mentalhealth/mentalhealthstrategy.aspx>), which has helped people access coordinated mental health services, when and where they need them. Phase 2 of the Strategy includes the creation of a Mental Health and Addictions Leadership Advisory Council, and increasing support to community services partners.

In its 2016 report, [“Moving Forward – Better Mental Health Means Better Health”](http://www.health.gov.on.ca/en/common/ministry/publications/reports/bmhmbh2016/movingforward2016.pdf) (<http://www.health.gov.on.ca/en/common/ministry/publications/reports/bmhmbh2016/movingforward2016.pdf>), the Advisory Council noted that three areas of work are being prioritized:

- i. promoting, preventing and intervening early;
- ii. closing critical service gaps; and
- iii. building the foundations necessary for better access to high-quality services across Ontario through increased integration, measurement, and accountability.

The report also recommended that Ontario create at least 30,000 units of supportive housing for people with mental health and addiction challenges over 10 years.

In February 2017, MOHLTC announced its support for the creation of up to 1,150 additional supportive housing units for people living with mental illness and / or addictions, who are homeless or at risk of becoming homeless. These housing units would provide a secure and affordable place to live, as well as services such as counselling. These units are being delivered separately from HFG, through MOHLTC and Local Health Integration Networks (LHINs).

5) Developmental Services Transformation

Since 2004, Ontario has been working to transform the developmental services system to:

- Make it fair and more consistent across the province;
- Ensure that service providers and MCSS are held accountable for the quality of the services and supports delivered;
- Ensure that long-term, sustainable planning guides the responsible and effective use of resources;
- Promote independence and inclusion for adults with developmental disabilities in their communities; and
- Provide more choice and flexibility to individuals and families in choosing the services that best meet their needs.

The goals of this transformation are independence, inclusion and choice for all people with developmental disabilities in Ontario.

The transformation project includes a Developmental Services Housing Task Force, which is currently working on addressing housing issues for adults with developmental disabilities.

Supportive Housing Definition

As defined in the Ontario Supportive Housing Policy Framework, supportive housing refers to a combination of housing assistance and support services that enable people in need to live as independently as possible in their community.

To the extent possible, support services should be customized with the needs of the individual in mind. The aim of these supports is to promote housing stability, and each person's ability to live independently.

This definition is intended to capture several forms of housing assistance (such as rent supplements and housing allowances) and housing types (such as scattered units, dedicated supportive housing buildings with independent living units, and congregate care models). For further clarity, these could also exist within the context of social housing and other forms of government-assisted housing as well as private market housing. A few examples of support services include counselling, personal support, case management, income support and applying for financial assistance, assistance with dispensing medication, and life skills training (e.g., purchasing food / meal preparation, and money management). For more examples of eligible types of support services under this program, please see Appendix A.

Under this program, individuals in need must receive both support services and housing assistance – including those in social housing and other forms of government-assisted housing – at the time of entering the program. However, as individuals' needs change, the level of housing assistance and supports may be adjusted as appropriate.

Program Vision and Objective

As noted in the Supportive Housing Policy Framework, the province's vision for supportive housing is as follows:

“Every person in need has quality, safe and affordable supportive housing, feels empowered to live as independently as possible, and flourishes in the community of their choice.”

This vision reflects several broad LTAHS Update themes, including: policies and programs that are person-driven, provide people with more housing choice, and support social and economic inclusion.

The objective of HFG is to make demonstrable progress in the goal of ending chronic homelessness, by assisting members of the four provincial priority homelessness areas to obtain and retain housing with appropriate support services. Recognizing the diversity of client needs and local community circumstance, the program is intended to support a variety

of flexible, local approaches to the delivery of suitable assistance and supports, consistent with the Framework.

To make progress towards Ontario's ultimate goals to end chronic homelessness and provide all Ontarians with an affordable, suitable and adequate home, this program intends to achieve the following outcomes:

- Improved access to housing assistance;
- Improved access to other supports to meet individual goals;
- Increased housing stability;
- Increased sense of inclusion and community connection; and
- Improved physical, mental and emotional wellbeing.

HFG is aimed at supporting the following system-level outcomes:

- Enhanced system coordination to better identify and respond to needs;
- Increased capacity to provide housing assistance to people with complex needs; and
- Reduced pressure on institutions and service systems, including emergency services.

Lessons learned through the initial delivery of HFG in the first two years is intended to inform the delivery of incremental funding available in the third year, as well as any potential additional / future actions to assist in the goal of ending chronic homelessness.

Service Manager Participation and Funding Allocations

To participate in HFG in 2017-18 and 2018-19, Service Managers will be required to submit an Expression of Interest (EOI) to the Ministry of Housing (MHO). The purpose of the EOI is to provide Service Managers with an opportunity to define their supportive housing needs associated with the target populations, detail proposed program responses, inform MHO about their ability to deliver operating funding (and capital funding where relevant), and identify intended community partners.

This approach will help to demonstrate how it is possible for selected Service Managers to make a significant impact towards ending chronic homelessness in their communities. The Province intends to select Service Managers based on criteria that includes being representative of the diverse geography and demographics of Ontario, and being in the best position to effectively eliminate chronic homelessness in their respective areas.

In their EOI submissions, Service Managers will need to describe the level of need in their communities, and what resources they would need to effectively end chronic homelessness

The EOI process for the first two years assumes that funding will be delivered to a select number of Service Managers in order to support demonstrable progress toward the goal of ending chronic homelessness. The intention is to select Service Managers who represent a range of Ontario's diverse demographics and geography, including but not limited to covering population in urban, rural / remote, and northern locations.

The requirements of the proposals, and the criteria for evaluation, are established in the EOI document. The program has been designed to provide flexibility in how outcomes are achieved, and Service Managers are not required to provide a fixed amount of housing assistance or support service per client in their proposals. Service Managers are invited to put forward proposals that reflect local needs and opportunities in their respective communities.

With the assistance of partner ministries including MCSS, MOHLTC and the Ministry of Children and Youth Services (MCYS), MHO will evaluate the proposals received, and determine the funding amounts to be notionally allocated to successful Service Managers for operating and capital expenses.

While HFG includes both operating and capital funding components, there is operating funding available to support significantly more spaces than there is to support capital spaces. It is assumed that many of the new supportive housing spaces supported will be provided within existing facilities, or new capital facilities supported through other funding streams. While capital funding is available to support some number of spaces, no new operating funding will become available under this program to support these new capital units as they come on-stream. Service Managers are required to quantify the amount of operating funding needed to support these units over time and to identify the source of this operating funding.

Service Managers will be permitted to use up to 10% of their allocated operating funds to cover operating administration costs. Service Managers may request an additional 5% of their allocated capital program funds for capital administration costs.

MHO, at its sole discretion, reserves the right to reallocate funds to another Service Manager in instances where allocations may not be fully used within a fiscal year. At the end of each quarter of each fiscal year, MHO will review Service Managers' progress on expensing funds against their annual allocation.

Service Managers are required to fully expense their annual allocations within each fiscal year. Funds which have not been spent shall be recovered by the province, and cannot be carried-over into the next fiscal year. If underspending has occurred, this may result in a deduction in future payment amounts.

Service Manager Program Delivery

The following sections of the Program Guidelines provide further details about HFG, to be delivered and administered by Service Managers.

Ministry of Housing reserves the right to waive any of the requirements set out in these guidelines.

Eligibility Criteria – Recipients

Under HFG, funding will be provided to Service Managers to assist recipients who fall within one or more of the Provincial priority homelessness areas:

- Chronic homelessness;
- Youth homelessness;
- Indigenous homelessness; and
- Homelessness following transitions from provincially-funded institutions and service systems (e.g., hospitals and prisons).

As per the report of the Expert Advisory Panel on Homelessness, [“A Place to Call Home: Report of the Expert Advisory Panel on Homelessness”](http://www.mah.gov.on.ca/AssetFactory.aspx?did=11038) (<http://www.mah.gov.on.ca/AssetFactory.aspx?did=11038>), chronic homelessness refers to people, often with disabling conditions (e.g., chronic physical or mental illness, and / or substance abuse problems), who are currently homeless and have been homeless for six months or more in the past year (i.e., have spent more than 180 cumulative nights in a shelter or place not fit for human habitation). Service Managers are encouraged to prioritize recipients who are chronically homeless, and those who have endured the most difficulty in obtaining and retaining housing in the past.

In addition to utilizing pre-existing knowledge about needs in the community, Service Managers are encouraged to work, where appropriate, with MCSS / MCYS regional offices, LHINs and local community agencies that provide supportive housing and homelessness-related services (such as existing supportive housing providers, emergency shelter solutions, street outreach, drop-ins and not-for-profit agencies) when developing and implementing the program. This would include identifying potential recipients who would fall within one or more of the Provincial priority areas and facilitating the referral, housing and ongoing supports processes that may be required.

MHO requires Service Managers' initiatives under HFG to:

- Focus on assisting those across the four provincial homelessness priority areas who have had significant challenges – including complex service / health needs – accessing and maintaining housing;
- Support appropriate community-level collaboration and / or partnerships during the development of the program's design, implementation and administration stages (e.g., connections to LHINs, MCSS / MCYS regional offices, mental health and substance use service providers, developmental services providers and other services as needed);
- Be consistent with the Supportive Housing Policy Framework and Best Practice Guide;
- Leverage other services / funding where possible / appropriate (e.g., other support services or municipal / private / charitable contributions);
- Encourage locally relevant solutions that better meet peoples' needs in a holistic manner;
- Address needs that change over time (e.g., continuing to support at-risk youth once they leave transitional supportive housing, life transitions and aging); and

- Participate in an evaluation component requirement of the program, including tracking success in housing people with diverse characteristics (e.g., developmental disability, mental health and addictions, acquired brain injury, fetal alcohol spectrum disorders, etc.).

Eligible Use of Funds – Operating Funding

Operating funding is to be used to provide housing assistance and / or support services to help eligible recipients obtain and retain stable housing.

As this program strives to prevent chronic homelessness and support recipients to remain stably housed over time, the Province is open to housing assistance being provided for a variety of housing models that best meet recipients' needs, including transitional and / or dedicated supportive housing.

As recipients' needs may change over time, Service Managers are encouraged to ensure that housing assistance and support services continue as long as they are needed by recipients.

The types of housing assistance which are eligible to be funded are as follows:

- Rent supplements (rent subsidies tied to a rental unit and paid directly to landlords, on behalf of recipients); and
- Housing allowances (rent subsidies paid directly to recipients).

Housing assistance funding can be offered to recipients for first-and-last months' rent, as well as their regular monthly rent.

If a Service Manager elects to use capital funding for new supportive housing units under HFG, then housing assistance and support services must be linked to the tenants in these units once they are completed. Operating funding can also be used to provide housing assistance and support services independently of the capital units.

If a portable housing benefit framework is approved by the Minister or set out in regulations under the Housing Services Act, 2011, Service Managers will be encouraged to deliver housing allowances in a manner that is consistent with that framework.

MHO expects that Service Managers will provide a variety of housing assistance and support services to recipients, either directly or through partnerships with external community agencies and housing providers. Service Managers are encouraged to work with providers that have supportive housing experience and those who provide specialized services for individuals who fall within the provincial priority areas. This may include experience with the four provincial priority homelessness areas, administering rent subsidies and support services, and familiarity with the addiction and mental health system.

All local supportive housing programs funded under HFG must adhere to applicable laws including the Accessibility for Ontarians with Disabilities Act, 2005 and the Ontario Human Rights Code.

Service Managers are also encouraged to carry out a needs assessment with prospective recipients prior to providing assistance, to ensure that the services to be offered meet recipients' level and type of needs.

As operating funding will be provided on an ongoing basis into the future, Service Managers should periodically reassess recipients' needs. It is anticipated that recipients may continue to receive housing assistance funding, while their level of support services may change over time.

Operating Payment Process

Subject to the Transfer Payment Agreement, operating funding will be flowed to Service Managers on a quarterly basis, based on MHO's fiscal year (April 1 to March 31). Service Managers' quarterly payments will be based on their Take-Up Plan (see "Accountability and Reporting"). Payments will be conditional upon the receipt of agreements between Service Managers and support services providers for the support services to be provided, as well as quarterly update reports.

Funds are required to be fully spent within the fiscal year. If funds are not fully spent by Service Managers during a fiscal year, then they must be returned to MHO.

Stacking – Operating Funding

Service Managers are permitted to use operating funding to expand the housing subsidies and support services being provided to existing affordable and social housing units (e.g., stacking). These units include: rent-geared-to-income units; affordable units built under previous and current affordable housing programs; and units administered by not-for-profit housing providers.

To illustrate potential operating stacking scenarios, please see the following examples:

Stacking Example #1	Eligibility
<p>An adult who has experienced homelessness in the past six months is offered, and accepts, a social housing unit.</p> <p>A Service Manager would like to use HFG funding to provide the new tenant with support services, to help them remain housed.</p>	<p>Yes, this is eligible under HFG.</p> <p>Only support services can be offered to social housing tenants under this program, and not further housing assistance.</p>

Stacking Example #2	Eligibility
A Service Manager would like to use HFG funding to provide a greater rent supplement to a tenant who lives in a private market rental unit. The tenant is not at-risk of homelessness, nor has the tenant experienced it in the past.	No, this is not eligible under HFG as the tenant does not fall into one of the four Provincial priority homelessness areas.
Stacking Example #3	Eligibility
<p>A youth leaving the child welfare system and at a high risk of becoming homeless is placed into an Investment in Affordable Housing (IAH) program funded unit (with rent at 80% of average market rent).</p> <p>A Service Manager would like to use HFG funding to provide additional housing allowance and support services.</p>	Yes, this is eligible under HFG.

Eligible Use of Funds – Capital Funding

Capital funding is to be used to increase the supply of physical supportive housing units. Both transitional and long-term supportive housing projects are eligible. Completed units must also be linked to housing assistance and support services. In other words, if a Service Manager wishes to pursue a capital project under HFG, operating funding must also be targeted to tenants in that specific project for the remainder of the two years of the program.

Eligible capital projects must be one of the following:

- New construction, including additions and extensions;
- Acquisition and / or rehabilitation of existing residential buildings to maintain or increase the affordable rental housing stock; or
- Conversion of non-residential buildings or units to purpose-built rental buildings / units.

Social housing redevelopment which involves building new affordable rental units / additions on social housing sites may be eligible provided that the appropriate ministerial or Service Manager consent, as applicable, is obtained as per the Housing Services Act, 2011.

For example, a single family home being utilized by a Service Manager as social housing could be renovated, and then used for congregate care for a number of individuals.

Projects that are not eligible include:

- Nursing homes, long-term care homes, and retirement homes;
- Emergency shelter solutions (e.g., homeless and survivors of domestic violence) and crisis care facilities;
- Owner-occupied housing; and
- Student residences.

Capital Project Submission Process

Selected Service Managers will solicit proposals through an open, competitive process and select housing projects to recommend to MHO for funding approval.

Service Managers will submit specific recommended projects for MHO's approval.

Recommended projects shall:

- Be approved by council / board / delegated authority;
- Be procured in accordance with procurement policies adopted and maintained under the Municipal Act, 2001, as required;
- Have all required municipal approvals such as zoning, minor variances, land severances, or site plan approvals in place to permit the proposed development, or be well advanced in the planning approvals process;
- Be able to sign a Contribution Agreement (CA) no later than March 31st of each program year;
- Start construction within 120 days after signing a Contribution Agreement;
- Be financially viable from a construction and operating cost perspective – based on Service Manager confirmation;
- Meet the current Ontario Building Code requirements;
- Have rents that on average for the project are at or below 80% of the Canada Mortgage and Housing Corporation (CMHC) Average Market Rent (AMR) for the community or as approved by MHO for a minimum of 20 years (please see “Affordability Criteria and Rents” on page 15);
- Provide the required equity, if applicable – 10% for private proponents; 4% for partnerships between private sector and non-profit organizations; 0% for non-profit organizations;
- Provide a clear indication about the types of supports that will be made available directly, or via partnership (via agreement, Memorandum of Understanding, or other arrangement) in place with the appropriate agency / partner to provide coordinated support services (e.g., with community mental health and addictions agencies, and others);
- Address housing and support service needs consistent with provincial priority areas;
- Have an occupancy plan in place to ensure that units will be occupied in a timely manner.

Service Managers are encouraged to give priority consideration to projects that:

- Have Contributions by Others, including the Service Manager, host municipality, and proponent – to be used in partnership with HFG funding;
- Are sponsored by providers that agree to project affordability periods beyond the minimum 20-year term to ensure the longer-term supply of affordable housing stock;
- Have energy efficiency features that reduce and / or eliminate greenhouse gas emissions;
- Are fully accessible and / or have units that are accessible to persons with disabilities.

All projects must be submitted through the Grants Ontario System (GOS), along with required documentation and additional project background information such as that contained in Council / board reports.

Stacking – Capital Funding

Service Managers are permitted to use capital funding to expand capital projects (e.g., stacking) created under current and previous affordable housing programs.

To illustrate potential capital stacking scenarios, please see the following examples:

Stacking Example #1	Eligibility
Under the IAH (2014 Extension), a Service Manager received funding to build ten affordable rental units. The Service Manager would like to build five new supportive housing units on the same site, with HFG funding.	Yes, this is eligible under HFG. Please note that funding could, if the mortgagee agreed, be added to the proponent's existing mortgage under the IAH (2014 Extension).
Stacking Example #2	Eligibility
Under the 2016 Social Infrastructure Fund, a Service Manager received funding to build five affordable rental units, and to provide \$80,000 in funding for each unit. Under HFG, the Service Manager would like to provide an additional \$10,000 per unit, for a total of \$90,000 in funding for each unit.	No, this is not eligible under HFG as no net new supportive housing units are being developed.

Stacking Example #3	Eligibility
Under the 2016 Social Infrastructure Fund – IAH, a Service Manager received funding to build six affordable units in a ten-unit project. The Service Manager would like to convert the four market units in the project to affordable supportive units using HFG funding.	Yes, this is eligible under HFG.

Capital Project Approval Process

Once approved, a project will receive a Conditional Letter of Commitment (CLC) from MHO, which will confirm Ministry approval and outline the steps to take prior to signing a Contribution Agreement (CA).

The CA shall describe legal obligations and reporting requirements for the project (including but not limited to, use of funds, permitted encumbrances, construction and permanent insurance requirements and completion on budget within timelines without outstanding construction liens and / or work orders). All Service Managers are required to enter into CAs directly with proponents.

Capital Project Payment Process – Affordability Payments

Subject to the Transfer Payment Agreement (see “Accountability and Reporting”), capital funding will be provided using provincial affordability payments. MHO will advance quarterly payments to Service Managers over a 20-year period. The administration fees would be advanced to the Service Managers after the Contribution Agreements have been executed.

The first capital payment would begin on or about the time of the proponent’s first required payment for long-term financing (i.e., the interest adjustment date). Payments would then be forwarded to the proponent on a monthly basis by the Service Manager, and would be used to help service the proponent’s monthly principal and interest payment.

Service Managers will be required to provide MHO with information about project’s financial obligations, including interest rate, amortization period, mortgage term, and other relevant details from the lending financial institution as requested.

Following substantial completion of the construction on an approved project, but before the acquisition of permanent mortgage financing, the Service Manager must submit to MHO for approval all of the financial and mortgage information for the project and an Affordability Payment Schedule setting out the proposed monthly payments in respect of the project. The Affordability Payment Schedule must be approved by Service Managers’ council or board (as applicable), or by delegated Service Manager authority.

The above information and schedule will be required for the proponents' first affordability payment, and again at the time of mortgage renewal. This information must be submitted to MHO through GOS.

In no event shall the funding to be provided according to an Affordability Payment Schedule or any update approved on mortgage renewal exceed the amount of the principal and interest payments owing in respect of the funded units under the permanent financing.

Service Managers and / or proponents are encouraged to obtain several quotes from major financial institutions, in order to secure the most favourable mortgage terms possible. Mortgage rates shall be competitive, and not exceed the mortgage rate for the proponent's own mortgage. Service Managers may select a mortgage length (term) of their choice.

Project Funding

Subject to the Transfer Payment Agreement, the MHO component of HFG will fund up to 75% of the total capital cost per unit or \$150,000 per unit, whichever is less. Total capital costs include land, financing, hard (construction) and soft costs but less any HST rebates. An example is provided below:

Example: 10 unit project

Total Capital Cost = \$1,800,000

Total Capital Cost per unit = $\$1,800,000 \div 10 = \$180,000$

HFG funding per unit is the lesser of:

(a) 75% of \$180,000 = \$135,000 or

(b) \$150,000

The maximum funding per unit will be \$135,000

The total maximum HFG capital funding for the project will be \$1,350,000

Service Managers may set variable amounts of funding per unit based on factors such as unit bedroom size, unit type (e.g., low-rise apartment, high-rise apartment, townhouse), or geographic location of the project within the service area. Service Managers are also encouraged to support projects that incorporate enhanced energy efficiency and / or accessibility measures.

Service Managers are required to perform their due diligence to ensure that a project is financially viable from a construction cost and on-going operating context and that costs per unit are accurate.

The Canada Mortgage and Housing Corporation (CMHC) has developed an Affordable Housing Project Viability Assessment Tool which can help determine a project's financial viability based on preliminary calculations. The tool is available at [CMHC Affordable Housing Project Viability Assessment Tool](http://www.cmhc.ca/en/inpr/afhoce/afhoce/tore/into_001.cfm) (http://www.cmhc.ca/en/inpr/afhoce/afhoce/tore/into_001.cfm).

MHO, at its discretion, may require an independent analysis to confirm project financial viability.

Affordability Criteria and Rents

Approved capital projects must remain affordable for a minimum period of 20 years. Affordability is defined as having rents for the project that are at or below 80% of CMHC AMR at the time of occupancy. If the Service Manager wishes to provide greater affordability to tenants, then rent supplements may also be utilized.

Average rent is calculated using actual rents paid by tenants, and any rent supplements provided by the Service Manager. If rent supplements are used for HFG supportive units to provide deeper affordability for tenants, the Service Manager shall ensure that total rent received by a proponent, including rent from the tenant and any rental supplements from the Service Manager or other party shall not exceed 100% of CMHC AMR. In addition, the total of the rent paid by the tenant and any federal and / or provincially funded rent supplements paid to the proponent must be used to calculate the weighted average rent in a project.

While individual unit rents may be set above or below the 80% threshold, in no instance shall an HFG-funded capital unit have a rent that is greater than the CMHC AMR for the area.

If CMHC AMRs are not available for certain communities, or in instances where in the opinion of Service Managers the CMHC AMRs do not reflect the actual AMRs in the local market area, Service Managers may request an alternate AMR by submitting a business case including a local market rent survey for MHO's consideration.

Projects may include both HFG supportive units and market units, but only units with rents that meet affordability requirements will receive HFG funding.

Rent increases under this program must be in accordance with the Residential Tenancies Act, 2006 (RTA) rent increase guideline. The Transfer Payment Agreement will provide that rent increases follow the RTA rent increase guidelines (irrespective of whether they apply) and that rent must still remain at or below 80% of CMHC AMR.

MHO updates AMR rent level information on its website annually at [Average Market Rent Information](http://www.mah.gov.on.ca/page1117.aspx) (<http://www.mah.gov.on.ca/page1117.aspx>).

The Province provides information about RTA rent increase guidelines on its website at [RTA Rent Increase Guidelines](https://www.ontario.ca/page/rent-increase-guideline) (<https://www.ontario.ca/page/rent-increase-guideline>).

General Program Requirements

The following general program requirements apply to projects approved under HFG:

- a. Construction:
 - Projects must start construction within 120 days of signing a CA.
 - Written confirmation of construction start must be provided to MHO
 - Site inspections will be conducted at the discretion of MHO
- b. Municipal Property Tax:
 - Where the new municipal multi-residential property tax rate or multi-residential tax rate is higher than the residential class rate, Service Managers are required to:
 - Reduce property taxes for projects (and other multi-residential assessment) by setting the municipal portion of the new multi-residential tax rate or the multi-residential tax rate equivalent to the municipal residential tax rate so that those taxes would effectively be calculated at a rate equal to the residential rate for the area;
 - Provide a grant for projects for at least the economic equivalent of the above; or
 - Provide a tax exemption for the Rental Housing projects for at least the economic equivalent of the above.
- c. Municipal Housing Facility Bylaw:
 - Service Managers are required to have a Municipal Housing Facility Bylaw to enable municipal contributions in according with the Municipal Act, 2001.
- d. Equity:
 - Minimum 10% equity must be provided for projects sponsored by private proponents.
 - Minimum 4% equity must be provided for projects sponsored by partnerships between private companies and non-profit organizations.
 - No equity contribution is required for projects sponsored by non-profit or cooperative housing organizations to encourage participation by these groups in the program.
 - Please note that private lenders may have additional equity requirements.

Contributions by Others

In addition to the mandatory requirements of reducing property taxes / grants in lieu and providing required equity, Service Managers and proponents are encouraged to provide additional contributions in order to increase the financial viability of the project and / or to provide deeper affordability.

Contributions by Service Managers may include: waiving or reducing development charges, planning approvals application fees, building permit fees, and full property tax exemptions as well as contributions of municipal grants, and municipally-owned land.

Contributions by proponents may include: land or cash, including that from fundraising and donations.

Energy Efficiency

MHO encourages the use of energy efficient features in building design and ENERGYSTAR-rated products should be used when available.

Suite Meters

As of January 1, 2011, it is mandatory that suite meters be installed in all new social and affordable rental housing units.

The Energy Consumer Protection Act, 2010 and Ontario Regulation 389/10 set out the rules for suite meter installation. For further information, please contact the Ontario Energy Board's (OEB) Consumer Relations Centre at 1-877-632-2727 or 416-314-2455, or go to [Ontario Energy Board website \(http://www.ontarioenergyboard.ca/\)](http://www.ontarioenergyboard.ca/).

Indemnification and Repayment

There are obligations for all HFG parties with regard to the indemnification and recovery of government funding. Specific obligations and provisions are included in the Transfer Payment Agreement.

MHO has developed the [Affordable Housing Program & Investment in Affordable Housing: Risk Mitigation Strategies Guide \(http://www.mah.gov.on.ca/Asset9886.aspx\)](http://www.mah.gov.on.ca/Asset9886.aspx) that provides best practices and clarification on preventing and resolving issues with affordable housing projects that may experience difficulties.

In cases where a HFG capital project encounters difficulties, the risk mitigation strategies outlined in the Guide may assist proponents and Service Managers.

Capital Project Reporting

Service Managers are required to confirm construction start date of projects, complete an Initial Occupancy Report once projects are completed and occupied, as well as an Annual Occupancy Report each year.

Additionally, Service Managers are required to obtain from the proponents and forward to MHO an audited capital cost statement from an independent auditor(s) within six months of the initial occupancy date, or such additional time acceptable to MHO. All reports and updates are to be submitted through GOS, where possible.

Accountability and Reporting

The Province places a high degree of importance on accountability for its actions, decisions, and policies with regard to the use of public funds for programs and services. The government has an obligation to demonstrate value for money, and to ensure that funds have been spent appropriately and in a timely manner. Accordingly, the following accountability mechanisms have been established for HFG:

Transfer Payment Agreement (TPA)

A key accountability tool is the requirement for participating Service Managers to enter into a Transfer Payment Agreement with the Province. The TPA contains the accountability framework for HFG, and outlines the roles and responsibilities of the parties involved, and the terms and conditions upon which funds will be provided, all as required by the Province's Transfer Payment Accountability Directive.

Take-Up Plan (TUP) and Quarterly Reports – Applies to Operating Funding Only

Following the execution of the Transfer Payment Agreement, Service Managers will be required to submit a Take-Up Plan to MHO for approval. The TUP provides an opportunity to forecast the number of recipients to be assisted in 2017-18 and 2018-19, the types of supports that will be made available to them, and forecast operating expenditures. The Plan needs to be approved by Service Managers' local Councils and District Administration Boards (as applicable), or by delegated Service Manager authority.

Service Managers are required to submit updated Take-Up Plans to MHO on a quarterly basis, including a fourth quarter (Q4) report with Performance Indicators data, to assess if HFG is achieving its outcomes in a quantitative manner. Updates will be submitted to MHO for approval. Updates will include actual expenses and households assisted for the previous quarter(s), and a reforecast of remaining spending for the then current fiscal year.

Service Managers shall provide MHO with additional information, data and reports as MHO may require to report back on progress made towards achieving program outcomes.

In no event shall the funding provided according to the Plan (and any approved updates) exceed the amount of funding allocation to the Service Manager by MHO for operating funds.

French Language Services Act Compliance

Service Managers who are located in or servicing an area that is designated under the French Language Services Act (FLSA) are required to:

- Ensure services are provided in French; and,
- Make it known to the public (through signs, notices, other information on services, and initiation of communications in French) that services provided to and communications with the public in connection with HFG are available in French.

Services being provided to the public directly by Service Managers, or through the office of a sub-contractor (such as a local non-profit agency), are required to comply with the FLSA.

To demonstrate compliance, Service Managers are required to complete and submit a French Language Services Report to MHO confirming that the requisite French language services are being provided. An initial report must be signed and submitted to MHO at the time of signing the Transfer Payment Agreement. Subsequently, update reports must be provided on an annual basis. A sample French Language Services Report has been included in Appendix B.

To facilitate the completion of the Take-Up Plan, quarterly reports, and the French Language Services Report, sample templates will be included as part of successful Service Managers' Transfer Payment Agreements. Service Managers will be required to submit all of these documents to MHO using GOS. Service Managers can obtain support with the System via [e-mail at AIMSupport@ontario.ca](mailto:AIMSupport@ontario.ca), or via phone at 416-585-7070 or 1-866-417-5399.

Roles and Responsibilities

The Province and Service Managers will each be responsible for specific tasks, including but not limited to:

Province	Service Managers
Establishing the Supportive Housing Policy Framework, Best Practices Guide and Program Guidelines.	Engaging in planning activities related to program delivery, which may include assessing service needs, identifying partners, and developing planning processes.
Developing tools and acting as a facilitator / convener (where needed) to assist with best practices, and connect with partner ministries.	Delivering services and administering the program consistent with the Supportive Housing Policy Framework and Program Guidelines.
Entering into Transfer Payment Agreements with Service Managers.	Entering into Transfer Payment Agreements with the Province.
Administering funding.	Creating, entering into, and monitoring service contracts with service providers as appropriate.
Developing, reviewing and approving Take-Up Plans and Quarterly Reports	Completing and submitting Take-Up Plans and Quarterly Reports to MHO, including the collection of financial and Performance Indicator data.
Monitoring compliance with the Transfer Payment Agreement and Program Guidelines.	Complying with the requirements in the Transfer Payment Agreement and Program Guidelines.

Important Dates

The HFG program will be developed along the following timelines:

Activity	Date
Issue EOI to Service Managers	Mar 2017
MHO Teleconference with Service Managers	Mar 2017
Service Managers prepare their EOIs	Mar – May 2017
Service Managers submit EOIs for review and evaluation by MHO and partner ministries	May 19, 2017
MHO, in collaboration with partner ministries, evaluates the EOIs and selects participating Service Managers	May – Jul 2017
Service Managers sign Transfer Payment Agreements, and submit Take-Up Plans to MHO	Aug – Oct 2017
Funding flows to Service Managers	Oct 2017
Quarterly Reports due to MHO	2017-2018
	Q3 (Oct-Dec): Jan 15, 2018
	Q4 (Jan-Mar): Apr 15, 2018
	2018-2019
	Q1 (Apr-Jun): Jul 15, 2018
	Q2 (Jul-Sep): Oct 15, 2018
	Q3 (Oct-Dec): Jan 15, 2019
	Q4 (Jan-Mar): Apr 15, 2019

To obtain further information about HFG, Service Managers are encouraged to contact their respective regional staff contacts at Ministry of Housing, Ministry of Community and Social Services and their Local Health Integration Network. Contact information is included in the appendices.

Appendix A: Examples of Eligible Support Services

The types of support services that are eligible to be funded include, but are not limited to, the following:

- Counselling, case management, crisis prevention, harm reduction, and intervention services.
- Assistance with substance use issues, including: assessments; treatment services offered in residential and non-residential settings; relapse prevention; recovery planning; fetal alcohol supports; supports related to concurrent disorders and withdrawal services.
- Support with mental health and mental illness, including: psycho-socio assessments; diagnosis and dual diagnosis; treatment planning; individual or group therapy sessions, and support groups.
- Support with physical and cognitive disabilities.
- Pre-discharge planning from provincial institutions (e.g., hospitals and prisons).
- Household set-up assistance, including: obtaining personal identification; moving; transportation; basic furnishings; and rent / utility deposits.
- **Development of support service plans, to document recipients' goals, activities, and levels of support to be provided.**
- Assistance with maintaining rental tenancy, including information about: rights and responsibilities; tenant-landlord relations and orientations; and information about how to be a good neighbor and crisis intervention / eviction prevention.
- Assistance with basic needs, including: personal care (e.g., bathing, hygiene, and dressing); exercise; shopping; purchasing food and meal preparation; house cleaning; laundry; money management (e.g., budgeting, banking, financial goals); dispensing medication; and conflict resolution.
- **Assistance with transitioning to other forms of housing that better meets recipients' needs.** This would include: support regarding how to choose a suitable home; assessing readiness for congregate living, independent and supported living, rental tenancy, and / or home ownership; and instruction on basic home maintenance and repairs.
- Assistance with referrals to gain access to services including: income support; employment, job placements, vocational counselling, education, and skills training; parenting courses and child care; legal services; and recreational activities.

- Assistance with the coordination of opportunities for social engagement and inclusion in community life, including: volunteer experiences; participation in social clubs, organizations, and sports; and transportation to events.
- Support to connect with peers and strengthen positive relationships with family members and friends.
- Provision of services to facilitate discharge planning from provincial institutions (e.g., hospitals and prisons).
- Provision of services to address non-clinical medical needs, including: routine medical care; and general health information (e.g., nutritional counselling and medication management).
- Referrals to external service providers to address clinical medical needs.
- Recruitment and / or employment of staff members and peer support workers to deliver support services to recipients, either on-site or through external community agencies.

Appendix B: French Language Services Report and Designated Areas

FRENCH LANGUAGES SERVICES REPORT

Please complete and submit this Report, including Schedule A, on an annual basis by May 31st of each year.

Service Manager:
 Service Manager Address:
 Service Manager Contact:

Name:
 Number:
 Email:

This report is to confirm that the _____ [Service Manager name] is providing services under Home For Good and has an office(s) located in or serving an area designated in the Schedule to the French Language Services Act ("FLSA").

The _____ [Service Manager name] confirms that it is:

Providing Home For Good services to the public in French in all of its offices (including the offices of sub-contractors) located in or serving an area designated in the Schedule to the FLSA as described in Schedule A; and,

Making it known to the public, including by way of signs, notices, other information on services, and initiation of communications in French, that services provided to and communications with the public in connection with Home For Good are available in French.

I declare that the above information is true and complete.

Service Manager Signature

Name:
 Title:

I have the authority to bind _____ [Service Manager name]

Dated at _____ this _____ day of _____, 20__.

Schedule A

As a Service Manager providing services under Home For Good and having offices (including the offices of sub-contractors) located in or serving an area designated in the Schedule to the French Language Services Act, please complete the section below. A list of designated areas can be found in Schedule B.

Service Manager Name:

Name of Designated Area(s):

Description of Services:

Please select all items that apply to the services you are providing under Home For Good in an office (or the office of a sub-contractor) that is located in or services a designated area.

Signage and visibility of available services in French

Over-the-counter services are available in French

Written correspondence and telephone service are available in French

Translation of written material produced for public use is available in French

Other _____ [please specify]

Please list any services or locations in designated areas where these French language services are not being provided. Please explain.

Schedule B

List of Designated Areas under the French Language Services Act

Service Manager	Designated Area(s)
City of Toronto	All
Central Region	
Regional Municipality of York	City of Markham (As of July 1, 2018)
Regional Municipality of Peel	City of Mississauga; City of Brampton
County of Simcoe	Town of Penetanguishene; Townships of Tiny and Essa
Eastern Region	
City of Cornwall	County of Glengarry; Township of Winchester; County of Stormont
City of Kingston	City of Kingston
City of Ottawa	All
United Counties of Prescott and Russell	County of Prescott; County of Russell
County of Renfrew	City of Pembroke; Townships of Stafford and Westmeath
Western Region	
Municipality of Chatham-Kent	Town of Tilbury; Townships of Dover and Tilbury East
City of Hamilton	All of the City of Hamilton as it exists on December 31, 2000
City of London	City of London
Regional Municipality of Niagara	City of Port Colborne; City of Welland
City of Windsor	City of Windsor; Towns of Belle River and Tecumseh; Townships of Anderdon, Colchester North, Maidstone, Sandwich South, Sandwich West, Tilbury North, Tilbury West and Rochester

Service Manager	Designated Area(s)
Northeast Region	
Algoma District Services Administration Board	District of Algoma
Cochrane District Social Services Administration Board	All
City of Greater Sudbury	All
Manitoulin-Sudbury District Services Board	District of Sudbury
District of Nipissing Social Services Administration Board	District of Nipissing
District of Parry Sound Social Services Administration Board	Municipality of Callander
District of Sault Ste. Marie Social Services Administration Board	The part of the District of Algoma that is part of the district for the District of Sault Ste. Marie Social Services Administration Board
District of Timiskaming Social Services Administration Board	All
Northwest Region	
Kenora District Services Board	Township of Ignace
District of Thunder Bay Social Services Administration Board	Towns of Geraldton, Longlac and Marathon; Townships of Manitouwadge, Beardmore, Nakina and Terrace Bay

Appendix C: Ministry of Housing Contacts

Municipal Services Office – Central

777 Bay Street 13th Floor
Toronto, ON, M5G 2E5
General Inquiry: 416-585-6226
Toll Free: 1-800-668-0230
Fax: 416-585-6882

Contact: Ian Russell, Team Lead, Regional Housing Services
Tel: 416-585-6965
[Email: ian.russell@ontario.ca](mailto:ian.russell@ontario.ca)
Serving: Durham, Halton, Muskoka, Peel, Simcoe, York

Municipal Services Office – Eastern

8 Estate Lane, Rockwood House
Kingston, ON, K7M 9A8
General Inquiry: 613-545-2100
Toll Free: 1-800-267-9438
Fax: 613-548-6822

Contact: Mila Kolokolnikova, Team Lead, Regional Housing Services
Tel: 613-545-2123
[Email: mila.kolokolnikova@ontario.ca](mailto:mila.kolokolnikova@ontario.ca)
Serving: Cornwall, Hastings, Kawartha Lakes, Kingston, Lanark, Leeds and Grenville, Lennox and Addington, Northumberland, Ottawa, Peterborough, Prescott and Russell, Renfrew

Municipal Services Office – Western

659 Exeter Road, 2nd Floor
London, ON, N6E 1L3
General Inquiry: 519-873-4020
Toll Free: 1-800-265-4736
Fax: 519-873-4018

Contact: Tony Brutto, Team Lead, Regional Housing Services
Tel: 519-873-4032
[Email: tony.brutto@ontario.ca](mailto:tony.brutto@ontario.ca)
Serving: Brantford, Bruce, Chatham-Kent, Dufferin, Grey, Hamilton, Huron, Lambton, London, Niagara, Norfolk, Oxford, St. Thomas, Stratford, Waterloo, Wellington, Windsor

Municipal Services Office – Northeastern

159 Cedar Street, Suite 401
Sudbury, ON, P3E 6A5
General Inquiry: 705-564-0120
Toll Free: 1-800-461-1193
Fax: 705-564-6863

Contact: Cindy Couillard, Team Lead, Regional Housing Services
Tel: 705-564-6808
[Email: cindy.couillard@ontario.ca](mailto:cindy.couillard@ontario.ca)

Serving: Algoma, Cochrane, Greater Sudbury, Manitoulin-Sudbury, Nipissing, Parry
Sound, Sault Ste. Marie, Timiskaming

Municipal Services Office – Northwestern

435 James Street, Suite 223
Thunder Bay, ON, P7E 6S7
General Inquiry: 807-475-1651
Toll Free: 1-800-465-5027
Fax: 807-475-1196

Contact: Peter Boban, Team Lead, Regional Housing Services
Tel: 807-473-3017
[Email: peter.boban@ontario.ca](mailto:peter.boban@ontario.ca)

Serving: Kenora, Rainy River, Thunder Bay

Housing Programs Branch - Toronto

777 Bay Street, 14th Floor
Toronto, ON, M5G 2E5
Fax: 416-585-7003

Contact: Walter Battello, Account Manager, Regional Services Delivery Unit
Tel: 416-585-6480
[Email: walter.battello@ontario.ca](mailto:walter.battello@ontario.ca)

Serving: Toronto

Appendix D: MCSS / MCYS Contacts

Central Region

6733 Mississauga Road, Suite 200
Mississauga, ON L5N 6J5
Tel: (905) 567-7177
Fax: (905) 567-3215
Toll Free: 1-877-832-2818

17310 Yonge Street
Newmarket, ON L3Y 7R8
Tel: (905) 868-8900
TTY: (905) 715-7759
Fax: (905) 895-4330
Toll Free: 1-877-669-6658

Serving: Dufferin, Halton, Peel, Simcoe, Waterloo, Wellington, York

Eastern Region

347 Preston Street, 3rd Floor
Ottawa, ON K1S 2T7
Tel: (613) 234-1188
Fax: (613) 783-5958
Toll Free: 1-800-267-5111

11 Beechgrove Lane
Kingston, ON K7M 9A6
Tel: (613) 545-0539
Fax: (613) 536-7272
Toll Free: 1-800-646-3209
TTY: (613) 536-7304

Serving: Cornwall, Durham, Hastings, Kawartha Lakes, Kingston, Lanark, Leeds & Grenville, Lennox & Addington, Northumberland, Ottawa, Peterborough, Prescott & Russell, Renfrew

Western Region

217 York Street, Suite 203
 P.O. Box 5217
 London, ON N6A 5R1
 Tel: (519) 438-5111
 Fax: (519) 672-9510
 Toll Free: 1-800-265-4197
 TTY: (519) 663-5276

119 King Street West
 Hamilton, ON L8P 4Y7
 Tel: (905) 521-7280
 Fax: (905) 546-8277
 Toll Free: 1-866-221-2229
 TTY: (905) 546-8276

Serving: Brantford, Bruce, Chatham-Kent, Grey, Hamilton-Niagara, Huron, Lambton, London, Norfolk, Oxford, St. Thomas, Stratford, Windsor

North Region

199 Larch Street
 10th Floor, Suite 1002
 Sudbury, ON P3E 5P9
 Tel: (705) 564-4515
 Fax: (705) 564-2163
 Toll Free: 1-800-461-1167
 TTY: (705) 564-3233

621 Main Street West
 North Bay, ON
 P1B 2V6
 Tel: (705) 474-3540
 Fax: (705) 474-5815
 Toll Free: 1-800-461-6977
 TTY: (705) 474-7665

Serving: Algoma, Cochrane, Kenora, Manitoulin-Sudbury, Nipissing, Parry Sound, Rainy River, Sault Ste. Marie, Sudbury, Thunder Bay, Timiskaming

Toronto

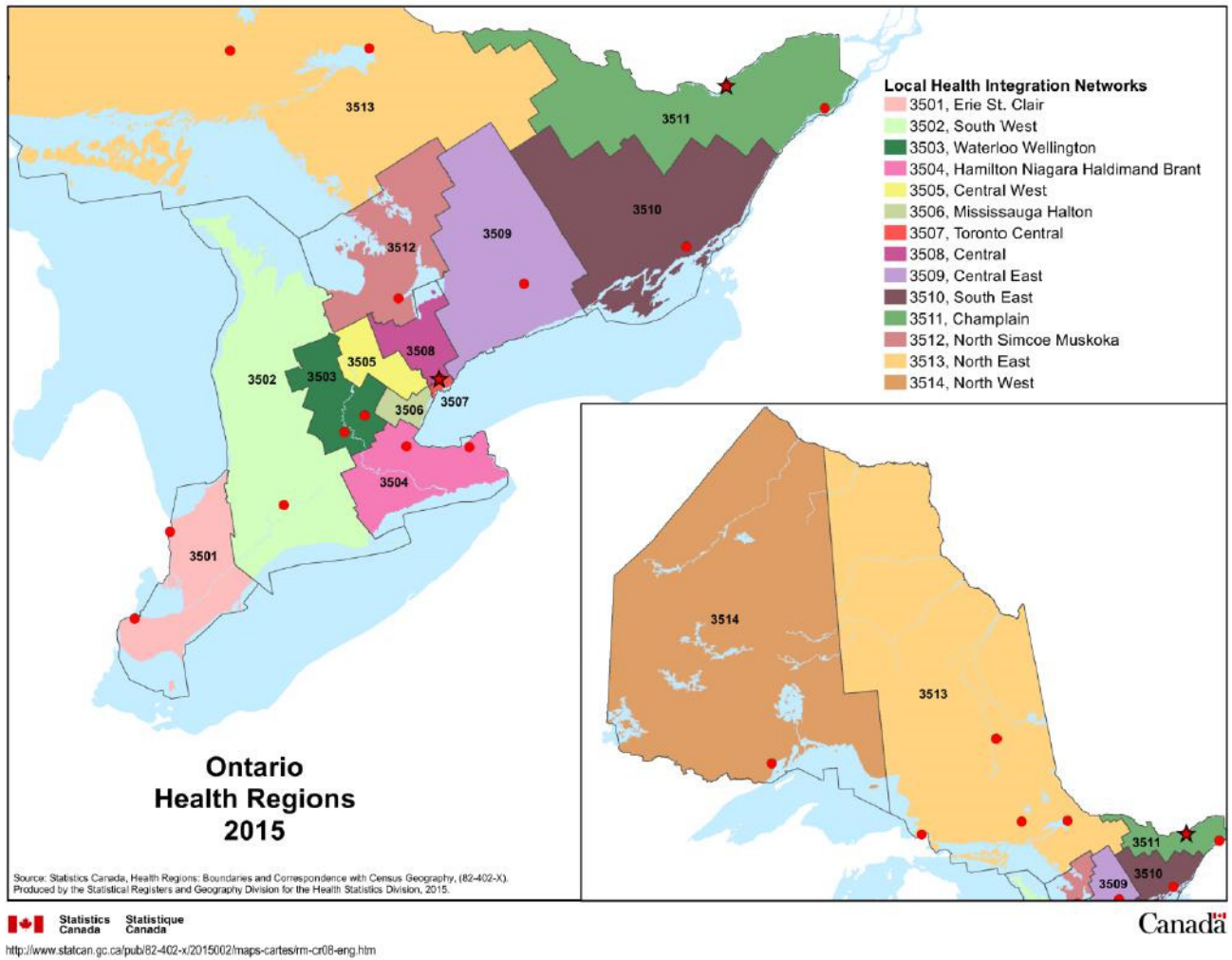
375 University Avenue, 5th Floor
 Toronto, ON M7A 1G1
 Tel: (416) 325-0500
 Fax: (416) 325-0565
 TTY: (416) 325-3600
 Serving: Toronto

Appendix E: LHIN Contacts

LHIN	Contact Information
Central	central@lhins.on.ca
	1-866-392-5446
	http://www.centrallhin.on.ca/
Central East	centraleast@lhins.on.ca
	1-866-804-5446
	http://www.centraleasthin.on.ca/
Central West	centralwest@lhins.on.ca
	1-866-370-5446
	http://www.centralwesthin.on.ca/
Champlain	champlain@lhins.on.ca
	1-866-902-5446
	http://www.champlainhin.on.ca/
Erie St. Clair	eriestclairhin@lhins.on.ca
	1-866-231-5446
	http://www.eriestclairhin.on.ca/
Hamilton Niagara Haldimand Brant	hamiltonniagarahaldimandbrant@lhins.on.c
	a
	1-866-363-5446 http://www.hnhblhin.on.ca/
Mississauga Halton	mississaugahalton@lhins.on.ca
	1-866-371-5446
	http://www.mississaugahaltonhin.on.ca/
North Simcoe Muskoka	northsimcoemuskoka@lhins.on.ca
	1-866-903-5446
	http://www.nsmhlhin.on.ca/
North East	northeast@lhins.on.ca
	1-866-906-5446
	http://www.nelhin.on.ca/
North West	northwest@lhins.on.ca
	1-866-907-5446
	http://www.northwesthin.on.ca/

LHIN	Contact Information
South East	southeast@lhins.on.ca
	1-866-831-5446 http://www.southeastlhins.on.ca/
South West	southwest@lhins.on.ca
	1-866-294-5446 http://www.southwestlhins.on.ca/
Toronto Central	torontocentral@lhins.on.ca
	1-866-383-5446 http://www.torontocentrallhins.on.ca/
Waterloo Wellington	waterloowellington@lhins.on.ca
	1-866-306-5446 http://www.waterloowellingtonlhins.on.ca/

Appendix F: Map of LHIN Regions



By-law 2017-184

**A By-law of the City of Greater Sudbury to
Authorize Various Matters as Part of the
Home for Good Program of the Ministry of Housing**

Whereas the Province of Ontario has introduced a Supportive Housing Investment Initiative, which will provide funding for province wide housing assistance and support services;

And Whereas the Province of Ontario has established the Home for Good Program as a component of the Supportive Housing Investment Initiative, to assist families and individuals who fall into one or more of the Province's four priority areas of homelessness: chronic homelessness; youth homelessness; indigenous peoples experiencing homelessness and homelessness following transitions from provincially funded institutions and services systems;

And Whereas the Province has agreed to provide funding under the Home for Good Program to the City of Greater Sudbury to help address the need for supporting housing in these four priority areas of homelessness;

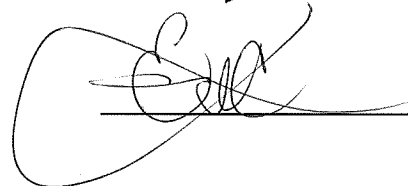
Now therefore the Council of the City of Greater Sudbury hereby enacts as follows:

1. The Manager of Housing Services is hereby authorized to execute an agreement and all amendments thereto, all renewals and other related documents between the City of Greater Sudbury and the Ministry of Housing to participate in the Home for Good Program sponsored by the Ministry of Housing including without limitation, execution of the Ontario Transfer Payment Agreement, and execution and submission of the Take-Up Plan.
2. The Manager of Housing Services is hereby authorized to allocate any funds received by the City of Greater Sudbury pursuant to Home for Good Program sponsored by the Ministry of Housing in accordance with program guidelines and to establish appropriate procedures to ensure compliance with program requirements.
3. The Manager of Housing Services is hereby authorized to establish the form of and execute agreements with recipients of funds allocated under the Home for Good Program, provided such agreements are in accordance with program guidelines and the approved take up plan, and to execute such amendments, extensions, renewals and other documents as may be required to implement the allocation of funds in accordance with the Home for Good Program and is further authorized to subsequently administer and enforce any such agreements.

4. The Treasurer is hereby authorized to advance funds received from the Ministry of Housing as part of Home for Good Program, upon the written instruction of the Manager of Housing Services.
5. Every delegation of a power, duty or function includes all authority necessary to do all acts required to carry out the authority delegated under this By-law.
6. Notwithstanding the delegation of authority provided for herein, if, in the opinion of the person to whom a matter has been delegated, or in the opinion of the Chief Administrative Officer, the matter is one that ought to be reviewed by Council, such matter shall be considered by Council prior to approval.
7. This By-law shall come into full force and effect upon passage.

Read and Passed in Open Council this 1st day of November, 2017

 _____ Mayor

 _____ Clerk

Sudbury Peace Tower Housing Proposal

A Collaborative Approach to Providing Affordable and Serviced Housing

Prepared by:

Michael Cullen SWSE, Community Partnerships

Co-Chair, Sudbury Peace Tower Housing Project Steering Committee





February 21, 2020

Sudbury Peace Tower Housing Project

It gives me great pleasure to present our proposal for the Sudbury Peace Tower Housing Project in collaboration with the many groups both on our steering committee and other community stakeholders who have a sincere interest to provide proper, safe, comfortable and affordable housing to individuals and families in the City of Greater Sudbury.

The core driving principles on which we are presenting this proposal are founded on listening with sincere intent to the stories and successes of people with lived experience who have transformed their lives when their housing needs have been met. We fully understand and appreciate these tales of transformation and offer our partner endorsements with a true passion for making the Sudbury Peace Tower Housing Project a reality based on key relationship fundamentals.

We present this proposal as part of the Home For Good (HFG) funding guidelines which is aimed at supporting the following system-level outcomes such as:

- Increased sense of inclusion and community connection
- Improved physical, mental and emotional wellbeing
- Reduced pressure on institutions and service systems, including emergency shelters
- Improved access to other supports to meet individual needs

Our current working group is fully aligned to adopt the Home For Good criteria of both financing and developing the business case to advance the project so that it offers a sustainable operating model combined with cost effective internal supports for the tenants.

Our work will continue to build key partner alliances in the hopes that the City of Greater Sudbury and the provincial Home For Good funding see that our scope, depth and passion for the Sudbury Peace Tower Housing Project is one more step in creating healthy productive social outcomes that our city can be proud to celebrate and share.

Your Truly,

Michael Cullen

SWSE Community Partnerships/Co-Chair Sudbury Peace Tower Housing Project

Documentation

Collaborative Approach by Michael Cullen, SWSE Community Partnerships
Co-Chair Sudbury Peace Tower Housing Project Steering Committee

HFG Expression of Interest – January 20, 2020

Sudbury Peace Tower Housing Project - Letters of Support

- I Believe Network
- SW Water Tower Ltd. (SWT)
- SWSE (SW Sports & Entertainment Ltd.)
- Habitat for Humanity
- Collège Boréal
- Centreline Architecture / Company profile / Resumes
- Elgin Street Mission
- Canadian Mental Health Association (CMHA)
- Blue Door Soup Kitchen

Sudbury Peace Tower - Media Coverage

- Sudbury Peace Tower Media Release – October 28, 2019
- CBC – October 29, 2019
- Sudbury.com – October 29, 2019
- Sudbury Star – October 29, 2019
- CBC Radio – Morning North – October 29, 2019
<https://www.cbc.ca/listen/live-radio/1-41-morning-north/clip/15743783-dario-zulichs-new-vision-for-the-downtown-water-tower>
- My Algoma Manitoulin – October 30, 2019
- SWSE Articles – 50+ Lifestyle Magazine

Quotation

- TESC Contracting

Conceptual Photos

- Centreline Architecture

Sudbury Peace Tower Housing Proposal

A Collaborative Approach to Providing Affordable and Serviced Housing

Introduction and Backgrounder

The Sudbury Peace Tower Housing Proposal can best be described as a true collaborative in the making. The sole intention of this 38-unit affordable housing development is to provide a true back to basics caring service model that leverages each and every relationship from the early on community consultative approach to offering tenants a variety of options that meet or exceed the program guidelines as per the Home for Good (HFG) criteria. These services may include but not limited to the following:

- Life skills training and support (e.g., financial literacy, meal preparation)
- Employment readiness training and supports
- Personal support (e.g., counselling, personal and case support)

The concept of transforming the Sudbury Peace Tower site into a collaborative housing development came from a long-established relationship with the owner of the property and the late Reverend Jeremy Mahood. In keeping with Jeremy's desire to help our city's most vulnerable through housing and support services the concept to both dedicate and transform the former Sudbury Water Tower site was born.

In October 2019 the Sudbury Water Tower site was officially dedicated in the memory of Jeremy Mahood and is now known as the Sudbury Peace Tower. From this point forward and under the guidance of Eileen Mahood and the long standing charitable entity ***I Believe Network*** the original concept of both Eileen and Jeremy to house our at risk youth remains alive through this proposal and including the many community groups that are pledging support for this development.

In addition to the above mentioned, the offer of converting the land and site to serve both the tenants and community at no cost to the project is also being presented on behalf of the owner of the property SW Water Tower Ltd (SWT). The offer to use the land for the purpose of an affordable housing development is an example of the strength and depth of this collaborative approach.

By being able to utilize the significance of the **I Believe Network** the proposed service demographic would be in keeping with the articles of incorporation of this charitable entity. The Sudbury Peace Tower Housing Project will have a direct focus that directly aligns with the Home for Good (HFG) criteria to address the following:

- Homelessness following transition from provincially funded institutions and service systems (e.g., prisons and hospitals).
- Young Adult Homelessness
- Accessibility Needs
- Seniors

With the official property dedication complete (Oct 2019) the community development and consultation began by meeting with many like-minded groups that have a keen interest in developing both a unique affordable housing option, while at the same time being able to create a true collaborative team approach that also sees the project through a grass roots base from the design and building to the servicing of the tenants.

The conversations with dozens of groups and individuals including the City of Greater Sudbury Housing Services, Homeless Network, Sudbury Action Centre for Youth, John Howard Society, Habitat for Humanity, Collège Boréal, CMHA and many more have offered us a further understanding and clarity that this project must be a service first model based on the core partnerships, needs and dreams of an all-inclusive, innovative housing model.

Guiding Principles/Partnership

To keep the community consultation on track and focused by attaching the Sudbury Peace Tower Housing Project concept to real life experience, the entire concept has run parallel with an on the ground lived experience Ambassador Program. The Ambassador Program allows those who have suffered from homelessness, mental health and addictions to lend their voice and stories so that our working committee respects and fully appreciates how hard it can be to truly transform one's life to full independence which of course includes housing for all.

This proposal is also being guided by the Home for Good Program Guidelines. This provincial structure fully supports a supportive housing model and has stated:

“Every person in need has quality, safe and affordable supportive housing, feels empowered to live as independently as possible, and flourishes in the community of their choice”

The current working group has been working alongside the City of Greater Sudbury to fully understand the needs of our most vulnerable when it comes to providing fair, safe and affordable housing. This proposal is in keeping with the needs of our ever-changing population as directed and shared across the City of Greater Sudbury.

We are confident that our collaborative approach will lead to matching or in some cases exceeding the desired provincial outcomes that may include the following:

- Increased housing stability
- Improved access to other supports to meet individual goals
- Increased sense of inclusion and community connection
- Improved physical, mental and emotional well being

The development of any long-term collaborative takes both time and patience to develop. We are excited to share that the Sudbury Peace Tower Housing Project has both depth and scope when it comes to getting such a concept off the ground to realizing occupancy and ultimately innovative supports for all.

Partner Profiles

SWSE (SW Sports and Entertainment Ltd.) will be offering its charitable entity (to be established) the SWSE Foundation to offer employment opportunities to tenants through its sporting and entertainment venues. These programs may include skills and development training in addition to volunteer opportunities. In addition to enhanced skills and employment development a portion of the in house 50/50 revenue effective 21/22 sporting seasons will go to support and help sustain the many supports within the Sudbury Peace Tower Housing Project. Upon the completion of the actual build the SWSE Foundation may also elect to be the charitable entity that oversees the operations of the partnerships working directly with the tenants.

SWSE has a well-documented history of working alongside charitable and non-profit entities and currently has a commitment to those with hidden, developmental, physical disabilities and seniors in partnership with Collège Boréal and the Companion Program. In addition, the past three years has also seen dozens of youth groups being funded through a collaborative with the United Way North East Ontario supporting Youth Mental Health Programming.

Habitat for Humanity has a mandate to make housing affordable for all. Habitat's model is shifting somewhat to multi-residential units that offer a community, individuals and families high density housing and supports. This project has the full support of the local Habitat for Humanity Chapter through its Ontario Gateway regional operating model. This support will see dozens of volunteers to help build the housing complex using soft skills that will ultimately see a cost to build reduction so that we may be able to reduce capital construction costs.

Collège Boréal with its well-structured Health Sciences and Apprenticeship Programs have expressed interest in a long-term collaborative that could see both faculty and students alike providing experiential learning to aid in the design, construction and ultimately servicing the tenants of the Sudbury Peace Tower Housing Project. Both SWSE and Collège Boréal have made a commitment to serve the needs of those with disabilities and seniors with the launch of the Companion Program. We see Collège Boréal as a pivotal partner that will also allow all services to be offered in both official languages on and off site.

SW Water Tower Ltd. (SWT) has offered the land on which the proposed Sudbury Peace Tower Housing Project will be developed. SWT is the company that owns the Sudbury Water Tower (recently renamed the Sudbury Peace Tower as a dedication to the legacy of Jeremy Mahood.) Dario Zulich is the owner and President of SWT. Dario is a partner in one of Sudbury's largest property development/management companies and is also a partner in one of the largest construction companies in Northern Ontario. SW Water Tower Ltd. holds approximately four acres of land and Dario Zulich is offering this parcel of land to build a minimum of 38 units.

TESC Construction Since 1976, TESC has evolved into a multi-trade construction services provider specializing in industrial projects and plant/facility maintenance. Offering civil, structural, electrical, piping, millwrighting, boilermaker, and engineered scaffolding services, the construction company primarily serves the Industrial, Infrastructure and Institutional markets. TESC is also an authorized Robertson Builder for the design, supply and construction of pre-engineered buildings. A unionized contractor, its current workforce consists of approximately 250 employees, comprising the Sudbury and Saskatchewan offices, both permanent and contract employees. TESC provides value to its clients as a single-source option, allowing for more efficient project delivery. Over the last 43 years, the TESC team has successfully completed projects with several significant organizations in various markets, such as Vale, Glencore, Tahoe Canada, The Mosaic Company, Ontario Power Generation, SaskPower, and Laurentian University.

Centerline Architecture has a well-documented and disciplined creative team that has experience in working with non-profits, charities, educational institutions and municipal projects. In addition to innovative approaches to design and construction they have also lent the Sudbury Peace Tower very generous in-kind consultations that have allowed the project to move along its journey from concept stage to development. In this proposal we have provided their supporting documents, resume of qualifications and most importantly the commitment that this project will be a leading-edge building that will be energy efficient, comfortable and safe for all who reside.

Other groups that have been consulted with include the following:

Sudbury Action Centre for Youth, CMHA, Samaritan Centre, Elgin St. Mission, Blue Door Soup Kitchen, City of Greater Sudbury Homelessness Network, Elizabeth Fry Society, John Howard Society, Kina Gbezhgomi Child and Family Services, Sudbury & District Public Health

All the above-mentioned groups including many more are part of ongoing discussions so that we can continue to understand the complex needs of all who may require housing with supports and services.

Technical Description

The proposed site will be comprised of single, bachelor and one-bedroom units that meet or exceed the standard building requirements. Special attention will be given to the accessibility needs of tenants. (walk in shower, rails and other features). The building will be made up of 38 plus units that best fit the land size and architectural footprint of the property. Consideration for community space, common laundry and other essential services will be considered in the final concept.

The key to this development will also be the “service” space that is offered for small meetings, workshops and training needs. The overall development must adhere to the common needs of all who live on site.

The main housing complex will also be complimented by a generous green space that will see the base of the Sudbury Peace Tower transformed into a community, or healing garden and a playground, complete with decking and other unique outdoor recreation offerings. This dedicated space was part of the original dedication to the memory of the late Jeremy Mahood.

Design considerations will exceed AODA building codes plus other relevant regulatory standards. It will strive to incorporate Green Building and Green House mitigation initiatives. The project will be developed by the I Believe Network and steering committee in partnership with Centerline Architecture, TESC Construction and include the many community partners as directed. All will work together to ensure that the project deliverables are met on time and on budget.

The construction of the Sudbury Peace Tower Housing project will follow The Home For Good criteria as outlined under the General Program Guidelines which include the following:

- Projects must start construction within 120 days of a signed Contribution Agreement
- Written confirmation of construction start must be provided to MHO
- Site inspections will be conducted at the discretion of MHO

This proposal also recognizes that the MHO encourages the use of energy efficient features in building design and the use of ENERGYSTAR- rated projects used when available. The construction will also include the mandatory use of suite meters (as of Jan 2011).

The proponents agree to working with the City of Greater Sudbury so that all required municipal approvals such as zoning, minor variances, land severances and site plan approvals are in place in advance of the proposed development construction.

Affordability Criteria and Rents

As outlined in the Home for Good directive the Sudbury Peace Tower Housing project will adhere to the affordability which is defined to offer rents at or below 80% of CMHC at the time of occupancy. The project service model will also work towards providing greater affordability options to tenants which will also utilize rent supplements.

Next Steps

The Sudbury Peace Tower project steering committee are currently in discussions with a financial entity who has direct experience in developing similar high-density affordable housing projects. They fully understand the provincial model of social service delivery financing using the District Social Service (DSSAB) model of both planning and delivery of such projects. In addition to the above the next steps include the following:

- Secure bridge financing and guarantor (final costing of building and site preparation)
- Establish a working pro forma budget that highlights costs vs. projected rental and other income
- Develop a capital campaign concept that uses funds to establish the “service” model of operating and delivery
- Work with the City of Greater Sudbury and partners on the site plan and infrastructure services to the actual site
- Leverage each partnership that will bring the “service” model to realization through formal and well-structured agreements making the project a model of housing first.

Comments, suggestions can be directed to:

Michael Cullen, SWSE Community Partnerships (SW Sports & Entertainment Ltd.)

Co-Chair Sudbury Peace Tower Housing Project Steering Committee

michael.cullen@swse.ca

705-929-9892

SW Water Tower Ltd. / I Believe Network

January 20, 2020

Cindi Briscoe
Manager of Housing Services
City of Greater Sudbury
PO BOX 5000, Station 'A',
200 Brady St.
Sudbury, ON Canada
P3A 5P3

Dear Cindi:

Expression of Interest - Home for Good (HFG) Application

Please accept this letter on behalf of SW Water Tower Ltd. (SWT) and I Believe Network (IBN) as our expression of interest to apply for the Home for Good Capital Funding (HFG) to develop a housing project at the Sudbury Water Tower located at 87 Pearl Street, Sudbury, Ontario.

SWT is the company that owns the Sudbury Water Tower (recently renamed the Sudbury Peace Tower as a dedication to the legacy of Jeremy Mahood.) Dario Zulich is the owner of SWT, and an entrepreneur and builder of economic growth and a partner in one of the cities largest property management companies in Sudbury.

The I Believe Network is a not-for-profit charity, founded by the late Pastor of All Nations Church - Jeremy Mahood and his wife Eileen Mahood. Throughout Jeremy's life-time he was involved in many community programs including inter-generational housing for seniors and families (The Landmark); chaplain for the Sudbury Police Services; Paul Harris Fellow of the Rotary Club; The Living Nativity – providing an opportunity for the community to celebrate Christmas. Also, he was the life coach and chaplain of the Sudbury Wolves, and thoroughly enjoyed attending games and supporting the young hockey players and coaches.

Eileen is the Vice Chairperson for the All Nations Family Housing Corporation (ANFHC), known as the Landmark. This 64-unit building (32 seniors / 32 families) provides 52 rent geared to income and 12 market rent units. As President of the I Believe Network, she operated First Steps for several years which provided supportive transition to people in need. It encouraged positive changes in people's lives. Part of the IBN purpose is to continue do social good in the community.

Both organizations, believe in the vision that every person in need should have quality, safe and affordable supported housing, and that people feel empowered to live as independently as possible in the Community of Greater Sudbury.

According to the Home for Good Program Guidelines, the organizations plan to build 38-50 bachelor units with a common area and meeting space for programing to support homelessness. This initiative would help the 2,000 units shortage of single dwelling units within the City of Greater Sudbury.

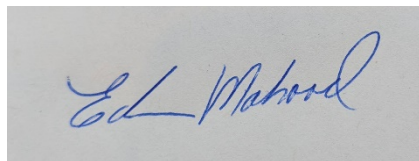
SW Water Tower Ltd. and I Believe Network together, in collaboration with the Habitat for Humanity – Ontario Gateway North, CMHA Sudbury, Sudbury Action Centre for Youth (SACY), and Centerline Architecture together will participate in this housing project as an initial advisory board. Together we can help eliminate chronic homelessness in our Community.

Thank you for your consideration of this expression of interest and we look forward to hearing from you.

Yours sincerely,



Dario Zulich
SW Water Tower Ltd.
874 Lapointe Street
Sudbury, ON P3A 5N8
705-688-6327



Eileen Mahood
I Believe Network
1816 Marie Avenue
Sudbury, ON P3E 2X8
705-919-1778

I Believe Network

February 20, 2020

Re: Peace Tower Housing Project

The Peace Tower Housing project will support City of Greater Sudbury residents, creating a homegrown solution to the issue of homelessness in our community. Further, while it is always difficult to ascertain the precise number of individuals affected by homelessness, the 38 units in this project will undoubtedly do much to address this issue in the City of Greater Sudbury.

The I Believe Network (IBN) is supportive of the scope of this project and its potential contribution to a homelessness solution. Housing, while critically important, is often only the first step in addressing homelessness; housing should be paired with supports and services to ensure those being housed are able to maximize the opportunity for a more secure and productive future.

IBN is a not-for-profit charity, founded by the late Pastor of All Nations Church - Jeremy Mahood and me. Throughout Jeremy's lifetime we were involved in many community programs including inter-generational housing for seniors and families (The Landmark); The Living Nativity – providing an opportunity for the community to celebrate Christmas. Also, he was the life coach and chaplain of the Sudbury Wolves, and thoroughly enjoyed attending games and supporting the young hockey players and coaches.

Today, I am continuing our community focussed work as the vice-chair of The All Nations Family Housing Corporation (ANFHC), known as the Landmark. This 64-unit building (32 seniors / 32 families) provides 52 rent geared to income and 12 market rent units. And, as President of the I Believe Network, I managed the IBN program, First Steps, for many years which provided supportive transition to people in need and was funded by the federal government's Community Chaplaincy Program and donations. It encouraged positive changes in people's lives and assisted them to find safe, affordable housing navigate the social services system and become productive members of society through a job training program. Part of the IBN purpose is to continue do social good in the community.

For all of the reasons cited above, the scope of this project and its impacts on the City of Greater Sudbury homelessness, the services and supports built into the proposal, and the unique location that minimizes impact on businesses and residents, the I Believe Network offers its unconditional support of the proposed Peace Tower Housing Project.

Sincerely,



Eileen Mahood



Sudbury, February 20, 2020

Letter of Intent – Sudbury Peace Tower Housing Project

Please accept this letter of intent on behalf of SW Water Tower Ltd. (SWT) as our expression of interest to apply for the Home for Good Capital Funding (HFG) to develop a housing project at the Sudbury Water Tower located at 87 Pearl Street, Sudbury, Ontario.

SWT is the company that owns the Sudbury Water Tower (recently renamed the Sudbury Peace Tower as a dedication to the legacy of Jeremy Mahood.) I am the Owner and President of SWT. I am a partner in one of Sudbury's largest property development/management companies. I am also a partner in one of the largest construction companies in Northern Ontario.

I believe in the vision that every person in need should have quality, safe and affordable supported housing, and that people feel empowered to live as independently as possible in the Community of Greater Sudbury.

SW Water Tower Ltd. holds approximately four acres of land, and I am offering this parcel of land to build a minimum of 38 units for this homelessness housing initiative for the City of Greater Sudbury. Together we can help eliminate chronic homelessness in our Community.

Yours sincerely,

Dario Zulich, President

SW Water Tower Ltd.
874 Lapointe Street
Sudbury, ON P3A 5N8
705-688-6327

February 20, 2020

Peace Tower Housing Project

Letter of Support/Collaboration

The Peace Tower Housing Project will support City of Greater Sudbury residents, creating a homegrown solution to the issue of homelessness in our community. Further, while it is always difficult to ascertain the precise number of individuals affected by homelessness, the 38 units in this project will undoubtedly do much to address this issue in the City of Greater Sudbury.

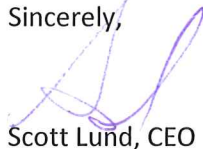
SWSE (SW Sports & Entertainment Ltd.) is supportive of the scope of this project and its potential contribution to a homelessness solution. Housing, while critically important, is often only the first step in addressing homelessness; housing should be paired with supports and services to ensure those being housed are able to maximize the opportunity for a more secure and productive future.

SWSE will be an active participant in the development and sustainability of the Peace Tower Housing Project by offering the following infrastructure support.

- Employment training and development for eligible tenants in collaboration with the Sudbury Wolves, Sudbury 5 and Sudbury Spartans
- Through the SWSE Foundation 50/50 proceeds effective 2021-22 seasons, a portion of proceeds to support the operational and training programs of tenants
- SWSE to develop, mentor and have possible subsidy opportunities for children and youth through a collaboration with Jumpstart (Canadian Tire) to support recreation/sport programming.

For all of the reasons cited above, the scope of this project and its impacts on the City of Greater Sudbury homelessness, the services and supports built into the proposal, and the unique location that minimizes impact on businesses and residents, SWSE offers its support of the proposed Peace Tower Housing Project.

Sincerely,



Scott Lund, CEO

cc: Michael Cullen, Community Partnerships

Questions relating to the Companion Program can be directed to Michael Cullen Community Partnerships Michael.cullen@swse.ca or 705-929-9892





Centreline Architecture

73 Elm Street, Suite 201
Sudbury, ON P3C 1R7

t: (705) 618.1767
e: info@c-arch.ca

centrelinearchitecture.ca

February 20, 2020

RE: PEACE TOWER HOUSING PROJECT – LETTER OF SUPPORT / COLLABORATION

To Whom It May Concern:

The Peace Tower Housing Project, a 38-unit new residence in the downtown, will be a unique and significant contributor to offering a home-grown solution to our community's homelessness crisis – housing with dignity, hope, and a future.

Housing is a basic human right and critical to the wellbeing of our citizens and it is best complimented with the necessary supports and services which would help residents have access to a more secure and productive future. In addition to the 38 residential units, the Peace Tower Housing Project will incorporate employment services, life-skills programs and workshops, and other health and social services. Residents will have 24/7 on-site staff support to provide stability, security, and a familiar face.

As an architecture firm, we bring a myriad of experience to the table. For this project, we offer full-architectural services, feasibility studies, realistic renderings, project management, and master site planning and coordination. Our enthusiasm is why we have been part of the team which developed the early concept design and images for the vision for the Peace Tower Housing Project. Our input encouraged the project to incorporate innovative design elements such as pre-fabricated components for ease and speed in construction, and; a design to meet Passive House standards which would help the building work toward becoming net-zero project.

Our office has decades of combined experience and we're getting recognized for it. Our team has been awarded the Small Enterprise Award by the Sudbury Chamber of Commerce, a 40Under40 award, was a finalist for the Best Place to Work in 2019 again by the Sudbury Chamber, received an Ontario Association of Architects award for design, and a Sudbury Rotary Paul Harris Fellowship.

Centreline Architecture has been, and continues to be a proud supporter and contributor to our community and to this important project – the Peace Tower Housing project. We live and work downtown and understand that though this may not be a route to eradicating homelessness in our city, it would be a new model of housing that provides safe shelter and the help needed for some of our city's least fortunate.

Respectfully,

Kate Bowman OAA
Partner | Architect

Rob Fleury
Partner | Certified Passive House Designer

Dan Guillemette LT.OAA
Partner | Sfr. Technologist



10 Feb 2020

Michael Cullen
Community Partnerships
SW Sports & Entertainment
240 Elgin Street / Sudbury / ON / P3E 3N6
C: 705 929-9892
Michael.Cullen@swse.ca

RE: **LETTER OF INTENT
HABITAT FOR HUMANITY ONTARIO GATEWAY NORTH
PARTNERSHIP – SUDBURY PEACE TOWER DEVELOPEMNT**

Dear Michael,

Congratulations on the progress made to date regarding the Sudbury Peace Tower development project. The aspirations of the 'I Believe' charity to partner with other appropriate, local not-for-profit organizations in the development of the Sudbury Peace Tower property, located on Pearl Street in Sudbury Ontario, is of great interest to Habitat for Humanity Ontario Gateway North. The addition of 38 affordable rental units to the supply in Greater Sudbury will undoubtedly go along way to helping local people in need of a hand up.

Habitat for Humanity works with local communities to help people build strength, stability and self-reliance through access to a safe, decent, and affordable place to call home. With our help, people are empowered to build a better life for themselves and their families.

Since the start of the organization in 1976, Habitat for Humanity has improved the shelter conditions of 3.6 million people in over 100 countries around the globe, including more than 3,000 families in Canada. Habitat for Humanity Ontario Gateway North (HFHOGN) has already partnered with more than 50 hard-working local families, allowing them to contribute to the community as homeowners when a conventional mortgage was out of their reach. New in 2019, Habitat for Humanity Ontario Gateway North is offering and supporting affordable rental units. It is in this capacity that we are writing to confirm our intent to act as a partner in support of the Sudbury Peace Tower development.

Habitat for Humanity Ontario Gateway North is proud to pledge participation in this exciting development via volunteerism. Habitat for Humanity Volunteer Build Days are popular, fun, and very helpful in keeping builds costs down. We are proud to be included in the planning of this project, which is so well aligned with our mission.

Sincerely,



Kimberley Woodcock
CEO, Habitat for Humanity Ontario Gateway North

Le 20 février 2020

À qui de droit:

Objet : Appui au Projet de la Tour de Paix sur la rue Pearl à Sudbury

Le Collège Boréal est fier d'appuyer le Projet de la Tour de Paix (Sudbury Peace Tower Project) sur la rue Pearl à Sudbury.

Le Collège Boréal offre plusieurs programmes postsecondaires en santé, services communautaires et métiers qui pourront venir appuyer ce projet, soit par l'entremise de placements pour nos étudiants, la planification du projet, la construction de l'édifice, ou encore au maintien et gestion des unités.

Les résidents de la Ville du Grand Sudbury vont certainement bénéficier de ce nouveau développement novateur. Grâce aux partenaires rattachés à ce projet, nos étudiants auront la chance de vivre des expériences uniques, bénéficiant d'un laboratoire vivant pour appuyer leur apprentissage.

Avec cette lettre, Collège Boréal confirme son intention d'être partenaire dans le projet de la Tour de Paix à Sudbury.

Bien à vous,



Lyne Michaud
Vice-présidente à l'enseignement



FEBRUARY 2020

PEACE TOWER HOUSING PROJECT



CENTRELINE
ARCHITECTURE

73 Elm Street, Suite 201
Sudbury, Ontario P3C 1R7

(705) 618.1767
centrelinearchitecture.ca

1 COMPANY PROFILE

HISTORY OF THE PRACTICE

2



Centreline Architecture (CA) was founded in 2007 and over the years, our work has varied in scale and type. **The company's early project of choice was residential whether it be detached, semi-detached, or multi-unit. Over the years, we have grown and expanded to offering full-architectural services to all of our clients.** Though we still maintain a residential division, it too has evolved to include more and more complex custom homes and now, Passive House designs.

Languages Spoken:
French & English

Location:
201-73 Elm Street, Sudbury

No. of Employees:
7 and counting

Years in Business:
12 plus

Combined years of Experience:
45 plus

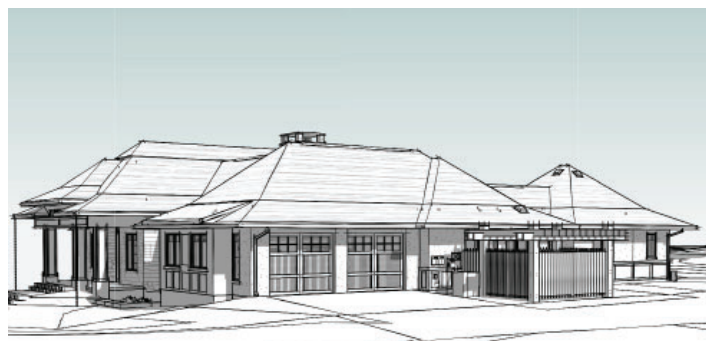
Services:
Full-Architectural

Market Areas:
Ontario

In addition to residential, Centreline Architecture has worked on a myriad of types and scales of projects. From pre-fab industrial structures, municipal building renovations, commercial tenant fit-ups, feasibility studies, and project management, our office is able to provide insight in many directions.



Private Residence, Renovation Sudbury ON



Private Residence, Custom Design Sudbury ON



Private Multi-Residential, Custom Design Sudbury ON

426 of 481



Co-housing Site Plan Development Sudbury, ON

Some of our most notable projects to date include acting as the local representation on the new casino projects in North Bay and Sudbury; completing a complex site analysis for a proposed library, art gallery, and convention centre in downtown Sudbury; and most recently, working for the Sudbury Housing Corporation to help them begin to explore a model for multi-unit passive homes throughout the city.

Our staff's experience vary almost as much as our current project load. Rob, for example, our Passive House designer and partner, spent much of his early career in Petawawa working for the Canadian Armed Forces. You'll see on his resume the extent of work he completed while there. He gained great insight during this time and is proud of the work he was part of. Neil, our Project Manager and Associate Partner, has over twenty years of construction experience under his belt having worked with one of the largest construction companies in Ottawa as well as running his own successful construction

business here in Sudbury. Neil is a Red Seal carpenter by trade and is now completing his PMP. You'll see more experience in our team's CVs.

Clients often praise our efforts as an office for being nimble and energetic. **In fact since 2016, we have been celebrated with a 'small enterprise' award and a finalist for both 'best customer service' and 'best place to work' categories at the Sudbury Chamber of Commerce Bell Business Excellence Awards where we often find ourselves up against icons in the Sudbury business world.** We may be young, but we're proving to be mighty, efficient, and able.

In order to best serve northern Ontario, we take great pride in being a fully bilingual firm.



Private Residence Custom Design Sudbury ON

2

PROJECT SAMPLES

SINGLE FAMILY DWELLING, MODERATE CUSTOM

4

Private Dwelling, New Construction Thornbury, ON

Role:
**Prime Consultant,
Permit Set Development**

Consultant Fees:
**Construction Drawings (Arch. only):
\$3,000.00**
Construction completed

Project Type:
**Custom Home
Single Detached
New Construction**

Area:
1,600 sq. ft.

Construction Cost:
\$625,000.00

Completion Date:
Early Fall 2019

Reference:
**Mr. Ron Beltrame
Owner
103 Stuart Drive
Thornbury, ON
1 (705) 207-0471
ronbeltrame@gmail.com**





2

PROJECT SAMPLES

SINGLE FAMILY DWELLING, HIGH-END CUSTOM

6 Private Dwelling, New Construction Thornbury, ON

Role:
Full Architectural Services

Consultant Fees:
Prime Consultant (Arch. only): \$25,000.00

Project Type:
**Custom Home
Single Detached
New Construction**

Area:
2,400 sq. ft.

Construction Cost:
\$1,300,000.00

Completion Date:
Planned for Fall 2020

Reference:
**Guy and Roxanne Mongeon
Owners
671 Jupiter Court
Sudbury, ON
1 (705) 522-2031
mongeor@rainbowschools.com**



430 of 481



2

PROJECT SAMPLES

MULTI-UNIT (14) PASSIVE HOUSE

8

Multi-unit Social Housing Sudbury, ON

Role:
Prime Consultant
Schematic Design

Consultant Fees:
Schematic Design (Arch. only): \$5,250.00
Project seeking funding for next steps

Project Type:
Multi-unit (14) Residential
Passive House

Area:
15,780 sq. ft.

Construction Estimate:
\$5,411,000.00

Completion Date:
N/A

Reference:
Mr. Patrick Wittmann
Manager of Capital Planning and Construction
Services,
Sudbury Housing
1 (705) 674-5175 x6301
patrick.wittmann@sudburyhousing.org



PROJECT SAMPLES

MULTI-UNIT (14) PASSIVE HOUSE

KATE BOWMAN B.A.S., M.ARCH., O.A.A.

PARTNER | ARCHITECT



Kate is an expert project manager who is committed to visionary designs for vibrant communities. Following a six year commitment to help the McEwen School of Architecture come to life in downtown Sudbury, and three years as an Intern Architect with Yallowega Bélanger Salach Architecture, Kate joined Centreline Architecture. She is now a Partner and helps to provide clients full architectural services. Most recently, Kate was recognized by the community for her efforts with a 40 Under 40 award as well as a Paul Harris Fellowship, presented by Rotary Sudbury.

PROFESSIONAL

Centreline Architecture, Partner/ Principal Architect Sudbury, ON | 2017 - Present
McEwen School of Architecture, Visiting Critic Sudbury, ON | 2014 - Present
McEwen School of Architecture, Adjunct Professor Sudbury, ON | 2017 - 2018
Yallowega Bélanger Salach Architects, Intern Architect Sudbury, ON | 2013 - 2016
McEwen School of Architecture, Project Manager Sudbury, ON | 2008 - 2013
Lieux Architects, Intern Architect Toronto, ON | Sept. 2005 - Dec. 2005.
Peter Hossack & Associates Architects, Intern Architect Mississauga, ON | Jan. 2005 - Apr. 2005
HLW International LLP, Student Architect New York, NY | Jan. 2004 - Aug. 2004
Carruthers Shaw & Partners Inc., Student Architect Toronto, ON | May. 2003 - Aug. 2003
Kohn Pederson & Fox, Student Architect New York, NY | Sep. 2002 - Dec. 2002

EDUCATION

University of Waterloo, Master of Architecture with Commendation Waterloo, ON | 2005 - 2007
University of Waterloo, Bachelor of Architectural Studies Waterloo, ON | 2001 - 2005
University of Waterloo Rome Program Rome, IT | 2004

SELECT PROJECTS

Centreline Architecture

Twenty-Unit Residential Conversion, Full Services Downtown Sudbury, ON
Sweetfern Cohousing Site Development, Schematic Design Sudbury, ON
Design de Plume Tenant Fit-up, Full Services Sudbury, ON
1310 Spark Street Multi-unit Passive House, Schematic Design Sudbury, ON
Compass (Child and Family Centre) Interior Upgrades, Full Services Sudbury, ON
The Junction Integrated Site Plan, Phase 1 and 2, Site Study Sudbury, ON
Mirarco Interior Upgrades, Full Services Sudbury, ON
City of Greater Sudbury Atrium Finish Upgrades, Full Services Sudbury, ON
City of Greater Sudbury 199 Larch Street Improvements, Full Services Sudbury, ON
Indie Cinema, Project Management Sudbury, ON
St. Anthony's Exterior Alterations, Full Services Sudbury, ON
46 North Brewery Tennant Fit-up, Full Services Sudbury, ON
Harley Davidson Millwork, Permit Package Sudbury, ON
Gateway Casino Interior Upgrades, Full Services Sudbury, Woodstock, Sault Ste. Marie, ON
Howard Armstrong Recreation Centre, Interior AODA Upgrades, Full Services Hanmer, ON
Kingsway Master Planning, Site Development Sudbury, ON
Espanola Animal Hospital, Design Development Espanola, ON
Holy Redeemer Reroofing, Full Services Sudbury, ON
Science North, Condition Review Sudbury, ON

Yallowega Bélanger Salach Architects

Health Sciences North - Medical Learners, Construction Documents Sudbury, ON
CSCNO College Notre Dame Library Renovation, Full Services Sudbury, ON
CSCNO Ecole Sacre Coeur Library Renovation, Full Services Sudbury, ON
Laurentian University Cliff Fielding Research Centre, Construction Documents Sudbury, ON
Science North - Various Projects, Full Services Sudbury, ON
Out-of-the-Cold Shelter Renovation, Full Services Sudbury, ON

RECOGNITION

Paul Harris Fellowship, Rotary Sudbury 2019
Sudbury 40 Under 40 Award 2020
Chamber of Commerce, Best Place to Work Finalist 2019
Ontario Association of Architects, Award of Excellence 2009
Alpha Rho Chi Bronze Medal for Professional Promise 2008

COMMUNITY

She&Her Panelist 2020
Sudbury Chamber of Commerce, Director 2019 - Present
McEwen Architecture Steering Committee 2013 - 2016
Northern Ontario School of Architecture, Board Member 2013 - Present
City of Greater Sudbury, Cultural Action Committee 2013 - Present
WoodWorks! Ontario, Awards Juror 2011

DAN GUILLEMETTE LT OAA, BILINGUAL

FOUNDING PARTNER | SN. TECHNOLOGIST



Dan is the founding partner of Centreline Architecture. He began the company in 2007 out of his home, dedicating himself to design residences throughout northern Ontario. Since that time, Dan estimates that he has worked on nearing 1,000 homes and counting ranging from detached, semi-detached, multi-unit, and more. Early in his experience, Dan found himself working at one of the largest architectural firms in Northern Ontario, Yallowega Bélanger Salach Architecture, as a co-op student. After completing his studies with honours at Algonquin College in Ottawa, Dan returned to YBSA where he quickly advanced to become a Senior Technologist, playing a significant role in many of their most prominent buildings. Dan has worked extensively on projects of all scales - large commercial buildings, hospitals, casinos, schools, residential projects, and many municipal developments.

PROFESSIONAL

Centreline Architecture, Founding Partner/ Senior Technologist Sudbury, ON | 2007 - Present
Yallowega Bélanger Architects, Senior Technologist Sudbury, ON | 2000 - 2001, 2003 - 2004, 2004 - 2014
David Mailing Architects, Junior Technologist Ottawa, ON | 2004

EDUCATION

Algonquin College of Applied Arts & Technology with Honours Ottawa, ON | 2001 - 2004

SELECT PROJECTS

Centreline Architecture

Maple Syrup Farm Barn and Private Residence, Full Services Sudbury, ON
Season's Pharmacy Tenant Fit-up, Full Services Sudbury, ON
YMCA Child Care Renovation, Full Services Sudbury, ON
Family Vision Centre Upgrades, Full Services Sudbury, ON
Gateway Casino North Bay, Construction Administration North Bay, ON
Zulich Multi-Residential, Permit Packages Sudbury, ON
Dr. Keenan Dental Tenant Fit-up, Full Services Sudbury, ON
CHHA Dream Home 2018, Permit Package Sudbury, ON
Sudbury Prosthetics Renovation, Full Services Sudbury, ON
Ripe Restaurant Renovations, Full Services Sudbury, ON
Hatch Interior Office Renovation, Full Services Sudbury, ON
Cimino Triplex, Permit Package Sudbury, ON
Howard Armstrong Recreation Centre, Interior AODA Upgrades Hanmer, ON
Sudbury Main Library Washroom Renovations Sudbury, ON
Dowling Community Centre interior renovations Dowling, ON

Yallowega Bélanger Architects

Cambrian College Sustainable Energy Centre Sudbury, ON
Sudbury Secondary School Renovation and Addition Sudbury, ON
Holy Cross Catholic Elementary School Sudbury, ON
St. Benedict Secondary School Renovation and Addition Sudbury, ON
Northern Watersport Centre Sudbury, ON
St. Bernadette Daycare Renovation Sudbury, ON
Countryside Arena Renovation and Addition Sudbury, ON
Princess Anne Public School Renovation and Addition Sudbury, ON
Jean Paul II - Phase 2 Renovation and Addition Garson, ON
Val Caron School Renovation and Addition Val Caron, ON
Ministry of Natural Resources Garson, ON
Willet Green Miller Centre Renovation Sudbury, ON
Norcat Main Offices Sudbury, ON

RECOGNITION

Chamber of Commerce, Best Place to Work Finalist 2019
Chamber of Commerce, Small Enterprise Award 2016

COMMUNITY

Sudbury Farmer's Market Steering Committee 2018 - Present
Northern Society of Architects, Member 2015 - Present
UPHere Festival, Artist Selection Committee 2015 - 2016
Delki Dozzi Community Garden, Designer 2010 - Present
College Boreal Arch. Tech. Program Consultation Committee 2010

QUALIFICATIONS

Licensed Technologist, OAA 2013 - Present
Certified Building Code Designer, BCIN 2007 - 2013
Certified Associate, OAAAS 2010
Certified Applied Science Technologist, OACETT 2010

ROB FLEURY

DIP. ARCH. TECH, CPD

PARTNER | SN. TECHNOLOGIST

Prior to joining to the CA team, Rob had been working in the custom home business throughout Ontario and has since developed an extensive knowledge and the unique needs of each and every client. Rob graduated from Algonquin College with honours in architectural Technology. His education allowed him to also work in commercial and institutional construction in addition to residential; even putting his skills to test working with the Department of National Defence in Petawawa, Ontario. Prior to joining the Centreline team, Rob worked at the City of Greater Sudbury as part of the Capital Projects team. As a Building Services Technician, Rob was revered for his patience and knowledge to handle the often challenging work assigned to him. Most recently, Rob was successful in become a certified Passive House Designer (CPD). With this certification, Rob is now able to design homes that are 75% more efficient than traditional construction.



PROFESSIONAL

Centreline Architecture, Partner/ Sr. Technologist/ Arch. Designer Sudbury, ON | 2012 - Present
City of Greater Sudbury, Building Services Technician Sudbury, ON | 2012 - 2015
Department of National Defence, Architectural Designer Petawawa, ON | 2009 - 2012
The Design House, Jr. Technologist, Architectural Designer Pembroke, ON | 2005 - 2009

EDUCATION

Algonquin College of Applied Arts & Technology with Honours Ottawa, ON 2001 - 2004

SELECT PROJECTS

Centreline Architecture

Private \$1.2m Residential, Full Services Sudbury, ON
Howard Armstrong Recreation Centre, Interior AODA Upgrades Hanmer, ON
Sudbury Main Library Washroom Renovations Sudbury, ON
Dowling Community Centre interior renovations Dowling, ON

City of Greater Sudbury

Twelve Arena Structural Upgrades Sudbury, ON
Demolition of Kingsway Hotel Sudbury, ON
Provincial Tower Re-Roofing (Tom Davies) Sudbury, ON
Upgrades to six Water Pumping Stations Sudbury, ON
HVAC Upgrades to the Main Water Filtration Building Sudbury, ON
HVAC Upgrades to Various Arenas Sudbury, ON

Department of National Defense

30-Unit Barracks Re-Design -Living and Sleeping Space Petawawa, ON
Renovation of Officers Mess Bar and Restaurant Petawawa, ON
Renovation of Soldiers Mess Bar and Game Room Petawawa, ON
Renovation of Soldiers Mess Hall and Bar Area Petawawa, ON
Renovation of Special Forces Security Building Petawawa, ON
Re-Roofing of Five Various DND Buildings Petawawa, ON
Design of New Golf Course Storage Building Petawawa, ON
Environmental Assessment of Roads and Proposed Building
for New Heavy Lift Helicopter Buildings Petawawa, ON
Design and Material Sourcing for 53,000 sq.ft. Field House Petawawa, ON

The Design House

Far Hills Thornbury: 36 residential Units, Two 3-Storey Condos (24 Units each) and a Recreational Community Centre Thornbury, ON
\$2m Private Residence on Kempeufelt Bay Barrie, ON
\$1.5m Private Residence in a Luxury Estate Subdivision Innisfil, ON
\$4m Model Home Design for Executive Home Builders Barrie, ON

RECOGNITION

Chamber of Commerce, Best Place to Work Finalist 2019
Chamber of Commerce, Small Enterprise Award 2016
Sudbury Living Magazine - Northern Ontario Business 2019

COMMUNITY

Delki Dozzi Community Garden, Designer 2010 - Present
College Boreal Arch. Tech. Program Consultation Committee 2010

QUALIFICATIONS

Certified Passive House Designer 2019 - Present
Candidate - Licensed Technologist, OAA 2013 - Present
Certified Building Code Designer, BCIN 2007 - 2013
Technologist, OAAAS 2010

As our newest hire, Julie joins Centreline after completing her Masters of Architecture at the McEwen School of Architecture. Julie completed an 8-month co-op with Centreline and in that time, excelled in all aspects. She was quickly trusted with small projects on her own with supervision and inviting her back as a full-time employee was an easy decision. Julie will now be interning at Centreline with the intent in gaining her full licence to practice architecture in Northern Ontario.



PROFESSIONAL

Centreline Architecture, Intern Architect Sudbury, ON | 2019 - Present
Centreline Architecture, Student Architect Sudbury, ON | Jan. 2018 - Aug. 2018
Collège Boréal, Part-time Sessional Teacher Sudbury, ON | Sep. 2017 - Feb 2018
Laurentian University McEwen School of Architecture, Teaching Assistant Sudbury, ON | 2016 - 2019
Laurentian University McEwen School of Architecture, Library Assistant Sudbury, ON | 2015 - 2019
Greenboro Landscaping Ltd., Landscape Labourer Ottawa, ON | May 2014 - Sep. 2014

EDUCATION

Laurentian University, Master of Architecture Sudbury, ON | 2017 - 2019
Laurentian University, Bachelor of Architectural Studies with Honours, *Cum laude* Sudbury, ON | 2013 - 2017

SELECT PROJECTS

Centreline Architecture

Twenty-Unit Residential Conversion, Full Services Downtown Sudbury, ON
Design de Plume Tenant Fit-up, Full Services Sudbury, ON
1310 Spark Street Multi-unit Passive House, Schematic Design Sudbury, ON
St. Anthony's Exterior Alterations, Full Services Sudbury, ON
46 North Brewery Tenant Fit-up, Full Services Sudbury, ON
Dr. Keenan Dental Tenant Fit-up, Full Services Sudbury, ON
CHHA Dream Home 2018, Permit Package Sudbury, ON
Sudbury Prosthetics Renovation, Full Services Sudbury, ON
Howard Armstrong Recreation Centre, Interior AODA Upgrades, Full Services Hanmer, ON

RECOGNITION

YBSA Graduate Thesis Award for Northern Landscape and Community-Design 2019
Ontario Graduate Studies Scholarship Award 2017
Ontario Association of Architects, Academic Average Award 2014, 2015, 2016 and 2017

COMMUNITY

Sudbury Women's Recreational Hockey League, Team Representative 2018 - Present
"Ouss qu'on s'en va" Student Architecture Symposium Université de Montréal, LU Delegation Leader 2015
"Ouss qu'on s'en va" Student Architecture Symposium McGill and Laval University, Participant 2016 and 2017
Canadian Centre for Architecture "Reassembling the North" Design Charette, Participant 2017
Team Roots/OUR Guatemala, Humanitarian Trip 2016

QUALIFICATIONS

Candidate - Licensed Architect, OAA 2019 - Present
Certificate of Bilingualism (Laurentian University) 2017

DANIELLE BILODEAU

DIP. ARCH. TECH, **BILINGUAL**

INT. TECHNOLOGIST



Danielle has been part of the Centreline team since her first co-op placement in 2016. After completing her studies at Georgian College - where she earned a diploma in Architectural Technology - she officially joined CA full-time in 2017. Danielle proves time and time again to meet all challenges thrown at her and has quickly been promoted up the ranks to Intermediate Technologist and now easily handles residential projects as the lead. Her level head, calm demeanor, and willingness to learn has allowed her to gain more and more responsibility as each day passes. Danielle estimates that she has helped close to 300 families develop their custom home.

PROFESSIONAL

Centreline Architecture, Junior Technologist/ Arch. Designer Sudbury, ON | 2017 - Present
Build North Construction Inc., Assistant to the Project Manager Sudbury, ON | 2015
Greater Sudbury Police Services, Summer Student Sudbury, ON | 2013 - 2014

EDUCATION

Georgian College Architectural Technology Advanced Diploma with Honours Barrie, ON 2014 - 2017

SELECT PROJECTS

Centreline Architecture

Various Custom Home Designs, Northern Ontario
SLV Custom Home Designs (Various), Permit Packages Sudbury, ON
1310 Spark Street Multi-Unit Passive Residential, Schematic Design Sudbury, ON
Family Vision Centre Interior Upgrades, Full Services Sudbury, ON
Kinsmen Home Custom Design, Permit Package Sudbury, ON
CHHA Dream Home Custom Design, Permit Package Sudbury, ON
Hatch Interior Office Renovation, Full Services Sudbury, ON
46 North Brewery Tenant Fit-up, Full Services Sudbury, ON
Child & Family Office Renovation, Full Services Sudbury, ON
Espanola Animal Hospital, Schematic Design Sudbury, ON

Build North Construction

Cambrian College Sustainable Energy Centre Sudbury, ON
Holy Cross Catholic Elementary School Sudbury, ON

RECOGNITION

Chamber of Commerce, Best Place to Work Finalist 2019
Chamber of Commerce, Small Enterprise Award 2016

COMMUNITY

Delki Dozzi Community Garden, Designer 2010 - Present
Kiwanis Club of Barrie, Volunteer 2016 - 2017

QUALIFICATIONS

Candidate - Licensed Technologist, OAA 2018 - Present
Certified Associate, OAAAS 2018

NEIL BLAIS PMP CANDIDATE, BILINGUAL

ASSOCIATE PARTNER | PROJECT MANAGER



Neil is a trained Red Seal Carpenter by trade and joined Centreline over a year ago and he has since proven himself to be an extremely valuable addition. Neil brings to the office over two decades of contracting experience having owned and operated a successful Sudbury construction company. Looking for a change and more regular working hours, Neil has come to CA to be our dedicated site construction manager. He has already helped to monitor the construction and progress of a number of projects and has also provided tremendous insight to projects as they develop in both design and construction drawing phases, helping the office better understand best construction practices. Neil is currently completing the PMP certification.

PROFESSIONAL

Centreline Architecture, Associate Partner Sudbury, ON | 2020
Centreline Architecture, Project Manager Sudbury, ON | 2018 - Present
Fraser Construction, Owner Sudbury, ON | 2011 - 2018
Newt Construction, Owner Sudbury, ON | 2007 - 2011
Frecon Construction, Carpenter Ottawa, ON | 1998 - 2007

EDUCATION

Algonquin College of Applied Arts & Technology Ottawa, ON 2017 - 2018

SELECT PROJECTS

Centreline Architecture

46 North Brewery Tenant Fit-up, Full Services Sudbury, ON
1310 Spark Street Multi-unit Passive House, Schematic Design Sudbury, ON
Compass (Child and Family Centre) Interior Upgrades, Full Services Sudbury, ON
Mirarco Interior Upgrades, Full Services Sudbury, ON
City of Greater Sudbury Atrium Finish Upgrades, Full Services Sudbury, ON
City of Greater Sudbury 199 Larch Street Improvements, Full Services Sudbury, ON
St. Anthony's Exterior Alterations, Full Services Sudbury, ON
Gateway Casino Interior Upgrades, Full Services Sudbury, Woodstock, Sault Ste. Marie, ON
Holy Redeemer Re-roofing, Full Services Sudbury, ON
Maple Syrup Farm Barn and Private Residence, Full Services Sudbury, ON
YMCA Child Care Renovation, Full Services Sudbury, ON
Gateway Casino North Bay, Construction Administration North Bay, ON
Dr. Keenan Dental Tenant Fit-up, Full Services Sudbury, ON
Sudbury Prosthetics Renovation, Full Services Sudbury, ON

RECOGNITION

Chamber of Commerce, Best Place to Work Finalist 2019

QUALIFICATIONS

Candidate, Project Management Professional Certification 2018 - Present
Red Seal Carpenter 1998 - Present

Elgin Street Mission
344 Elgin Street
Sudbury, ON P3E 3N9
Phone: 705-673-2163
Fax: 705-673-0560



Director/Chaplain: Pastor Brad Hale
chaplain@themission.ca
Secretary: Cheryl Perreault
administrator@themission.ca
Volunteer Coordinator: Christine
Newbury
kitchenmanager@themission.ca

Feb 20, 2020

**Peace Tower Housing
Letter of Support/Collaboration**

As we understand, the Peace Tower Housing project will support City of Greater Sudbury residents, creating a homegrown solution to the issue of homelessness in our community. Further, while it is always difficult to ascertain the precise number of individuals affected by homelessness, the 38 units in this project will undoubtedly do much to address this issue in the City of Greater Sudbury.

The Elgin Street Mission is supportive of the scope of this project and its potential contribution to a homelessness solution. Housing, while critically important, is often only the first step in addressing homelessness; housing should be paired with supports and services to ensure those being housed are able to maximize the opportunity for a more secure and productive future. The proposed Peace Tower Housing project will provide access to a variety of supports to residents of the facility, such as employment services, life-skills programs, and other health and social services.

The Elgin Street Mission strongly supports the provision of supports and programs to assist residents to transition out of supportive housing and into independence.

For all of the reasons cited above, the scope of this project and its impacts on the City of Greater Sudbury homelessness, the services and supports built into the proposal, and the unique location that minimizes impact on businesses and residents, the Elgin Street Mission offers its support of the proposed Peace Tower Housing Project.

Elgin Street Mission

Signature

A handwritten signature in black ink, appearing to be 'Brad Hale', written over a horizontal line.

Director/Chaplain



Canadian Mental
Health Association
Sudbury/Manitoulin
Mental Health &
Addiction Services

Association canadienne
pour la santé mentale
Sudbury/Manitoulin
Services de santé mentale
& de toxicomanie

February 20, 2020

Steve Jacques
General Manager of Community Development
City of Greater Sudbury
200 Brady St.
Sudbury, ON
P3A 5P3

RE: Letter of Support – Peace Tower Housing

The Canadian Mental Health Association – Sudbury/Manitoulin (CMHA-S/M) respectfully submits a letter of support for the Peace Tower Housing project in the City of Greater Sudbury. The proposed Peace Tower Housing project will increase affordable housing stock which is greatly needed for the vulnerable population.

We support the Peace Tower Housing project given the goal to develop 38 units specifically for our homeless and vulnerable citizens. The project aims to provide access to a variety of supports to tenants, such as employment services, life-skills programs, and other health and social services. CMHA-S/M understands that housing, while critically important, is often only the first step in addressing homelessness; housing should be paired with supports and services to ensure those being housed are able to maximize the opportunity for a more secure and productive future.

CMHA-S/M is in support of this project. As an organization, we see the benefit of additional safe and affordable housing for the vulnerable population. We would be pleased to partner with the Peace Town Housing project by providing support services to individuals, as they would greatly benefit from the stability and location of the development.

Sincerely,

Patty MacDonald
Chief Executive Officer

Feb 10, 2020

Peace Tower Housing

Letter of Support/Collaboration

As we understand, the Peace Tower Housing project will support City of Greater Sudbury residents, creating a homegrown solution to the issue of homelessness in our community. Further, while it is always difficult to ascertain the precise number of individuals affected by homelessness, the 38 units in this project will undoubtedly do much to address this issue in the City of Greater Sudbury.

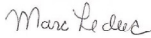
The Blue Door Soup Kitchen is supportive of the scope of this project and its potential contribution to a homelessness solution. Housing, while critically important, is often only the first step in addressing homelessness; housing should be paired with supports and services to ensure those being housed are able to maximize the opportunity for a more secure and productive future.

The proposed Peace Tower Housing project will provide access to a variety of supports to residents of the facility, such as employment services, life-skills programs, and other health and social services.

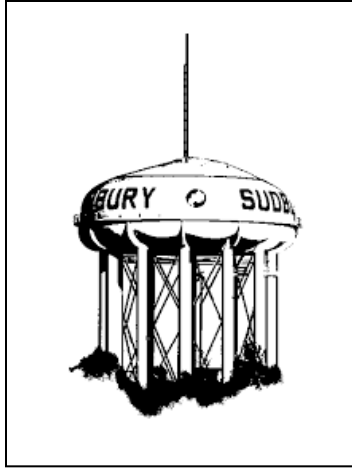
The Blue Door Soup Kitchen strongly supports the provision of supports and programs to assist residents to transition out of supportive housing and into independence.

For all of the reasons cited above, the scope of this project and its impacts on the City of Greater Sudbury homelessness, the services and supports built into the proposal, and the unique location that minimizes impact on businesses and residents, the Blue Door Soup Kitchen offers its support of the proposed Peace Tower Housing Project.

Blue Door Soup Kitchen



Marc Leduc
President



Sudbury Peace Tower Housing Project



SUBMITTED: Friday, February 21, 2020

TENDERS@TESC.COM

TESC CONTRACTING COMPANY LTD.

874 LAPOINTE STREET, SUDBURY, ON P3A 5N8 | TEL: 705-566-5702 | TOLL FREE: 1-888-578-8372



Friday, February 21, 2020

Company Name

Sudbury Peace Tower Housing Project
Sudbury, ON

RE : Sudbury Peace Tower Housing Project

TESC is pleased to submit our quotation for the above noted project in the amount of: \$6,727,944.86

As per all information provided. All applicable taxes extra. Subject to review and mutual agreement of the terms and conditions of the contract.

Attachments:

1. Appendices

Clarifications:

1. TESC has not included for any overtime.

If you require any clarification with our submission, please do not hesitate to direct your inquiry to tenders@tesc.com.

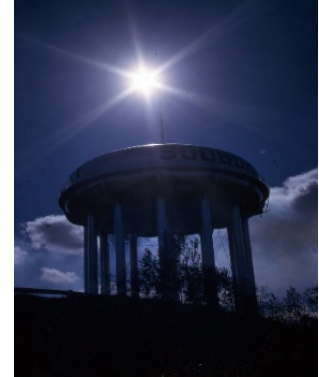
We trust the foregoing meets with your favorable consideration. We look forward to hearing from you soon.

Yours Truly,
TESC Contracting Company Ltd.

Estimator

:kr

		\$/sq. ft.	Totals		
A	Substructure	3.36%	\$5.21	\$153,645.92	
A1010	Standard Foundations		\$3.12	\$92,163.88	
	Foundation wall, CIP, 4' wall height, direct chute, .148 CY/LF, 7.2 PLF, 12" thick		\$1.37	\$40,487.92	
	Strip footing, concrete, reinforced, load 14.8 KLF, soil bearing capacity 6 KSF, 12" deep x 32" wide		\$0.76	\$22,550.88	
	Spread footings, 3000 PSI concrete, load 200K, soil bearing capacity 6 KSF, 6' - 0" square x 20" deep		\$0.99	\$29,125.08	
	Slab on Grade		\$1.97	\$58,250.31	
A1030	Slab on grade, 4" thick, non industrial, reinforced		\$1.97	\$58,250.31	
	Basement Excavation		\$0.11	\$3,231.73	
	Excavate and fill, 10,000 SF, 4' deep, sand, gravel, or common earth, on site storage		\$0.11	\$3,231.73	
B	Shell	20.57%	\$31.91	\$941,227.26	
B1010	Floor Construction		\$13.55	\$399,872.44	
	Floor, concrete, slab form, steel joists, joist girder, 1.5" 22 ga metal deck, on columns, 50'x50' bay, 32" deep, 40 PSF superimposed load, 84 PSF total load		\$11.46	\$338,178.17	
	Floor, concrete, slab form, steel joists, joist girder, 1.5" 22 ga metal deck, on columns, 50'x50" bay, 40 PSF superimposed load, 84 PSF total load, for columns add		\$0.86	\$25,255.93	
	Fireproofing, gypsum board, fire rated, 3 layer, 1.5" thick, 8" steel column, 3 hour rating, 23 PLF		\$1.24	\$36,438.34	
	Roof Construction		\$5.00	\$147,531.47	
B1020	Roof, steel joists, joist girder, 1.5" 22 ga metal deck, on columns, 50'x50' bay, 40 PSF superimposed load, 59" deep, 64 PSF total load		\$4.57	\$134,903.50	
	Roof, steel joists, joist girder, 1.5" 22 ga metal deck, on columns, 50'x50' bay, 40 PSF superimposed load, 59" deep, 64 PSF total load, add for columns		\$0.43	\$12,627.97	
	Exterior Walls		\$6.62	\$195,344.16	
B2010	E.I.F.S., cement board sheathing, 1x8 fascia, R8 insulation, 6" metal studs, 16" O.C., 2" EPS		\$6.62	\$195,344.16	
	Exterior Windows		\$3.24	\$95,599.33	
B2020	Windows, aluminum, sliding, standard glass, 5' x 3'		\$3.24	\$95,599.33	
	Exterior Doors		\$0.56	\$16,482.45	
B3010	Door, steel 18 gauge, hollow metal, 1 door with frame, no label, 3'-6" x 7'-0" opening		\$0.56	\$16,482.45	
	Roof Coverings		\$2.93	\$86,397.41	
	Roofing, single ply membrane, EPDM, 60 mils, loosely laid, stone ballast		\$0.67	\$19,683.09	
	Insulation, rigid, roof deck, extruded polystyrene, 40 PSI compressive strength, 4" thick, R20		\$1.59	\$46,947.87	
	Roof edges, aluminum, duranodic, .050" thick, 6" face		\$0.46	\$13,673.22	
	Gravel stop, aluminum, extruded, 4", mill finish, .050" thick		\$0.21	\$6,093.23	
C	Interiors	21.34%	\$33.11	\$976,663.12	
C1010	Partitions		\$7.30	\$215,324.33	
	Metal partition, 5/8" fire rated gypsum board face, 1/4" sound deadening gypsum board, 2-1/2" @ 24", same opposite face, no insulation		\$5.57	\$164,230.83	
	1/2" fire rated gypsum board, taped & finished, painted on metal furring		\$1.73	\$51,093.50	
C1020	Interior Doors		\$9.51	\$280,425.50	
	Door, single leaf, kd steel frame, hollow metal, commercial quality, flush, 3'-0" x 7'-0" x 1-3/8"		\$8.82	\$260,315.15	
	Doors, interior fire door, drywall frame, 1-3/8" thick, 3'-0" x 7'-0"		\$0.68	\$20,110.35	
C1030	Fittings		\$4.47	\$131,718.67	
	Cabinets, residential, base, hardwood, 1 top drawer & 1 door below x 24" W		\$2.44	\$71,983.15	
	Cabinets, residential, wall, two doors x 48" wide		\$1.71	\$50,522.13	
C2010	Cabinets, residential, counter top-laminated plastic, stock, economy		\$0.31	\$9,213.39	
	Stair Construction		\$0.70	\$20,652.20	
	Stairs, wood, prefab box type, oak treads, wood rails 3'-6" wide, 14 risers		\$0.70	\$20,652.20	
C3010	Wall Finishes		\$2.11	\$62,332.53	
	Painting, interior on plaster and drywall, walls & ceilings, roller work, primer & 2 coats		\$1.41	\$41,515.86	
	Ceramic tile, thin set, 4-1/4" x 4-1/4"		\$0.71	\$20,816.67	
C3020	Floor Finishes		\$4.82	\$142,243.81	
	Carpet tile, nylon, fusion bonded, 18" x 18" or 24" x 24", 24 oz		\$2.23	\$65,702.02	
	Carpet tile, nylon, fusion bonded, 18" x 18" or 24" x 24", 35 oz		\$1.17	\$34,625.92	
	Vinyl, composition tile, maximum		\$0.33	\$9,800.99	
C3030	Tile, ceramic natural clay		\$1.09	\$32,114.88	
	Ceiling Finishes		\$4.20	\$123,966.08	
	Gypsum board ceilings, 1/2" fire rated gypsum board, painted and textured finish, 7/8" resilient channel furring, 24" OC support		\$4.20	\$123,966.08	
D	Services	35.78%	\$55.52	\$1,637,718.11	
D1010	Elevators and Lifts		\$6.14	\$181,259.01	
	Hydraulic passenger elevator, 3500 lb., 3 floors, 10' story height, 125 FPM		\$6.14	\$181,259.01	
	Plumbing Fixtures		\$7.18	\$211,913.78	
D2010	Kitchen sink w/trim, countertop, stainless steel, 19" x 18" single bowl		\$1.60	\$47,141.79	
	Laundry sink w/trim, plastic, on wall or legs, 18" x 23" single compartment		\$0.23	\$6,853.70	
	Service sink w/trim, PE on CI, corner floor, 28" x 28", w/rim guard		\$0.47	\$13,823.70	
	Bathroom, three fixture, 2 wall plumbing, lavatory, water closet & bathtub, stand alone		\$4.88	\$144,094.59	
	Domestic Water Distribution		\$8.28	\$244,270.88	
D2020	Electric water heater, commercial, 100< F rise, 50 gallon tank, 9 KW 37 GPH		\$8.28	\$244,270.88	
	Rain Water Drainage		\$0.61	\$18,059.50	
	Roof drain, DWV PVC, 4" diam, diam, 10' high		\$0.36	\$10,557.53	
D3010	Roof drain, DWV PVC, 4" diam, for each additional foot add		\$0.25	\$7,501.97	
	Energy Supply		\$8.46	\$249,624.87	
	Apartment building heating system, fin tube radiation, forced hot water, 20,000 SF area,200,000 CF vol		\$8.46	\$249,624.87	
D3030	Cooling Generating Systems		\$9.06	\$267,364.99	
	Packaged chiller, air cooled, with fan coil unit, medical centers, 20,000 SF, 46.66 ton		\$9.06	\$267,364.99	
D4010	Sprinklers		\$3.83	\$112,861.93	
	Wet pipe sprinkler systems, steel, light hazard, 1 floor, 5000 SF		\$1.71	\$50,560.67	
	Wet pipe sprinkler systems, steel, light hazard, each additional floor, 5000 SF		\$2.11	\$62,301.26	
D5010	Electrical Service/Distribution		\$2.32	\$68,513.73	
	Overhead service installation, includes breakers, metering, 20' conduit & wire, 3 phase, 4 wire, 120/208 V, 800 A		\$0.48	\$14,078.80	
	Feeder installation 600 V, including RGS conduit and XHHW wire, 800 A		\$1.11	\$32,856.45	
D5020	Switchgear installation, incl switchboard, panels & circuit breaker, 120/208 V, 3 phase, 800 A		\$0.73	\$21,578.48	
	Lighting and Branch Wiring		\$8.35	\$246,193.22	
	Receptacles incl plate, box, conduit, wire, 10 per 1000 SF, 1.2 watts per SF		\$3.45	\$101,695.06	
D5030	Wall switches, 2.5 per 1000 SF		\$0.65	\$19,215.42	
	Miscellaneous power, 2 watts		\$0.62	\$18,355.49	
	Central air conditioning power, 3 watts		\$0.71	\$20,896.03	
	Motor installation, three phase, 200 V, 15 HP motor size		\$0.13	\$3,839.50	
	Incandescent fixtures recess mounted, type A, 1 watt per SF, 8 FC, 6 fixtures per 1000 SF		\$2.79	\$82,191.72	
	Communications and Security		\$1.28	\$37,656.20	
	Communication and alarm systems, fire detection, addressable, 25 detectors, includes outlets, boxes, conduit and wire		\$1.05	\$30,852.05	
	Fire alarm command center, addressable without voice, excl. wire & conduit		\$0.23	\$6,804.15	
	Internet wiring, 2 data/voice outlets per 1000 S.F.		\$0.00		
E	Equipment & Furnishings	8.34%	\$12.94	\$381,645.83	
E1090	Other Equipment		\$13.88	\$381,645.83	
	38.00-Refrigerator, residential appliances, no frost, 10 to 12 C.F., minimum		\$0.94	\$27,793.20	
	38.00-Cooking range, residential appliances, free standing, 1 oven, 30" wide, minimum		\$0.96	\$28,256.42	
	38.00-Microwave ovens, residential appliances, minimum		\$0.46	\$13,479.74	
	38.00-Dishwasher, residential appliances, built-in, 2 cycles, minimum		\$1.12	\$33,120.42	
	1.00-Closed circuit television system (CCTV), surveillance, one station (camera & monitor)		\$0.05	\$1,584.70	
	3.00-Closed circuit television system (CCTV), surveillance, for additional camera stations, add		\$0.08	\$2,267.34	
	1.00-Hydraulic, passenger elevator, 3500 lb, 2 floors, 100 FPM		\$3.21	\$94,722.60	
	1.00-Hydraulic passenger elevators, for number of stops over 2, add		\$0.36	\$10,544.35	
	38.00-Laundry equipment, dryers, gas-fired residential, 16 lb capacity, average		\$1.65	\$48,638.10	
	38.00-Laundry equipment, washer, residential, 4 cycle, average		\$2.12	\$62,534.70	
	38.00-Bed sets with dressers, average		\$1.60	\$47,116.86	
	38.00-Living room / dining room sets, average		\$1.33	\$39,380.60	
	F	Building Sitework	10.62%	\$16.47	\$485,933.00
	F1	Storm Sewer		\$2.76	\$81,500.00
	F2	Sanitary Sewer		\$2.07	\$61,000.00
F3	Watermain		\$2.80	\$82,500.00	
F4	Road Construction		\$3.79	\$111,933.00	
F5	Miscellaneous Additional Surface works		\$5.05	\$149,000.00	
SubTotal		100.00%	\$155.15	\$4,576,833.24	
Soft Costs		18.00%	\$27.93	\$823,829.98	
Architectural Fees		9.00%	\$13.96	\$411,914.99	
Contingency Allowance		20.00%	\$31.03	\$915,366.65	
Total Building Cost			\$177.96	\$6,727,944.86	



Mahood's Legacy brings PEACE to Sudbury.

In honour of the late Pastor Jeremy Mahood, Dario Zulich renames the Sudbury Water Tower, the **SUDBURY PEACE TOWER** in his memory.

"Jeremy Mahood was a dear friend and the Manager of Soul for our Sudbury Wolves Sports & Entertainment (SWSE) teams. His legacy and vision will bring PEACE to our community as we revitalize this Tower as a Beacon of Hope," said Dario Zulich.

The Sudbury Peace Tower encompasses 4 acres which will eventually become an open community space as a tourist attraction. The first phase is to clean up the green space, put up lighting and paint the Tower. The second phase will be to create a community open space with a park, botanical gardens, a playground and a walking trail.

Jeremy's ultimate vision was to build a **House of Hope for At Risk Youth**. In the third phase, we hope to build a transitional place that will incorporate living space and social enterprise to teach youth life skills to help lift them up and give them renewed HOPE!

"Jeremy's Jeep was known as the Hope mobile to many. His license plate said it all – Hope 4 U. He believed that for every person he came in contact with in the Sudbury community he loved," said Eileen Mahood.

Through community partnerships and the I Believe Network (ibn) Charity established by Jeremy and Eileen Mahood in 2003, we will raise capital to enlighten his vision and someday perhaps even build an observation deck up top that could be utilized for meeting space and tourists. A memorial dedication plaque in Jeremy's name will be unveiled at the Sudbury Peace Tower in the Spring.

"In keeping with Jeremy's passion for our community's youth, today's message of Hope and Peace is exactly what is needed both in his memory and across our City. Jeremy also understood the importance of collaboration and working together as a community to share the message of hope across all streams. His work as mentor, leader, coach, brother and friend must be passed on so that we never lose sight that HOPE is real and measurable. Today we would also like to thank Centerline Architects for bringing Jeremys dreams of hope for all to life," said Michael Cullen, Community Partnerships, SWSE.

For more information:

Michael Cullen, Community Partnerships, SWSE michael.cullen@swse.ca 705-929-9892
www.sudburypeacetower.com / Facebook Sudbury Peace Tower



DARIO ZULICH



NEWS

Sudbury water tower renamed and will be transformed

SHARE ON: [f](#) [t](#) [g+](#) [p](#)

 Rosalind Russell, staff  Wednesday, Oct. 30th, 2019

ACCEPT COOKIES & PRIVACY POLICY?

We use technologies, such as cookies, to customise content and advertising, to provide social media features and to analyse traffic to the site. By continuing to use our website you consent to our Cookie and Privacy Policy.

[More information](#) **CLOSE**



📷 It looks a bit rough and run down right now, but the Sudbury water tower will be getting a complete transformation to go with its new name: the Sudbury Peace Tower. Photo Youtube

Sudbury Wolves owner Dario Zulich has renamed the Sudbury water tower the Sudbury Peace Tower in honour of the late Pastor Jeremy Mahood.

Zulich says Jeremy Mahood was a dear friend and his legacy and vision will bring peace to the community as they revitalize the tower as a beacon of hope.

The Sudbury Peace Tower encompasses four acres in the downtown core, which will eventually become an open community space as a tourist attraction.

The first phase is to paint it, install lighting and clean up the grounds, the second to create a community open space with a park, gardens, playground and a walking trail.

And, the third is to build a gathering place to teach youth life skills.

Zulich adds a memorial dedication plaque in Mahood's name that will be unveiled at the site next Spring.

ACCEPT COOKIES & PRIVACY POLICY?

We use technologies, such as cookies, to customise content and advertising, to provide social media

platforms and to manage our site. By clicking 'I agree' to use our website you consent to our Cookie and Privacy Policy.



1 Comment

Powered by Vista Radio Ltd.

Sort by **Newest**



Add a comment...

≡ menu



Sandra Hurley- Hodgson

Well deserved memorial to a community Pastor. My concern is that it will be taken over by drugs and paraphernalia, used needles.

[Like](#) · [Reply](#) · 15w

Facebook Comments Plugin



RECENT POSTS

Sagamok-Anishnawbek First Nation withdraws from UOI

Thursday, Feb. 20th, 2020

ACCEPT COOKIES & PRIVACY POLICY?

We use technologies, such as cookies, to customise content and advertising, to provide social media features and to analyse traffic to the site. By continuing to use our website you consent to our Cookie and Privacy Policy.

Two local First Nations protest pipeline – southern Ontario protest shuts down eastern Canada

Thursday, Feb. 20th, 2020

[More information](#)

[Close](#)

Manitoulin OPP lay a charge of assault with a weapon involving a vehicle

Thursday, Feb. 20th, 2020



ACCEPT COOKIES & PRIVACY POLICY?

We use technologies, such as cookies, to customise content and advertising, to provide social media features and to analyse traffic to the site. By continuing to use our website you consent to our Cookie and Privacy Policy.

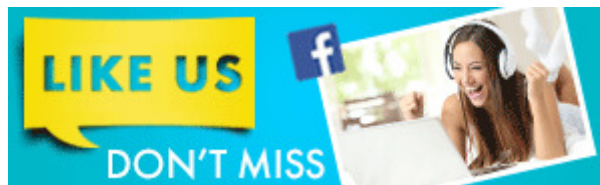
SPONSORED ARTICLES

LOCAL CONNECTIONS

[More information](#)

CLOSE

7 Reasons Why Local Connections Is A Great Way To Reach Your Business Goals



ACCEPT COOKIES & PRIVACY POLICY?

We use technologies, such as cookies, to customise content and advertising, to provide social media features and to analyse traffic to the site. By continuing to use our website you consent to our Cookie and Privacy Policy.

[More information](#) **CLOSE**

-19°C SUNNY ›
Powered by Vista Radio Ltd.



≡ menu



ACCEPT COOKIES & PRIVACY POLICY?

We use technologies, such as cookies, to customise content and advertising, to provide social media features and to analyse traffic to the site. By continuing to use our website you consent to our Cookie and Privacy Policy.

[NEWS](#) | [WIN](#) | [EVENTS](#) | [CONTACT US](#) | [ADVERTISE](#) | [CAREERS](#)

[Privacy Policy](#) | [Terms Of Service](#)

Radioplayer
CANADA

Download on the
App Store

ANDROID APP ON
Google Play

[More information](#)

CLOSE

-19°C SUNNY ›

Powered by Vista Radio Ltd.

≡ *menu*

ACCEPT COOKIES & PRIVACY POLICY?

We use technologies, such as cookies, to customise content and advertising, to provide social media features and to analyse traffic to the site. By continuing to use our website you consent to our Cookie and Privacy Policy.

[More information](#)

CLOSE

Sudbury water tower to be named in honour of Jeremy Mahood



Donald Macdonald

[More from Donald Macdonald \(https://www.thesudburystar.com/author/dmacdonald\)](https://www.thesudburystar.com/author/dmacdonald)

Published on: October 29, 2019 | Last Updated: October 29, 2019 6:14 AM EDT



Sudbury Peace Tower/Centerline Architects

Peace Tower Fly Around



In life, Pastor Jeremy Mahood often towered over his church and even the community.

Now, the Sudbury water tower in downtown Sudbury will be renamed The Sudbury Peace Tower in the late clergyman's honour.

And perhaps more importantly, his dream of building a transitional house for young people is still very much alive.

"Jeremy Mahood was a dear friend and the manager of soul for our Sudbury Wolves Sports & Entertainment (SWSE) teams," Dario Zulich said in a release. "His legacy and vision will bring peace to our community as we revitalize this (water tower) as a beacon of hope," Zulich.

Zulich owns both Sudbury Wolves Sports & Entertainment and the water tower.

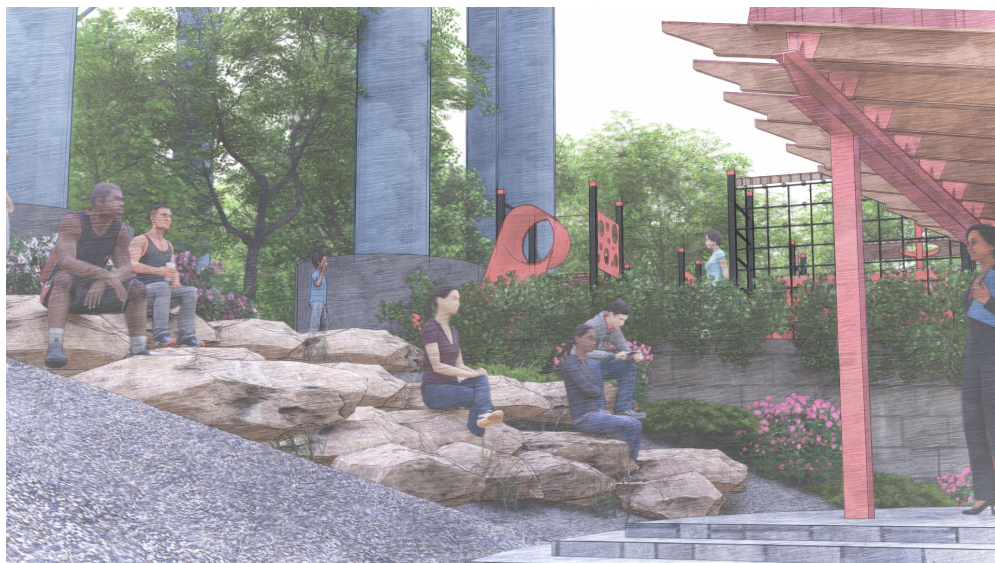


In this file photo, Sudbury Wolves owner Dario Zulich, left, snaps a selfie with team chaplain and friend Jeremy Mahood while volunteering at the Elgin Street Mission in Sudbury, Ontario. Photo supplied *JPG, SU*

Mahood died suddenly in June, a few days before his 70th birthday. Mahood worked across the community, as pastor to the Sudbury police department, and chaplain to the Sudbury Wolves. He became the head pastor of All Nations Church in 1978.

Mahood, who was an entertainer before turning to religion, was also the author of two books: *The Relationship Depot: Building Relationships That Last a Lifetime* and *The Character of Christ in You: Developing Spiritual Maturity*.

As for the water tower, which the city no longer operates, its previous owner had hoped to develop condos and other uses, but the project never got off the ground, in part because he became ill. Zulich then stepped in and bought the tower in 2016.



The first phase of this new project is to clean up the green space, put up lighting and paint the tower, Zulich said. The second phase will be to create a community open space with a park, botanical gardens, a playground and a walking trail.

Zulich said Mahood's ultimate vision was to build a House of Hope for At Risk Youth, so in the in the third phase of the water tower project, "we hope to build a transitional place that will incorporate living space and social enterprise to teach youth life skills to help lift them up and give them renewed hope."

Mahood's wife, Eileen, said the project is a fitting legacy for her husband.

"Jeremy's Jeep was known as the Hope mobile to many. His license plate said it all – Hope 4 U. He believed that for every person he came in contact within the Sudbury community he loved," said Eileen Mahood.



Centerline Architects

Through community partnerships and the I Believe Network (IBN) Charity established by Jeremy and Eileen Mahood in 2003, "we will raise capital to enlighten his vision and someday perhaps even build an observation deck up top that could be utilized for meeting space and tourists. A memorial dedication plaque in Jeremy's name will be unveiled at the Sudbury Peace Tower in the spring. "

Michael Cullen, who leads community partnerships for Sudbury Wolves Sports & Entertainment, thanked Centerline Architects for its work on the project, which he said is needed in Greater Sudbury.

"In keeping with Jeremy's passion for our community's youth, today's message of hope and peace is exactly what is needed both in his memory and across our city," Cullen said.

TRENDING IN CANADA

Next ›



Comments

1 Comment



Add a comment...



Max A. Gray

This has to be the weirdest idea that I have seen since moving to Sudbury. It's an old water t

[Like](#) · [Reply](#) · 2 · 16w



Glen Gaffney

agree with you max better idea have a street renamed

[Like](#) · [Reply](#) · 1 · 16w



Judy Sanders

Actually the worst so far is the multi painted hosp. Yes,a street close to his church w

[Like](#) · [Reply](#) · 16w

Facebook Comments Plugin

(<http://www.thesudburystar.com>)

[Classifieds \(http://classifieds.thesudburystar.com\)](http://classifieds.thesudburystar.com)

[Obituaries \(http://obituaries.thesudburystar.com\)](http://obituaries.thesudburystar.com) [Careers \(http://careers.thesudburystar.com\)](http://careers.thesudburystar.com)

[Flyer City \(http://flyercity.thesudburystar.com\)](http://flyercity.thesudburystar.com) [Driving \(http://driving.ca\)](http://driving.ca)

[The Growth Op \(http://thegrowthop.com/\)](http://thegrowthop.com/) [Canada.com \(http://canada.com\)](http://canada.com)

[Advertise \(http://www.postmediasolutions.com/\)](http://www.postmediasolutions.com/)

(<https://www.postmedia.com>)

© 2020 Sudbury Star. All rights reserved.
A member of Sun Media Community
Newspapers part of Postmedia Network.

Water tower renamed in honour of late Pastor Jeremy Mahood

Oct 29, 2019 1:00 PM By: Sudbury.com Staff



In honour of the late Pastor Jeremy Mahood, Dario Zulich has renamed the Sudbury Water Tower, the Sudbury Peace Tower in his memory.

In honour of the late Pastor Jeremy Mahood, Dario Zulich has renamed the Sudbury Water Tower, the Sudbury Peace Tower in his memory.

“Jeremy Mahood was a dear friend and the Manager of Soul for our Sudbury Wolves Sports & Entertainment (SWSE) teams. His legacy and vision will bring peace to our community as we revitalize this Tower as a Beacon of Hope,” said Zulich.

The Sudbury Peace Tower encompasses four acres which will eventually become an open community space as a tourist attraction. The first phase is to clean up the green space, put up lighting and paint the Tower.



The second phase will be to create a community open space with a park, botanical gardens, a playground and a walking trail.

Jeremy's ultimate vision was to build a House of Hope for at risk youth.

In the third phase, the hope is to build a transitional place that will incorporate living space and social enterprise to teach youth life skills to help lift them up and give them renewed hope.

"Jeremy's Jeep was known as the hope mobile to many. His license plate said it all – Hope 4 U. He believed that for every person he came in contact with in the Sudbury community he loved," said Eileen Mahood.

Through community partnerships and the I Believe Network (ibn) Charity established by Jeremy and Eileen Mahood in 2003, we will raise capital to enlighten his vision and someday perhaps even build an observation deck up top that could be utilized for meeting space and tourists.

A memorial dedication plaque in Jeremy's name will be unveiled at the Sudbury Peace Tower in the Spring.

"In keeping with Jeremy's passion for our community's youth, today's message of hope and peace is exactly what is needed both in his memory and across our city," said Michael Cullen, Community Partnerships, SWSE.

"Jeremy also understood the importance of collaboration and working together as a community to share the message of hope across all streams. His work as mentor, leader, coach, brother and friend must be passed on so that we never lose sight that HOPE is real

and measurable. Today we would also like to thank Centerline Architects for bringing Jeremy's dreams of hope for all to life."

Comments ⁽¹⁷⁾

Sudbury

Developer plans to turn downtown water tower into Jeremy Mahood 'Peace Tower'

Plans underway for memorial garden in honour of Rev. Jeremy Mahood

[Casey Stranges](#) · CBC News ·

Posted: Oct 29, 2019 6:30 AM ET | Last Updated: October 29, 2019



An architect's conceptual drawing of what the Jeremy Mahood Peace Tower could look like.
(Submitted by Centreline Architects)

Please know that cookies are required to operate and [enhance our services](#) as well as for [advertising purposes](#). We value your privacy. If you are not comfortable with us using this information, please [review your settings](#) before continuing your visit.

Dario Zulich says it was a "perfect storm" in his life when he met up with Reverend Jeremy Mahood.

[Learn more](#)

[Close](#)

The Sudbury property developer's comments come after unveiling his plans to transform the downtown water tower into a memorial garden for the late All Nations Church pastor.

Mahood, the pastor at All Nations Church and "manager of soul" for Zulich's Sudbury Wolves hockey team, died in June at the age of 69.

"Everyone's got their ups and downs and you know, things happen," Zulich said. "Business-wise, there was this stall with my business and the [Kingsway Entertainment District] and then there was things happening on a personal level, on a family level, on a spiritual level."



Please know that cookies are required to operate and enhance our services as well as for advertising purposes. We value your privacy. If you are not comfortable with us using this information, please [review your settings](#) before continuing your visit.

Zulich said he visited Mahood at All Nations Church. A friendship developed, and eventually Mahood taught Zulich the value of peace.

"He said 'peace for you Dario will come from within, it won't be after the next business acquisition, the next team, the next development. But from within."

Zulich said he now hopes to provide that same kind of reminder to others on the same quest, calling the water tower "a beacon" for people in the city.

His vision for the area at the base of the tower includes a garden, walking paths, and one of the "best views of the city." He said the idea is based on a similar structure devoted to John Lennon in Iceland.

But his end goal, Zulich said, was a project both he and Mahood believed in.

"Some say the KED is my final project. That's not the case," Zulich said. "My final project is to build a home for the homeless. That's always been my end goal."

"And I was going to name it for St. Jude, for personal reasons, as the patron saint of desperate people, of hopeless causes. And Jeremy had the same kind of vision and so we just connected."

- ['Skoden' graffiti covered up from Sudbury water tower](#)
- [Sudbury water tower sold to new owner](#)

Please know that cookies are required to operate and [enhance our services](#) as well as for [advertising purposes](#). We value your privacy. If you are not comfortable with us using this information, please [review your settings](#) before continuing your visit.

[Learn more](#)

[Close](#)

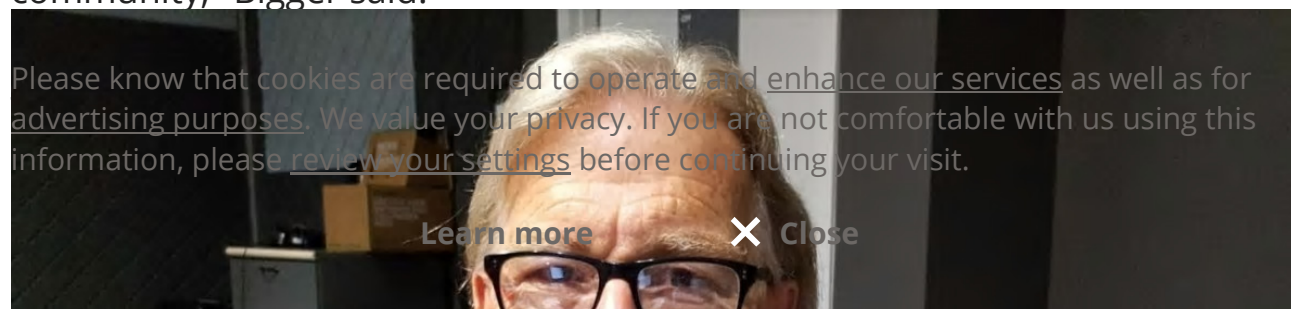
Reverend Jeremy Mahood was the pastor at All Nations Church. (Roger Corriveau/CBC)

At an event to honour Mahood Sunday night, Sudbury mayor Brain Bigger and Coun. Michael Vagnini also announced that the city would be renaming a portion of St. Raphael Street to Jeremy Mahood Way.

The idea was floated to the mayor by prominent Liberal fundraiser and funeral home owner Gerry Loughheed. Since the portion of the street was on All Nations Church's property, changing the name was not difficult, the mayor said.

- [Sudbury pastor Jeremy Mahood dies](#)
- [One on One with Markus - Reverend Jeremy Mahood](#)

"I think where there's an opportunity to recognize the work of community leaders such as Jeremy, we'll do what we can to put something in place so future generations can reflect on the impact they've had on our community," Bigger said.





Please know that cookies are required to operate and [enhance our services](#) as well as for [advertising purposes](#). We value your privacy. If you are not comfortable with us using this information, please [review your settings](#) before continuing your visit.

[Learn more](#)

[Close](#)

NOTHING LIKE COMPANIONSHIP!

By Michael Cullen

It's no secret that our population is aging at a rapid pace. This shift is not only going to strain the health care system and in almost all cases challenge the family dynamic where the children, brothers and sisters are submersed in the immediate care of their older adult loved ones.

In many cases of developmental, hidden, or physical disability regardless of age, it's the parents and other family members taking care of the loved ones. In either circumstance, we as a business community must do our part so that all who live in the "care provider" or the "recipient of care" world are offered equal opportunity at every turn no matter where or what the event.

In many public facilities, infrastructures are often grandfathered in as ok to use. But the accessibility and equality must not be status quo. Some simply say, "we are doing our part to accommodate those who may need it". In the opinion of SW Sports & Entertainment and its sporting affiliates (Sudbury Wolves, Sudbury FIVE Basketball, Sudbury Spartans) this issue is being addressed for the 2019/20 sporting seasons and every season thereafter making the safety and wellbeing of the fan experience a top priority regardless of social, physical circumstance, or age.

The program is based on tackling issues around social isolation, inclusion, and promoting companionship

Along with the recent public launch of our Companion Program in partnership with College Boreal, we are now more acutely aware how important every single fan/guest experience is and can be including for those with barriers or accessibility issues. The program is based on tackling issues around social isolation, inclusion, and promoting companionship so that all who subscribe feel invited and part of what our teams and sporting interests have to offer.

The most rewarding part of both the planning and delivery of our Companion Program is the conversations with the families, social groups, residences, nonprofits, and charities that serve our fans. Ideas shared, magical moments, and mutual satisfaction should be the mission of all who operate under any business model.



Michael Cullen,

Community Partnerships

SWSE

(SW Sports & Entertainment)

Sudbury Wolves,

Sudbury FIVE Basketball,

Sudbury Spartans



INCLUSIVITY IS KEY

Introduction Michael Cullen
and co-written by Robert McCarthy

As a follow up to our Companion Program, I am pleased to share that we are indeed seeing more fans from seniors' groups to those with certain disabilities attend our games. Over the past couple of seasons, I have had the privilege to meet and socialize with a few fans that do have disabilities, so I thought for this edition I would keep it real and ask one of our diehard fans to share his thoughts, to share his lived experience. It gives me great pleasure to introduce Robert McCarthy



Michael Cullen,

Community Partnerships

SWSE

(SW Sports & Entertainment)
Sudbury Wolves,
Sudbury FIVE Basketball,
Sudbury Spartans

Contribution by Robert McCarthy

The most important aspect of any community is involvement, and in order to have involvement, the community needs inclusivity. Greater Sudbury is no different. Being inclusive means that everyone in the community, from all walks of life, are able to participate in every event they can and enjoy it to the best of their ability, and it is the responsibility of the community and its partners to provide an enjoyable and inclusive experience.

In many cases, several people with all types of disabilities, from developmental, physical, and more, need a companion to come with them to events such as concerts, sporting events, and the like, to help them with the care they need such as helping them to use the washrooms and even getting to their seats.

In many cases, businesses around the community install a ramp outside of their establishment or an automatic door so that anyone can easily get inside their business. They believe this makes their location accessible to everyone. Unfortunately, it isn't that simple. In order to truly understand what it means to be accessible, businesses need to work in partnership with people of disabilities of all types and ask them what is needed to ensure that everyone can enjoy what the community has to offer.

I have a physical disability myself and have encountered many challenges over the years, from no ramp access, to automatic doors not working, and more. Over the years, the city has made a more concerted effort to improve that and the Sudbury Wolves and the Sudbury Five are a huge part of that improvement, this season in particular with the launch of the Companion Program in partnership with College Boreal. They are working hard not only in providing essential services to everyone who may have challenges with disabilities of all sorts, but they are always asking people with disabilities how things can be improved, and that is the most important part.



SWSE











Request for Decision

Enhancing Community Broadband Coverage in Greater Sudbury and across Northern Ontario

Presented To:	City Council
Presented:	Tuesday, Mar 24, 2020
Report Date	Wednesday, Mar 11, 2020
Type:	Referred & Deferred Matters

Resolution

THAT the City of Greater Sudbury, citing broad community interest in enhancing broadband connectivity in Greater Sudbury and across Northern Ontario, supports working with Blue Sky Net and having them submit on the community's behalf, to the current CRTC funding application process and to subsequent provincial or federal broadband funding opportunities, as outlined in the report entitled "Enhancing Community Broadband Coverage in Greater Sudbury and across Northern Ontario", from the General Manager of Corporate Services, presented at the City Council meeting on March 10, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

Improving rural broadband is a CGS strategic priority within the strategic objective "Economic Capacity and Investment Readiness". Improving broadband is a definite need, at least 13% of land parcels in Greater Sudbury are below the Canadian government's target Internet speeds. Some land parcels in this area have insufficient broadband connectivity and some have no connectivity at all.

Report Summary

The City is leading a collaborative effort with other public and private sector organizations to identify priority areas for broadband improvement. The data, experience and past successful track record of Blue Sky Net improves our ability to prepare for and successfully submit funding applications. The application process for both Federal and (when available) Provincial funding will be seeking evidence that there is broad based community support for individual projects. Council resolutions and letters of support from public and private sector partners will benefit applications for broadband project funding.

Financial Implications

Signed By

Report Prepared By

Peter Taylor
Director of Information Technology
Digitally Signed Mar 11, 20

Financial Implications

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed Mar 11, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate Services
Digitally Signed Mar 11, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Mar 11, 20

There are no financial implications with this report.

Blue Sky Net is funded by the federal government through FedNor so there is no cost to the City in obtaining its assistance to prepare applications. There are however potential financial benefits to our community. In the past year, the provincial government has announced \$315 million toward their broadband and cellular action plan. The federal government, through the CRTC announced an \$750 million "Broadband Fund" is open to applications until March 27, 2020, and the 2019 Federal budget announced another \$1.7 billion for a "Universal Broadband Fund".

Executive Summary

The City is looking to enhance broadband connectivity in Greater Sudbury. To accomplish this, the City is leading a collaborative effort with other local public and private sector organizations with an interest in the City and surrounding area. Further the City has initiated work with Blue Sky Net, a Fednor funded organization, to aid in successfully collecting data, planning improvements and applying for funding.

This activity supports a Council priority and it has the potential of taking advantage of recent announcements of provincial and federal broadband funding.

Background

This is a summary of work by City staff to address Council's strategic priority to 'Support private, Provincial and Federal programs to improve rural broadband'. The City has an Information Technology vision of: "great citizen services powered by technology and data, available anytime, anywhere". This strategy includes a goal to enhance community data networks and prepare all residents and businesses for a future in which digitized systems allow for services to be accessed from home or a mobile device rather than in person or on paper.

The term **broadband** refers to high-speed Internet access. The Canadian Radio and Telecommunications Commission (CRTC) states their objective as, "we want all Canadian homes and businesses to have access to broadband Internet speeds of at least 50 Mbps (Megabits per second) for downloads and 10 Mbps for upload." The challenge in the City of Greater Sudbury is that a recent broadband survey, conducted by Blue Sky Net, shows that 13% of land parcels in Greater Sudbury are well below 5Mbps. This percentage is even higher in areas outside our City boundaries, areas key to connecting more broadly across an underserved or unserved Northern Ontario.

The provincial and federal governments have stated their commitment to fund broadband improvements. In the past year the provincial government has announced \$315 Million toward their broadband and cellular action plan. The federal government, through the CRTC announced an \$750M "Broadband Fund" that is open to applications until March 27, 2020, and the 2019 Federal budget announced another \$1.7 Billion for a "Universal Broadband Fund".

Analysis

Broad Public and Private Sector Interest in Improved Broadband

The City as a corporation is one organization that would benefit from improved broadband, but so would others, so City staff engaged a number of other local public sector organizations including: Rainbow District School Board, Health Sciences North, Greater Sudbury Police Service, Laurentian University, Northern Ontario School of Medicine, Cambrian College, Collège Boréal, Sudbury Catholic District School Board, Conseil scolaire public du Grand Nord de l'Ontario, Conseil scolaire catholique Nouvelon, Centre for Excellence in Mining Innovation, Manitoulin-Sudbury District Services Board and NORCAT.

In addition to this list of participants the City continues to encourage interest from others.

The group has created a comprehensive list of interests that improved broadband would address for their organizations, here is a sampling of these:

- Physician / patient connectivity and integrated care delivery
- Teacher / student connectivity
- Pre and post hospital care connectivity
- Support for mining cluster connectivity and innovations
- Work from anywhere
- Economic Development and Investment Readiness

An Experienced Network of Internet Service Providers

Telecommunications service providers operating in the City including, Agilis Networks, Net Spectrum, Vianet, Eastlink and Bell Canada were also engaged. Many have competed directly for broadband funding in the past and most have worked through requests for proposal issued by Blue Sky Net for inclusion in funding applications for given regional broadband projects.

Blue Sky Net Process

Blue Sky Net describes itself as, "a Regional Technology Development Organization, part of Blue Sky Economic Growth Corporation, contracted by FedNor, the Northern Ontario regional development organization for the Government of Canada. Blue Sky Net's goal is to enhance Broadband connectivity, awareness and applications in the Districts of Nipissing, District of Parry Sound, Greater Sudbury, Sudbury East and Manitoulin Island."

Blue Sky Net has an established strength in collecting broadband data from Internet Service Providers, analyzing that data and making it available in Geographic Information System (GIS) format or in reports. Additionally, Blue Sky Net has a good understanding of funding application requirements and an

established process for preparing and submitting applications for provincial and federal funding.

As part of the process, for the current federal Broadband Fund application, Blue Sky Net issued a Request For Proposal (RFP), which is now closed. This RFP was open to all Internet Service Providers to define the best possible broadband projects that meet the criteria of the Broadband Fund application.

To further strengthen this application, Blue Sky Net is asking for the support of the City and of the organizations that the City is already collaborating with.

As stated above this application is due to be submitted to the CRTC on March 27, 2020.

Recommendations

The City of Greater Sudbury, citing broad community interest in enhancing broadband connectivity in Greater Sudbury and across Northern Ontario, supports working with Blue Sky Net and having them submit on the community's behalf, to the current CRTC funding application process and to subsequent provincial or federal broadband funding opportunities.

City staff will continue to collaboratively lead a group of local organizations to further align on project areas of interest using survey data collected by Blue Sky Net and the CRTC information on broadband coverage in our area. We also plan to reach out to private sector businesses and First Nations communities to ensure that their interests in enhanced broadband are represented in our funding applications. If there are projects of interest that our community wants to bring to the forefront, we may continue to work with Blue Sky net or engage more directly with internet service providers to pursue available funding.

For Information Only

By-laws 87-340 and 87-341 Requiring Owners to Connect Water and Wastewater Works 2020 Exemption Amount

Presented To:	City Council
Presented:	Tuesday, Mar 24, 2020
Report Date	Wednesday, Mar 11, 2020
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

The purpose of this report is to provide Council with the updated expenditure level that qualifies for an exemption from mandatory connections to water and wastewater systems in accordance with policy.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Dion Dumontelle
Co-ordinator of Finance, Water
Wastewater
Digitally Signed Mar 11, 20

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Mar 11, 20

Financial Implications

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed Mar 11, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Mar 11, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Mar 11, 20

Background

This report updates the expenditure level that would qualify for an exemption from mandatory connections to water and wastewater systems in accordance with policy.

Some by-laws of the former Regional Municipality of Sudbury remain in effect under the City of Greater Sudbury, including By-laws 87-340 and 87-341 requiring owners to connect to sewer and water works.

These by-laws make provision for exemptions from mandatory connections to sewer and water services based on a number of conditions. One of the conditions is cost of connections, which is changed annually.

These by-laws will not affect any properties in the annexed areas at amalgamation, as no sewer or water services are available.

Owners are exempt from mandatory connections to water / wastewater services, if together with other conditions, the cost to establish the private portion of each connection exceeds a specified limit. The limit is increased / decreased annually in direct proportion to increases / decreases in the Composite Component of the Canadata Construction Index, Ontario series, using November 15th of each year, over the previous year.

The increase for 2020 over 2019 is 2.0 percent.

Therefore, for 2020 exemptions from mandatory connections are available if, together with other conditions, the cost to establish the private portion of each connection exceeds \$12,160.