

CITY COUNCIL AGENDA

City Council Meeting
Tuesday, January 21, 2020
Tom Davies Square - Council Chamber

MAYOR BRIAN BIGGER, CHAIR

4:00 p.m. CLOSED SESSION, COMMITTEE ROOM C-12

6:00 p.m. OPEN SESSION, COUNCIL CHAMBER

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ROLL CALL

Resolution to move to Closed Session to deal with one (1) Labour Relations or Employee Negotiations item regarding negotiations with CLAC, one (1) Acquisition or Disposition of Land / Solicitor-Client Privilege item regarding property on Sparks Street, Sudbury and one (1) Litigation or Potential Litigation / Solicitor-Client Privilege item regarding various litigation matters 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

Community Drug Strategy Executive Committee

(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Dr. Penny Sutcliffe, Co-Chair, Community Drug Strategy Executive Committee
- Chief Paul Pedersen, Community Drug Strategy Executive Committee

(The Community Drug Strategy Executive Committee was invited by Mayor Bigger. The presentation provides an update regarding the Community Drug Strategy.)

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 EMERGENCY SERVICES COMMITTEE

December 11, 2019

No resolutions emanated from this meeting. Any questions regarding the meeting should be directed to Councillor Montpellier, Chair, Emergency Services Committee.

(RESOLUTION PREPARED)

MATTERS ARISING FROM HEARING COMMITTEE

December 11, 2019

Council will consider, by way of one resolution, resolution HC2019-08, which is found at <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1391&lang=en>.

Any questions regarding the resolution should be directed to Councillor Signoretti, Chair, Hearing Committee.

(RESOLUTION PREPARED)

MATTERS ARISING FROM THE PLANNING COMMITTEE

January 6, 2020

Council will consider, by way of one resolution, resolutions PL2020-02 to PL2020-07 and PL2020-09 to PL2020-13, all of which are found at <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1440&itemid=rec>. Any questions regarding the resolutions should be directed to Councillor Cormier, Chair, Planning Committee.
(RESOLUTION PREPARED)

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-16)

MINUTES

C-1.	City Council Minutes of November 12, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	22 - 36
C-2.	Operations Committee Minutes of November 18, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	37 - 41
C-3.	Community Services Committee Minutes of November 18, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	42 - 44
C-4.	Finance and Administration Committee Minutes of November 19, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	45 - 47
C-5.	Planning Committee Minutes of November 25, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	48 - 60

C-6.	City Council Minutes of November 26, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	61 - 67
C-7.	Operations Committee Minutes of December 2, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	68 - 70
C-8.	Community Services Committee Minutes of December 2, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	71 - 73
C-9.	Audit Committee Minutes of December 3, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	74 - 76
C-10.	Planning Committee Minutes of December 9, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	77 - 89
C-11.	City Council Minutes of December 10, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	90 - 116
C-12.	Emergency Services Committee Minutes of December 11, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	117 - 119
C-13.	Hearing Committee Minutes of December 11, 2019 (RESOLUTION PREPARED - MINUTES ADOPTED)	120 - 121

ROUTINE MANAGEMENT REPORTS

C-14.	Report dated January 2, 2020 from the General Manager of Community Development regarding Pioneer Manor - Bad Debt Write-Off. (RESOLUTION PREPARED) (This report provides a recommendation regarding the write-off of an uncollectible account receivable for a resident, in the amount of \$75,733.71.)	122 - 161
C-15.	Report dated November 19, 2019 from the General Manager of Community Development regarding GSHC - Write-off of Former Tenant Balances. (RESOLUTION PREPARED) (This report provides a recommendation regarding GSHC write offs of former tenant balances.)	162 - 175
C-16.	Report dated December 20, 2019 from the General Manager of Community Development regarding Children Services - Riana Enterprises Inc., O/A Cotton Candy Daycare - Bad Debt Write-Off. (RESOLUTION PREPARED)	176 - 178

(This report provides a recommendation regarding the approval of bad debt write-offs for child care subsidy billings in Children Services.)

PRESENTATIONS

1. Update on Event Centre at Kingsway Entertainment District.
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Ian Wood, Executive Director of Strategic Initiatives, Communications and Citizen Services

(This presentation provides an update regarding one of the City's Large Projects: the Event Centre at the Kingsway Entertainment District.)

REGULAR AGENDA

MANAGERS' REPORTS

- R-1. Report dated January 8, 2020 from the Chief Administrative Officer regarding Core Service Review Final Report. **179 - 378**
(RESOLUTION PREPARED)

(This report provides recommendations on the Core Service Review that Council directed staff to undertake in 2019.)

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:

2020-01 A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meetings of December 16th, 2019 and January 21st, 2020

2020-02 A By-law of the City of Greater Sudbury to Amend By-law 2019-201 being a By-law of the City of Greater Sudbury to Authorize the Vesting into the City's Name of Certain Parcels of Vacant Land within the City of Greater Sudbury and to Write Off the Outstanding Taxes for the Properties

(This by-law amends By-law 2019-201 to correct a legal description.)

2020-03 A By-law of the City of Greater Sudbury to Amend By-law 2010-1 being a By-law to Regulate Traffic and Parking on Roads in the City of Greater Sudbury

Operations Committee Resolutions #OP2019-02, #OP2019-21, #OP2019-22, #OP2019-27, #OP2019-28 and #OP2019-29

(This by-law amends By-law 2010-1 to reflect current parking and traffic regulations.)

- 2020-04 A By-law of the City of Greater Sudbury to Amend By-law 2019-52 being a By-law of the City of Greater Sudbury to Appoint Councillors to Certain Boards and Corporations
(This by-law amends By-law 2019-52 to reflect current appointments.)
- 2020-05 A By-law of the City of Greater Sudbury to Amend By-law 2015-227 being a By-law of the City of Greater Sudbury to Regulate Filming Activity on City of Greater Sudbury Property
Community Services Committee Resolution #CS2019-24
(This by-law amends the Film By-law to change expiry date to March 31, 2020.)
- 2020-06 A By-Law of the City of Greater Sudbury to Amend By-law 2018-45 being a By-law to Establish Water and Wastewater Policy and Water and Wastewater Rates and Charges in General and for Special Projects **379 - 382**
Finance and Administration Committee Resolution #FA2019-74
(This by-law amends By-law 2018-45 to incorporate fee changes and any necessary related changes to the text of the By-law.)
Report dated December 30, 2019 from the General Manager of Corporate Services regarding Amend Water Wastewater By-law.
- 2020-07 A By-law of the City of Greater Sudbury to Authorize the Cancellation, Reduction or Refund of Realty Taxes
Hearing Committee Resolution #HC2019-08
(This by-law provides for tax adjustments under Sections 357 and 358 of the Municipal Act, 2001 for properties eligible for cancellation, reduction or refund of realty taxes.)
- 2020-08 A By-law of the City of Greater Sudbury to Authorize the Payment of Grants from the Healthy Community Initiative Fund, Various Wards
Finance & Administration Committee Resolution #FA2019-71
(This by-law authorizes grants funded through the Healthy Community Initiative Fund for various Wards.)
- 2020-09 A By-law of the City of Greater Sudbury to Authorize a Grant to the Alzheimer's Society
(This by-law authorizes the annual grant to Alzheimer's Society of \$11,000 as contribution toward their property taxes, which was confirmed in the budget process.)
- 2020-10 A By-law of the City of Greater Sudbury to Authorize a Grant to the Art Gallery of Sudbury
(This by-law authorizes the annual grant of \$200,000 to the Art Gallery of Sudbury, which was confirmed budget process.)

- 2020-11 A By-law of the City of Greater Sudbury to Authorize a Grant to the City of Greater Sudbury Community Development Corporation for Promotion of Community Economic Development for the 2020 Calendar Year
- (This by-law authorizes the annual grant of \$1,000,000 which was confirmed in the budget process.)
- 2020-12 A By-law of the City of Greater Sudbury to Authorize a Grant to the City of Greater Sudbury Community Development Corporation for Funding for Arts and Culture in the 2020 Calendar Year
- (This by-law authorizes the 2020 annual grant to the City of Greater Sudbury Community Development Corporation for funding of both the Operating Grants (\$479,773) and the Project Grants (\$84,853) in accordance with the Arts and Culture Grant Program Policy, which was confirmed in the budget process.)
- 2020-13 A By-law of the City of Greater Sudbury to Authorize a Grant to the Junction Creek Stewardship Committee Inc. for the 2020 Calendar Year
- Finance and Administration Committee Resolution #FA2019-95
- (This by-law authorizes a grant of \$40,000 to Junction Creek Stewardship Committee Inc. for 2020, as approved in the budget process for continuing work in delivering community programs and restorative activities along Junction Creek.)
- 2020-14 A By-law of the City of Greater Sudbury to Authorize a Grant to the Nickel District Conservation Authority
- (This by-law authorizes the annual grant of \$300,000 to the Nickel District Conservation Authority as a contribution towards its capital budget.)
- 2020-15 A By-law of the City of Greater Sudbury to Authorize a Grant to Health Sciences North in 2020 as a Contribution Towards the Costs to Acquire a PET Scanner
- (This by-law authorizes the fourth of ten annual grants of \$100,000 each, initially authorized in the 2016 budget process.)
- 2020-16 A By-law of the City of Greater Sudbury to Authorize a Grant to La place des arts du Grand Sudbury in Support of 2020 Operational Costs
- (This by-law authorizes a grant of \$149,213 to La place des arts du Grand Sudbury for 2020, as approved in the budget process, to assist with operational costs.)
- 2020-17 A By-law of the City of Greater Sudbury to Authorize a Grant to the Sudbury Finnish Rest Home Society Inc. Operating as Hoivakoti Nursing Home at 233 Fourth Avenue, Sudbury
- (This By-law authorizes the annual grant to the Sudbury Finnish Rest Home Society Inc. Operating as Hoivakoti Nursing Home of \$39,200 as a contribution towards the cost of the property taxes, which was confirmed in the budget process.)
- 2020-18 A By-law of the City of Greater Sudbury to Authorize a Grant to the Clifford and Lily Fielding Charitable Foundation
- Finance and Administration Committee Resolutions #FA2019-72 and #FA2019-97
- (This by-law authorizes the grant to the Clifford and Lily Fielding Charitable Foundation of \$13,862 as a contribution towards the cost of property taxes.)

- 2020-19 A By-law of the City of Greater Sudbury to Authorize a Grant to Sudbury Multicultural and Folk Arts Association
- Finance and Administration Committee Resolution #FA2019-118
- (This by-law authorizes a one time grant to the Sudbury Multicultural and Folk Arts Association of \$30,000.)
- 2020-20 A By-law of the City of Greater Sudbury to Amend By-law 2017-45 being a By-law of the City of Greater Sudbury to Limit the Weight of Vehicles on Certain Bridges in the City of Greater Sudbury
- Operations Committee Resolution #OP2019-33
- (This by-law amends weight restrictions on certain bridges as a result of recent structural improvements and analysis.)
- 2020-21 A By-law of the City of Greater Sudbury to Adopt Official Plan Amendment No. 103 to the Official Plan for the City of Greater Sudbury
- Planning Committee Resolution #PL2019-155
- (This by-law authorizes a site-specific amendment to re-designate the lands from Living Area 1 to Mixed Use Commercial - Douglas Anness and Annie Rainville, and Christine Demers and Eric Demers - 2962, 2968, 2974, 2982 and 2992 Falconbridge Road.)
- 2020-22 A By-law of the City of Greater Sudbury to Authorize the Sale of Vacant Land being Part of 107 Edward Avenue, Coniston, Described as Part of PIN 73560-0136(LT), being Part 1 on 53R-21252 to Greater Sudbury Hydro Inc.
- Planning Committee Resolution #PL2019-150
- (This by-law authorizes the sale of vacant land being part of 107 Edward Avenue, Coniston and delegates authority to effect the sale.)
- 2020-23 By-law of the City of Greater Sudbury to Authorize the Purchase of 324 Mountain Street, Sudbury Described as PIN 02132-0282(LT), Lot 26, Plan M-55A from Richard Kim Ruel and Pauline Gaetanne Brownlie
- Planning Committee Resolution #PL2020-05
- (This by-law authorizes the acquisition of 324 Mountain Street in Sudbury for demolition as part of the Mountain Street Storm Water Improvements Phase II project.)
- 2020-24 By-law of the City of Greater Sudbury to Authorize the Purchase of 330 Mountain Street, Sudbury Described as PIN 02132-0283(LT), Lot 25, Plan M-55A from Nicole Lavoie
- Planning Committee Resolution #PL2020-07
- (This by-law authorizes the acquisition of 330 Mountain Street in Sudbury for demolition as part of the Mountain Street Storm Water Improvements Phase II project.)

- 2020-25 A By-law of the City of Greater Sudbury to Authorize the Sale of Vacant Land on Catherine Drive, Garson, Described as Part of PIN 73495-0564(LT), being Part 2 on Plan 53R-212301 to Jeffory Greenwood and Leanne Greenwood
- Planning Committee Resolution #PL2019-151
- (This by-law authorizes the sale of vacant land on Catherine Drive, Garson and delegates authority to effect the sale.)
- 2020-26 A By-law of the City of Greater Sudbury to Establish Miscellaneous User Fees for Certain Services Provided by the City of Greater Sudbury
- (This By-law sets miscellaneous user fees for the 2020 calendar year.)
- 2020-27Z 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 Resolutions #PL2008-25 and #PL2018-22
- (This by-law rezones the subject lands to "R2-2", Low Density Residential Two, in order to permit the development of semi-detached dwelling units - Dalron Construction Limited, Hidden Valley Subdivision, Val Caron.)
- 2020-28Z 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 #PL2019-157
- (This by-law rezones the subject property to "I(50)", Institutional Special in order to permit residential and commercial uses on the former Pinecrest Public School site - Dalron Construction Limited, 1650 Dominion Drive, Val Therese.)
- 2020-29Z 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 #PL2019-166
- (This by-law rezones the subject property to "I(51)", Institutional Special in order to permit a private elementary school and preschool - William Day Holdings Limited, 1096 Dublin Street, Sudbury.)
- 2020-30Z 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 #PL2019-155
- (This by-law rezones the subject lands to "C2(114)", General Commercial Special in order to permit a gas bar, convenience store, restaurant with drive-through, and car wash - Douglas Anness and Annie Rainville, and Christine Demers and Eric Demers - 2962, 2968, 2974, 2982 and 2992 Falconbridge Road.)
- 2020-31Z 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 #PL2019-117
- (Pursuant to Section 39 of the Planning Act, Council has approved a temporary use by-law in order to permit outdoor vehicle storage for a temporary period of three (3)

years - Richard Fournier, 294 Brenda Drive, Sudbury.)

MEMBERS' MOTIONS

CORRESPONDENCE FOR INFORMATION ONLY

- I-1. Report dated January 7, 2020 from the Chief Administrative Officer regarding Gas Prices. **383 - 390**
(FOR INFORMATION ONLY)

(This report provides information regarding gas prices.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD

ADJOURNMENT

CONSEIL MUNICIPAL ORDRE DU JOUR

Réunion du Conseil municipal
21 janvier 2020
Place Tom Davies - Salle du Conseil

MAIRE BRIAN BIGGER, PRÉSIDENT(E)

16 h SÉANCE A HUIS CLOS, SALLE DE RÉUNION C-12

18 h SÉANCE PUBLIQUE, SALLE DU CONSEIL

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 passer à une séance à huis clos pour délibérer sur une (1) question de relations de travail ou de négociations concernant des négociations avec la CLAC, une (1) question d'acquisition ou de cession de terrain/de secret professionnel de l'avocat concernant une propriété située sur la rue Sparks, à Sudbury, et une (1) question de litige ou de litige possible concernant diverses questions litigieuses 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

Comité directeur de la Stratégie communautaire contre les drogues
(PRÉSENTATION ÉLECTRONIQUE) (A TITRE D'INFORMATION)

- La docteure Penny Sutcliffe, coprésidente du comité directeur de la Stratégie communautaire contre les drogues
- Le chef Paul Pedersen, Comité directeur de la Stratégie communautaire contre les drogues

(Le Comité directeur de la Stratégie communautaire contre les drogues a été invité par le maire Bigger. La présentation donne un compte rendu de la Stratégie communautaire contre les drogues.)

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 D'URGENCE

11 décembre 2019

Aucune résolution ne découla de cette réunion. Toute question au sujet de la réunion devrait être adressée au Conseiller Montpellier, président du Comité des services d'urgence.
(RÉSOLUTION PRÉPARÉE)

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ D'AUDITION

11 décembre 2019

Le Conseil municipal étudiera, par voie d'une résolution, la résolution HC2019-08, qui se trouve à <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1391&lang=en>. Toute question concernant ces résolutions devrait être adressée au Conseiller Signoretti, président du Comité d'Audition.
(RÉSOLUTION PRÉPARÉE)

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DE LA PLANIFICATION

6 janvier 2020

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions PL2020-02 à PL2020-07 et PL2020-09 à PL2020-13, qui se trouve à <https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1440&itemid=rec>. Toute question concernant ces résolutions devrait être adressée au Conseiller Cormier, président du Comité de la planification.
(RÉSOLUTION PRÉPARÉE)

Order 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-16)

PROCÈS-VERBAUX

- | | | |
|------|---|----------------|
| C-1. | Procès Verbal du 12 novembre 2019, Conseil municipal
(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 22 - 36 |
| C-2. | Procès Verbal du 18 novembre 2019, Comité des opérations
(RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 37 - 41 |

C-3.	Procès Verbal du 18 novembre 2019, Comité des services communautaires (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	42 - 44
C-4.	Procès Verbal du 19 novembre 2019, Comité des finances et de l'administration (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	45 - 47
C-5.	Procès Verbal du 25 novembre 2019, Comité de planification (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	48 - 60
C-6.	Procès Verbal du 26 novembre, 2019, Conseil municipal (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	61 - 67
C-7.	Procès Verbal du 2 décembre 2019, Comité des opérations (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	68 - 70
C-8.	Procès Verbal du 2 décembre 2019, Comité des services communautaires (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	71 - 73
C-9.	Procès Verbal du 3 décembre 2019, Comité de vérification (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	74 - 76
C-10.	Procs Verbal du 9 décembre, 2019, Comité de planification (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	77 - 89
C-11.	Procs Verbal du 10 décembre 2019, Conseil municipal (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	90 - 116
C-12.	Procs Verbal du 11 décembre 2019, Comité des services d'urgence (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	117 - 119
C-13.	Procs Verbal du 11 décembre 2019, Comité d'audition (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ)	120 - 121

RAPPORTS DE GESTION COURANTS

C-14.	Rapport daté du 02 janvier 2020 portant sur Manoir des pionniers – radiation d'une créance irrécouvrable. (RÉSOLUTION PRÉPARÉE)	122 - 161
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(Ce rapport donne une recommandation concernant la radiation d'un compte client irrécouvrable pour une résidente ou un résident s'élevant à 75 733,71 \$.)

- C-15. Rapport daté du 19 novembre 2019 portant sur SLGS – radiation de soldes d'anciens locataires. **162 - 175**

(RÉSOLUTION PRÉPARÉE)

(Ce rapport donne une recommandation concernant la radiation par la SLGS de soldes d'anciens locataires.)

- C-16. Rapport daté du 20 décembre 2019 portant sur Services d'enfants - Riana Enterprises Inc., O/A Cotton Candy Daycare - radiation de créances irrécouvrables. **176 - 178**

(RÉSOLUTION PRÉPARÉE)

(Ce rapport donne une recommandation concernant l'approbation de la radiation de créances irrécouvrables pour des factures de subventions pour garde d'enfants au sein des Services d'enfants.)

PRÉSENTATIONS

1. Compte rendu sur le Centre d'activités du District de divertissements du Kingsway.

(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 d'un des grands projets de la Ville: le Centre d'activités.)

Ordre du jour régulier

RAPPORTS DES GESTIONNAIRES

- R-1. Rapport Administrateur en chef, daté du 08 janvier 2020 portant sur Rapport final sur l'examen des services de base. **179 - 378**

(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.)

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 :

- 2020-01 Règlement de la Ville du Grand Sudbury pour confirmer les délibérations du Conseil municipal lors de ses réunions tenue le 16 décembre 2019 et 21 janvier 2020

- 2020-02 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2019-201, étant un règlement de la Ville du Grand Sudbury autorisant la dévolution au nom de la Ville de certaines parcelles dans les limites de la Ville du Grand Sudbury et la radiation des impôts impayés pour ces propriétés
- (Ce règlement municipal modifie le règlement municipal 2019-201 pour corriger une description officielle.)
- 2020-03 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-1, étant un règlement régissant la circulation et le stationnement sur les routes dans la Ville du Grand Sudbury
- Résolutions no OP2019-02, no OP2019-21, no OP2019-22, no OP2019-27, no OP2019-28 et no OP2019-29 du Comité des opérations
- (Ce règlement municipal modifie le règlement municipal 2010-1 pour refléter les règlements actuels en matière de stationnement et de circulation routière.)
- 2020-04 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2019-52, étant un règlement de la Ville du Grand Sudbury nommant des conseillers municipaux comme membres de certains conseils et sociétés
- (Ce règlement municipal modifie le règlement municipal 2019-52 pour refléter les nominations actuelles.)
- 2020-05 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2015-227, étant un 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 CS2019-24 du Comité des services communautaires
- (Ce règlement municipal modifie le règlement municipal sur le tournage de films pour changer la date d'expiration au 31 mars 2020.)
- 2020-06 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2018-45, étant le règlement municipal établissant une politique sur les Services d'eau et d'eaux usées ainsi que les tarifs et les frais des Services d'eau/eaux usées en général et pour des projets particuliers **379 - 382**
- Resolution du Comite des finances et de l'administration numero #FA2019-74
- (Ce règlement municipal modifie le règlement municipal 2018-45 pour incorporer des changements de tarifs et tout changement connexes nécessaires au texte du règlement municipal.)
- Rapport Directeur général des Services corporatifs, daté du 30 décembre 2019 portant sur Modification du règlement municipal sur les Services d'eau et d'eaux usées.
- 2020-07 Règlement de la Ville du Grand Sudbury autorisant l'annulation, la réduction ou le remboursement d'impôt foncier
- Résolution no HC2019-08 du Comité d'audition
- (Ce règlement municipal prévoit des rajustements d'impôt aux termes des articles 357 et 358 de la Loi de 2001 sur les municipalités pour les propriétés admissibles à l'annulation, à la réduction ou au remboursement d'impôts fonciers.)

- 2020-08 Règlement de la Ville du Grand Sudbury autorisant le paiement des subventions provenant du fonds de l'initiative communauté en santé, divers quartiers
- Résolution du Comité des finances et de l'administration numéro FA2019-71
- (Ce règlement autorise des subventions financées par l'entremise du fonds de l'initiative communauté en santé pour divers quartiers.)
- 2020-09 Règlement de la Ville du Grand Sudbury autorisant une subvention à la Société Alzheimer
- (Ce règlement municipal autorise la subvention annuelle à la Société Alzheimer de 11 000 \$ comme contribution pour aider à payer l'impôt foncier, qui a été confirmé dans le cadre du processus budgétaire.)
- 2020-10 Règlement municipal autorisant une subvention à la Galerie d'art de Sudbury
- (Ce règlement municipal autorise une subvention annuelle de 200 000 \$ à la Galerie d'art de Sudbury, qui a été confirmé dans le cadre du processus budgétaire.)
- 2020-11 Règlement de la Ville du Grand Sudbury autorisant une subvention à la Société de développement communautaire de la Ville du Grand Sudbury pour la promotion du développement économique communautaire pour l'année civile 2020
- (Cette subvention annuelle de 1 000 000 \$ qui a été confirmé dans le cadre du processus budgétaire.)
- 2020-12 Règlement municipal de la Ville du Grand Sudbury autorisant une subvention à la Société de développement communautaire de la Ville du Grand Sudbury pour le financement des arts et de la culture pendant l'année civile 2020
- (Ce règlement municipal autorise la subvention annuelle de 2020 à la Société de développement communautaire de la Ville du Grand Sudbury pour le financement des arts et de la culture pour le financement tant des subventions de fonctionnement (479 773 \$) que des subventions à l'égard de projets (84,853 \$) conformément à la politique sur le programme de subventions pour les arts et la culture qui a été confirmé dans le cadre du processus budgétaire.)
- 2020-13 Règlement de la Ville du Grand Sudbury autorisant une subvention au Comité d'intendance du ruisseau Junction Inc. pour l'année civile 2020
- Résolution du Comité des finances et de l'administration numéro FA2019-95
- (Ce règlement municipal autorise une subvention de 40 000 \$ au Comité d'intendance du ruisseau Junction Inc. pour l'année civile 2020, comme on l'a approuvé lors du processus budgétaire pour le travail continu de prestation de programmes communautaires et d'activités de remise en état le long du ruisseau Junction.)
- 2020-14 Règlement municipal de la Ville du Grand Sudbury autorisant une subvention à l'Office de protection de la nature du district de Nickel
- (Ce règlement municipal autorise la subvention de 300,000 \$ annuelle à l'Office de protection de la nature du district de Nickel en tant que contribution pour son budget d'immobilisations.)

- 2020-15 Règlement de la Ville du Grand Sudbury autorisant une subvention à Horizon Santé-Nord en 2020 comme contribution pour les coûts d'acquisition d'une caméra à positons
- (Ce règlement municipal autorise le quatrième de dix subventions annuelles de 100 000 \$ chacune, autorisée à l'origine dans le cadre du processus budgétaire de 2016.)
- 2020-16 Règlement de la Ville du Grand Sudbury autorisant une subvention à La place des arts du Grand Sudbury pour l'aider à payer ses coûts de fonctionnement en 2020
- Résolution du Comité des finances et de l'administration numéro FA2019-15A10
- (Ce règlement municipal autorise une subvention de 149 213 \$ à La place des arts du Grand Sudbury pour 2020, comme on l'a approuvé lors du processus budgétaire, pour l'aider à payer ses coûts de fonctionnement.)
- 2020-17 Règlement de la Ville du Grand Sudbury autorisant une subvention à la Sudbury Finnish Rest Home Society Inc. exploitée sous le nom de Hoivakoti Nursing Home au 233 Fourth Avenue, à Sudbury
- (Ce règlement municipal autorise la subvention annuelle à la Sudbury Finnish Rest Home Society Inc. exploitée sous le nom de Hoivakoti Nursing Home de 39 200 \$ comme contribution pour aider à payer l'impôt foncier, qui a été confirmé dans le cadre du processus budgétaire.)
- 2020-18 Règlement de la Ville du Grand Sudbury pour autoriser une subvention à la Clifford and Lily Fielding Charitable Foundation
- Résolutions du Comité des finances et de l'administration numéros FA2019-72 et FA2019-97
- (Ce règlement municipal autorise la subvention à la Clifford and Lily Fielding Charitable Foundation de 13 862 \$ comme contribution pour payer le coût de l'impôt foncier.)
- 2020-19 Règlement de la Ville du Grand Sudbury autorisant une subvention à la Sudbury Multicultural and Folk Arts Association
- Résolution no FA2019-118 du Comité des finances et de l'administration
- (Ce règlement municipal autorise une subvention unique à la Sudbury Multicultural and Folk Arts Association s'élevant à 30 000 \$.)
- 2020-20 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2017-45, étant un règlement de la Ville du Grand Sudbury limitant le poids des véhicules sur certains ponts dans la Ville du Grand Sudbury
- Résolution no OP2019-33 du Comité des opérations
- (Ce règlement municipal modifie les restrictions de poids sur certains ponts à cause de récentes améliorations et du calcul des structures.)

- 2020-21 Règlement de la Ville du Grand Sudbury adoptant la modification no 103 du Plan officiel de la Ville du Grand Sudbury
- Résolution no PL2019-155 du Comité de planification
- (Ce règlement municipal autorise une modification propre à l'emplacement au Plan officiel afin de redésigner les terres en question zone commerciale mixte au lieu de zone habitable 1 - Douglas Anness et Annie Rainville, et Christine Demers et Éric Demers - 2962, 2968, 2974, 2982 et 2992, chemin Falconbridge.)
- 2020-22 Règlement de la Ville du Grand Sudbury autorisant la vente d'une terre vacante étant une partie du 107, avenue Edward, à Coniston, décrite comme une partie de la parcelle numéro 73560-0136(LT) étant la partie 1 du plan 53R-21252, à la société Hydro du Grand Sudbury Inc.
- Résolution no PL2019-150 du Comité de planification
- (Ce règlement municipal autorise la vente d'une terre vacante étant une partie du 107, avenue Edward, à Coniston, et délègue l'autorité nécessaire pour mener à bien la vente.)
- 2020-23 Règlement de la Ville du Grand Sudbury autorisant l'achat du 324, rue Mountain, à Sudbury, décrit comme la parcelle no 02132-0282(LT), lot 26 du plan M-55A à Richard Kim Ruel et Pauline Gaetanne Brownlie
- Résolution no PL2020-05 du Comité de planification
- (Ce règlement municipal autorise l'acquisition du 324, rue Mountain, à Sudbury, à des fins de démolition dans le cadre du projet de la phase II des améliorations des égouts pluviaux de la rue Mountain.)
- 2020-24 Règlement de la Ville du Grand Sudbury autorisant l'achat du 330, rue Mountain, à Sudbury, décrit comme la parcelle no 02132-0283(LT), lot 25 du plan M-55A à Nicole Lavoie
- Résolution no PL2020-07 du Comité de planification
- (Ce règlement municipal autorise l'acquisition du 330, rue Mountain, à Sudbury, à des fins de démolition dans le cadre du projet de la phase II des améliorations des égouts pluviaux de la rue Mountain.)
- 2020-25 Règlement de la Ville du Grand Sudbury autorisant la vente d'une terre vacante sur la promenade Catherine, à Garson, décrite comme une partie de la parcelle numéro 73495-0564(LT), étant la partie 2 du plan 53R-212301 à Jeffory Greenwood et Leanne Greenwood
- Résolution no PL2019-151 du Comité de planification
- (Ce règlement municipal autorise la vente d'une terre vacante sur la promenade Catherine, à Garson, et délègue l'autorité nécessaire pour mener à bien la vente.)
- 2020-26 Règlement de la Ville du Grand Sudbury établissant divers frais d'utilisation pour certains services fournis par la Ville du Grand Sudbury
- (Ce règlement municipal établit divers frais d'utilisation pour l'année civile 2020.)

- 2020-27Z Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-100Z étant le règlement général de zonage de la Ville du Grand Sudbury
- Résolutions du Comité de planification numéros PL2008-25 et PL2018-22
- (Ce règlement municipal rezone les terres en question « R2-2 », zone résidentielle de faible densité deux, afin de permettre l'aménagement de maisons jumelées - Dalron Construction Limited, lotissement Hidden Valley, à Val Caron.)
- 2020-28Z Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-100Z étant le règlement général de zonage de la Ville du Grand Sudbury
- Résolution du Comité de planification numéro PL2019-157
- (Ce règlement municipal rezone la propriété en question « I(50) », zone institutionnelle spéciale, afin de permettre des utilisations résidentielles et commerciales à l'ancien emplacement de la Pinecrest Public School - Dalron Construction Limited, 1650, promenade Dominion, à Val Thérèse.)
- 2020-29Z Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-100Z étant le règlement général de zonage de la Ville du Grand Sudbury
- Résolution du Comité de planification numéro PL2019-166
- (Ce règlement municipal rezone la propriété en question « I(51) », zone institutionnelle spéciale, afin de permettre une école élémentaire et une garderie privées - William Day Holdings Limited, 1096, rue Dublin, à Sudbury.)
- 2020-30Z Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-100Z étant le règlement général de zonage de la Ville du Grand Sudbury
- Résolution du Comité de planification numéro PL2019-155
- (Ce règlement municipal rezone les terres en question « C2(114) », zone commerciale générale spéciale, afin de permettre un poste d'essence, un dépanneur, un restaurant offrant le service au volant et un lave-auto - Douglas Anness et Annie Rainville, et Christine Demers et Éric Demers - 2962, 2968, 2974, 2982 et 2992, chemin Falconbridge.)
- 2020-31Z Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-100Z étant le règlement général de zonage de la Ville du Grand Sudbury
- Résolution du Comité de planification numéro PL2019-117
- (Conformément à l'article 39 de la Loi sur l'aménagement du territoire, le Conseil municipal a approuvé un règlement municipal d'utilisation temporaire pour permettre l'entreposage de véhicules à l'extérieur pour une période temporaire de trois (3) ans - Richard Fournier, 294, promenade Brenda, à Sudbury.)

MOTIONS DES MEMBRES

CORRESPONDANCE À TITRE DE RENSEIGNEMENTS SEULEMENT

I-1. Rapport Administrateur en chef, daté du 07 janvier 2020 portant sur Prix de l'essence.
(A TITRE D'INFORMATION)

383 - 390

(Ce rapport donne des renseignements concernant les prix de l'essence.)

ADDENDA

PÉTITIONS CIVIQUES

PÉRIODE DE QUESTIONS

LEVÉE DE LA SÉANCE

Minutes

City Council Minutes of 11/12/19

Location:	Tom Davies Square - Council Chamber
Commencement:	6:04 PM
Adjournment:	9:04 PM

His Worship, Mayor Brian Bigger, In the Chair

Present	Councillors Signoretti, Vagnini, Montpellier, McCausland [D 6:38 p.m., A 6:41 p.m.], Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Tony Cecutti, General Manager of Growth and Infrastructure; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Steve Jacques, General Manager of Community Development; Ian Wood, Executive Director of Strategic Initiatives and Citizen Services; Joseph Nicholls, Interim General Manager of Community Safety; Ron Foster, Auditor General; Kelly Gravelle, Deputy City Solicitor; Melissa Zanette, Chief of Staff; Marie Litalien, Acting Director of Communications & Community Engagements; Meredith Armstrong, Acting Director of Economic Development; Stephen Monet, Manager of Environmental Planning Initiatives; Jennifer Babin-Fenske, Coordinator of EarthCare Sudbury Initiative; Sajeev Shivshankaran, Manager of Energy Initiatives; Eric Labelle, City Solicitor and Clerk; Lisa Locken, Clerk's Services Assistant; Julie Lalonde, Clerk's Services Assistant; Nia Lewis, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Matters Arising from Emergency Services Committee

October 23, 2019

Councillor Montpellier, as Chair of the Emergency Services Committee, reported on the matters arising from the Emergency Services Committee meeting of Oct 23, 2019.

The following resolution was presented:

CC2019-327 Leduc/Jakubo: THAT the City of Greater Sudbury approves Emergency Services Committee resolutions ES2019-06 to ES2019-07 inclusive from the meeting of October 23,

2019.

CARRIED

The following are the Emergency Services Committee resolutions:

Transfer of National Emergency Strategic Stockpile

ES2019-06 Signoretti/Leduc: THAT the City of Greater Sudbury grants the Interim General Manager of Community Safety authority to sign an agreement accepting equipment currently owned by the Public Health Agency of Canada as outlined in the report entitled "Transfer of National Emergency Strategic Stockpile", from the Interim General Manager of Community Safety, presented at the Emergency Services Committee meeting on October 23, 2019.

CARRIED

Firefighter Training Program

ES2019-07 Vagnini/Signoretti: THAT the City of Greater Sudbury directs staff to prepare a presentation for information regarding firefighter training program to return to the Emergency Services Committee's next meeting.

CARRIED

Matters Arising from Finance and Administration Committee

October 22, 2019

Councillor Jakubo, as Chair of the Finance and Administration Committee, reported on the matters arising from the Finance and Administration Committee meeting of Oct 22, 2019.

Rules of Procedure

Councillor McIntosh requested that Finance and Administration Committee resolution FA2019-63 be pulled and dealt with separately.

The following resolution was presented:

CC2019-328 Leduc/Jakubo: THAT the City of Greater Sudbury approves Finance and Administration Committee resolutions FA2019-60 to FA2019-62 and FA2019-64 inclusive from the meeting of October 22, 2019.

CARRIED

The following are the Finance and Administration Committee resolutions:

Consent Agenda:

FA2019-60 Montpellier/Landry-Altmann: THAT the City of Greater Sudbury approves Consent Agenda Item C-1.

CARRIED

Healthy Community Initiative Fund Applications

FA2019-61 Landry-Altmann/Montpellier: 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 October 22, 2019;

AND THAT any necessary by-laws be prepared.

CARRIED

Sudbury and District Energy Corporation (SDEC) Agreement

FA2019-62 Montpelier/Landry-Altmann: THAT the City of Greater Sudbury directs staff to enter into a sole source agreement with the Sudbury and District Energy Corporation (SDEC), as they are the only company that has the infrastructure in place to meet the requirements of the City, for the provision of heating and cooling at Tom Davies Square and to negotiate rates for a period of 20 years, as outlined in the report entitled "Sudbury and District Energy Corporation (SDEC) Agreement", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on October 22, 2019.

CARRIED

Request For Business Case For Junction Creek Waterway Park Trail

FA2019-64 Landry-Altmann/Montpelier: WHEREAS the Junction Creek Waterway Park (JCWP), established in 1991, is Greater Sudbury's unique non-motorized trail system that connects the urban community;

AND WHEREAS the JCWP serves as a path to promote active living, healthy lifestyle and is a gateway to the natural environment, a corridor for civic engagement, and as a route toward economic growth;

AND WHEREAS the 2.2 km section of the JCWP which connects the Downtown to the Flour Mill is used extensively at all times of day, and its users would benefit from the installation of lighting to further promote its safe and extended use;

AND WHEREAS Council for the City of Greater Sudbury supports that "protecting and expanding the existing pedestrian and bicycle network in the City is essential to creating quality of place" and will encourage people to choose active transportation over driving, thereby reducing our carbon footprint and traffic congestion;

AND WHEREAS municipalities across Ontario are implementing initiatives to encourage active transportation as a viable alternative to private automobile for short-distance trips and as a method of promoting a more active and healthy lifestyle;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to prepare a business case to install lighting along the 2.2 km section of the JCWP trail from the Downtown to the Flour Mill for Council's consideration during the 2020 budget deliberations.

CARRIED

FA2019-63 was dealt with separately.

Staff Direction for an Analysis Regarding the Possible Purchase of Toromont Energy (FA2019-63)

CC2019-329 (FA2019-63) Signoretti/Montpelier: THAT the City of Greater Sudbury directs staff to undertake an analysis regarding the possible purchase of SDEC including availing itself of the expertise of GSU to return once the analysis is completed.

Rules of Procedure

Councillor McIntosh requested a Simultaneous Written Recorded Vote.

YEAS: Councillors Signoretti, Vagnini, Montpelier

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

DEFEATED

November 4, 2019

Councillor Jakubo, as Chair of the Finance and Administration Committee, reported on the matters arising from the Finance and Administration Committee meeting of November 6, 2019. No resolutions emanated from this meeting.

Matters Arising from Hearing Committee

October 23, 2019

Councillor Signoretti, as Chair of the Hearing Committee, reported on the matters arising from the Hearing Committee meeting of Oct 23, 2019.

The following resolution was presented:

CC2019-330 Jakubo/Leduc: THAT the City of Greater Sudbury approves Hearing Committee resolution HC2019-07 from the meeting of October 23, 2019.

The following is the Hearing Committee resolution:

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

HC2019-07 Leduc/Cormier: THAT taxes totalling approximately \$12,795.01 be adjusted under Sections 357 and 358 of the Municipal Act, 2001, of which the City's (municipal) portion is estimated to be \$10,580.57, 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 October 23, 2019;

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.

CARRIED

Matters Arising from Operations Committee

October 21, 2019

Councillor McIntosh, as Chair of the Operations Committee, reported on the matters arising from the Operations Committee meeting of Oct 21, 2019.

The following resolution was presented:

CC2019-331 Jakubo/Leduc: That the City of Greater Sudbury approves Operations Committee resolutions OP2019-19 to OP2019-25 inclusive for the meeting of Oct 21, 2019

CARRIED

The following are the Operations Committee resolutions:

Annual Active Transportation Winter Maintenance Plan

OP2019-19 Leduc/Kirwan: THAT the City of Greater Sudbury approves the winter maintenance plan for the Active Transportation Network as outlined in the report entitled “Annual Active Transportation Winter Maintenance Plan”, amended to add Thompson Street between McNeill Blvd and White Ave to the list of deletions for sidewalk winter maintenance, from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting of October 21, 2019.

CARRIED

Parking Restrictions - Prete Street and Connaught Avenue

OP2019-20 Kirwan/Leduc: THAT the City of Greater Sudbury prohibits parking at all times of the day on both sides of Prete Street from Benny Street to Connaught Avenue and at all times of the day on both sides of Connaught Avenue from Prete Street to Kincora Court;

AND THAT staff be directed 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 - Prete Street and Connaught Avenue” from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on October 21, 2019.

CARRIED

Parking Restrictions - Morgan Road, Chelmsford

OP2019-21 Kirwan/Leduc: THAT the City of Greater Sudbury prohibits parking on the north side of Morgan Road from 100 metres east of Nickel Offset Road to 500 metres east of Nickel Offset Road;

AND THAT staff be directed 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 – Morgan Road, Chelmsford”, from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on October 21, 2019.

CARRIED

Maley Drive Traffic and Parking By-law Updates

OP2019-22 Leduc/Kirwan: 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 “Maley Drive Traffic and Parking By-law Updates” from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on October 21, 2019.

CARRIED

Rules of Procedure

OP2019-23 Leduc/Kirwan: THAT the City of Greater Sudbury temporarily suspends the rules of procedure of the City of Greater Sudbury Procedure By-law 2019-50 for the Operations Committee meeting of October 21, 2019 to sit past the hour of 4:15 p.m.

CARRIED BY TWO-THIRDS MAJORITY

Staff Direction to Prepare a Report Regarding the Removal of the Truck Route Designation from LaSalle Boulevard

OP2019-24 Leduc/Signoretti: THAT the City of Greater Sudbury directs staff to prepare a report for information regarding the removal of the truck route designation from LaSalle

Boulevard by the third quarter of 2020.

CARRIED

Staff Direction to Prepare a Report to Explore the Opportunity to Close a Section of Maley Drive

OP2019-25 Signoretti/Leduc: THAT the City of Greater Sudbury directs staff to prepare a report to explore the opportunity to close a section of Maley Drive to enable active transportation opportunities.

CARRIED

At 6:38 p.m., Councillor McCausland departed.

Matters Arising from the Planning Committee

October 28, 2019

Councillor Cormier, as Chair of the Planning Committee, reported on the matters arising from the Planning Committee meeting of October 28, 2019.

The following resolution was presented:

CC2019-332 Leduc/Jakubo: THAT the City of Greater Sudbury approves Planning Committee resolutions PL2019-134 to PL2019-136 and PL2019-138 to PL2019-140 inclusive from the meeting of October 28, 2019.

CARRIED

The following are the Planning Committee resolutions:

2622513 Ontario Inc. – Application for Zoning By-law Amendment in order to expand the permitted maximum floor area for a business office within an existing building, 2750 Bancroft Drive, Sudbury

PL2019-134 Kirwan/McCausland: THAT the City of Greater Sudbury approves the application by 2622513 Ontario Inc. to amend Zoning By-law 2010-100Z by changing the zoning classification on the subject lands from “I(34)”, Institutional Special to an amended “I(34)”, Institutional Special on those lands described as PIN 73575-0449, Parts 2 & 3, 5 to 7, Plan 53R-18250, Part of Lots 9 & 10, Concession 3, Township of Neelon, as outlined in the report entitled “2622513 Ontario Inc.” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on October 28, 2019, subject to the following conditions:

1. That the owner submit a Parking Layout Plan demonstrating compliance with all required parking provisions under the City’s Zoning By-law to the satisfaction of the Director of Planning Services prior to the passing of an amending zoning by-law;
 - a. Submit a Parking Layout Plan demonstrating compliance with all required parking provisions under the City’s Zoning By-law to the satisfaction of the Director of Planning Services; and
 - b. Install a test maintenance hole on the sanitary sewer service to the satisfaction of the Director of Planning Services.
2. That the amending zoning by-law contain the following site-specific provisions:
 - a. That a business office be added as a permitted use in addition to those uses permitted in

the "I" Zone; and

b. That any further and appropriate relief that is required in order to accommodate required parking spaces for a business office be provided.

3. That conditional approval shall lapse on November 5, 2021 unless Condition #1 above has been met or an extension has been granted by Council.

CARRIED

Alain & Linda Groleau – Application for Zoning By-law Amendment in order to permit a duplex dwelling or semi-detached dwelling, Notre Dame Avenue, Hanmer

PL2019-135 McCausland/Kirwan: THAT the City of Greater Sudbury approves the application by Alain & Linda Groleau to amend Zoning By-law 2010-100Z by changing the zoning classification on the subject lands from "R1-5", Low Density Residential One to "R2-2", Low Density Residential Two on those lands described as PIN 73508-0831, Parcel 21912, Lot 2, Concession 12, Township of Capreol, as outlined in the report entitled "Alain & Linda Groleau" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on October 28, 2019.

CARRIED

Matters Arising from the Closed Session

PL2019-136 Kirwan/McCausland: THAT the City of Greater Sudbury authorizes the sale of part of closed Old Trespass Road, Garson, legally described as part of PIN 73496-0447(LT), being part of Part 3, Plan 53R-16246, Township of Garson;

AND THAT a by-law be presented authorizing the sale and the execution of the documents required to complete the real estate transaction;

AND THAT the net proceeds of the sale are credited to the Land Acquisition Reserve Fund.

CARRIED

Dominion Park Developments - Extension to Draft Plan of Subdivision Approval, part of PIN 73504-2533, being part of former Parcel 1323 SES in Lot 6, Concession 2, Township of Hanmer

PL2019-138 Kirwan/McCausland: 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 known as part of PIN 73504-2533, being part of former Parcel 1323 SES in Lot 6, Concession 2, Township of Hanmer, File 780-7/92014, as outlined in the report entitled 'Dominion Park Developments' from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on October 28, 2019, as follows:

a) By replacing the reference to the 'Municipality' or 'City of Greater Sudbury' with the 'City' in Condition #2, #3, #4, #7, and #9.

b) By replacing the reference to 'one-foot' with '0.3 metre' in Condition #3.

c) By replacing Condition #4 with the following:

"4. That prior to the signing of the final plan, the Director of Planning Services shall be advised by the Ontario Land Surveyor responsible for preparation of the final plan, that the lot areas, frontages and depths appearing on the final plan do not violate the requirements of the Restricted Area By-laws of the Municipality in effect at the time such plan is presented for

approval.”

d) By adding the following to the end of Condition #5:

“, prior to any encumbrances.”

e) By replacing Condition #7 with the following:

“7. That the owner agrees in writing to satisfy all the requirements, financial and otherwise, of the City of Greater Sudbury, concerning the provision of roads, walkways, street lighting, sanitary sewers, watermains, storm sewers and surface drainage facilities.”

f) By replacing the reference to “Planning Services Division” or “Director of Planning” with “Director of Planning Services” in Condition #15, #19 and #32.

g) By replacing the reference to “Nickel District Conservation Authority” with “Conservation Sudbury” in Condition #15.

h) By replacing Condition #20 with the following:

“20. That this draft approval shall lapse on December 12, 2022.”

i) By replacing the reference to “Economic Development and Planning Services Department” with “Director of Planning Services” in Condition #21.

j) By replacing the reference to the “General Manager of Public Works” with “General Manager of Growth and Infrastructure” in Condition #21 and #31.

k) By replacing the reference to ‘developer’s’ with ‘owner’s’ in Condition #26.

l) By adding the following to the end of Condition #27:

“A soils caution agreement, if required, shall be registered on title to the satisfaction of the Chief Building Official and City Solicitor.”

m) By deleting Condition #31.

n) By adding the following to the end of Condition #34:

“A lot grading agreement, if required, shall be registered on title, to the satisfaction of the Director of Planning Services and the City Solicitor.”

o) By adding the following as Condition #39:

“39. That in accordance with Section 59(4) of the Development Charges Act, a notice of agreement shall be registered on title to ensure that persons who first purchase the subdivided land after registration of the plan of subdivision are informed, at the time the land is transferred, of all development charges related to development.”

CARRIED

Dalron Construction Ltd. – Extension to draft plan of subdivision approval, Main Street, Val Caron

PL2019-139 McCausland/Kirwan: 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 known as Part of PIN 73502-0800, Part 1, Plan 53R-18607, Lot 6, Concession 5, Township of Blezard, File 780-7/07003, as outlined in the report entitled “Dalron Construction Ltd.” from the General Manager of Growth and Infrastructure, presented at the Planning Committee

meeting on October 28, 2019 upon the payment of the processing fee of \$1958.50 as follows:

a) By replacing the reference to the 'General Manager of Infrastructure' or the 'General Manager of Infrastructure Services' with the 'General Manager of Growth and Infrastructure' in Condition #3, #11, #16, #31, #33, and #35.

b) By replacing the reference to the 'Municipality' or 'City of Greater Sudbury' with the 'City' in Condition #4, #5, #6, #7, and #9.

c) By replacing Condition #12 with the following:

"12. That this draft approval shall lapse on December 5, 2022."

d) By replacing Condition #14 with the following:

"14. Prior to the submission of servicing plans, the owner shall, to the satisfaction of the Director of Planning Services, provide an updated geotechnical report prepared, signed, sealed, and dated by a geotechnical engineer licensed in the Province of Ontario. Said report shall, as a minimum, provide factual information on the soils and groundwater conditions within the proposed development. Also, the report should include design information and recommended construction procedures for storm and sanitary sewers, watermains, roads to a 20 year design life, the mass filling of lands, surface drainage works, erosion control, slope stability, slope treatment, building foundations, and ensure sump pits are not located in the ground water table and building foundations. The geotechnical information on building foundations shall be to the satisfaction of the Chief Building Official and Director of Planning Services. A soils caution agreement, if required, shall be registered on title, to the satisfaction of the Chief Building Official and the City Solicitor."

e) By adding the following to Condition #15:

"A lot grading agreement, if required, shall be registered on title, to the satisfaction of the Director of Planning Services and the City Solicitor."

f) By replacing the reference to "Nickel District Conservation Authority" with "Conservation Sudbury" and removing the reference to 'the Department of Fisheries and Oceans' in Condition #21.

g) By replacing the reference to 'developers/owners' with 'owner' in Condition #29(ii).

h) By adding a new Condition #36:

"36. That in accordance with Section 59(4) of the Development Charges Act, a notice of agreement shall be registered on title to ensure that persons who first purchase the subdivided land after registration of the plan of subdivision are informed, at the time the land is transferred, of all development charges related to development."

CARRIED

Deeming By-law for Lots 190 and 191, Plan M-70A, 9 Randolph Street, Capreol

PL2019-140 Kirwan/McCausland: THAT the City of Greater Sudbury approves designating Lots 190 and 191, Plan M-70A in Lot 11, Concession 1, Norman Township, as being deemed not to be part of a registered plan for the purposes of Section 50(3) of the Planning Act as outlined in the report entitled "Deeming By-law for Lots 190 and 191, Plan M-70A, 9 Randolph Street, Capreol", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on October 28, 2019;

AND THAT staff be directed to prepare a by-law to enact deeming Lots 190 and 191, Plan M-70A not to be part of a plan of subdivision for the purposes of Subsection 50(3) of the Planning Act.

CARRIED

November 4, 2019

Councillor Cormier, as Chair of the Planning Committee, reported on the matters arising from the Planning Committee meeting of November 4, 2019.

The following resolution was presented:

CC2019-333 Leduc/Jakubo: THAT the City of Greater Sudbury approves Planning Committee resolutions PL2019-141 and PL2019-143 to PL2019-147 inclusive from the meeting of November 4, 2019.

CARRIED

The following are the Planning Committee resolutions:

J. Corsi Developments Inc. – Application to amend and revise a Draft Approved Plan of Subdivision, Corsi Hill Subdivision, Sudbury

PL2019-141 McCausland/Kirwan: 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 PIN 73588-0987, Part 1, Plan 53R-14036, Except Part 1, Plan 53R-17900 & Plan 53M-1356, Lot 8, Concession 2, Township of McKim, File 780-6/16002, as outlined in the report entitled "J. Corsi Developments Inc." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 4, 2019, as follows:

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

"1. That this draft approval applies to the draft plan of subdivision of PIN 73588-0987, Part 1, Plan 53R-14036, Except Part 1, Plan 53R-17900 & Plan 53M-1356, Lot 8, Concession 2, Township of McKim, as shown on a plan of subdivision prepared by Tulloch Geomatics Inc. and dated June 3, 2019.", and;

2. By deleting the words "Block 10" in Condition #31 and replacing it with the words "Block 11".

CARRIED

Sitiri Investments Ltd. - Application to Extend Draft Plan of Subdivision Approval, Part of PIN 73478-0809, Part of Parcel 11257 S.E.S., Parts 1-3, Plan 53R-19865 in Lot 3, Concession 5, Township of Broder, Algonquin Road, Sudbury

PL2019-143 McCausland/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 Part of PIN 73478-0809, Part of Parcel 11257 S.E.S., Parts 1-3, Plan 53R-19865 in Lot 3, Concession 5, Township of Broder City of Greater Sudbury, File 780-6/12004, as outlined in the report entitled "Sitiri Investments Ltd." from the General Manager of Growth and Infrastructure, as presented at the Planning Committee meeting on November 4, 2019 as follows:

a) By deleting Condition #9;

b) By amending the draft plan lapsing date in Condition #10 to December 23, 2020.

CARRIED

Huneault Subdivision Extension Vytis Lands (Kagawong) Ltd. - Application to Extend Draft Plan of Subdivision and Rezoning Approval (Huneault Subdivision, Chelmsford)

Draft Plan of Subdivision

PL2019-144 Kirwan/McCausland: THAT the City of Greater Sudbury's delegated official be directed to amend the conditions of draft approval for the plan of subdivision on lands described as Part of PINs 73348-0005 & 73348-0734 in Lots 2 & 3, Concession 2, Township of Balfour, City of Greater Sudbury, File 780 5/12005, as outlined in the report entitled "Huneault Subdivision Extension Vytis Lands (Kagawong) Ltd." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 4, 2019 as follows:

a) By amending the draft plan lapsing date in Condition #10 to December 12, 2022

CARRIED

Rezoning Approval

PL2019-145 McCausland/Sizer: THAT the City of Greater Sudbury approves the extension of rezoning application File # 751-5/12-17 by Vytis Lands (Kagawong) Ltd. on lands described as PINs 73348-0005 & 73348-0734 in Lots 2 & 3, Concession 2, Township of Balfour, City of Greater Sudbury, as outlined in the report entitled "Huneault Subdivision Extension Vytis Lands (Kagawong) Ltd.", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 4, 2019, for a period of one (1) year to December 12, 2020.

CARRIED

A. Scott & Son Distributors Sudbury Ltd. – Application for Zoning By-law Amendment in order to remove a Holding Provision, 5715 Nickel Offset Road, Chelmsford

PL2019-146 Sizer/McCausland: THAT the City of Greater Sudbury approves the application by A. Scott & Son Distributors Sudbury Ltd. to amend Zoning By-law 2010-100Z by changing the zoning classification on a portion of the subject lands from "H3RU", Holding – Rural to "RU", Rural on a portion of those lands described as PIN 73343-0274, Lot 5, Concession 2, Township of Morgan, as outlined in the report entitled "A. Scott & Son Distributors Sudbury Ltd." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 4, 2019.

CARRIED

Staff Direction to Increase the Prescribed Distance for Notification of an Application for Public Consultation

PL2019-147 Landry-Altmann/McCausland: THAT the City of Greater Sudbury directs staff to increase the prescribed distance for notification of an application for public consultation from three times the height of the proposed antenna system to four times the height of the proposed antenna system.

CARRIED

At 6:41 p.m., Councillor McCausland arrived.

Presentations

Greater Sudbury Community Energy and Emissions Plan (CEEP)

Report dated October 18, 2019 from the General Manager of Growth and Infrastructure regarding Greater Sudbury Community Energy and Emissions Plan (CEEP).

Stephen Monet, Manager of Environmental Planning Initiatives, Jennifer Babin-Fenske, Coordinator of EarthCare Sudbury Initiative, and Sajeew Shivshankaran, Manager of Energy Initiatives, provided an electronic presentation regarding Greater Sudbury Community Energy and Emissions Plan (CEEP).

The following resolution was presented:

CC2019-334 Jakubo/Leduc: THAT the City of Greater Sudbury directs staff to engage the community to obtain feedback on the draft Community Energy and Emissions Plan (CEEP) from the public and energy stakeholders as described in the report entitled "Greater Sudbury Community Energy and Emissions Plan" from the General Manager of Growth and Infrastructure, presented at the City Council Meeting on November 12, 2019;

AND THAT the City of Greater Sudbury directs staff to finalize the Community Energy and Emissions Plan for Council's consideration no later than the end of the second quarter of 2020;

AND THAT the City of Greater Sudbury directs staff to prepare a CEEP Implementation Strategy – Phase One no later than the end of 2020.

Rules of Procedure

Mayor Bigger requested a Simultaneous Written Recorded Vote.

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

NAYS: Councillors Vagnini, Montpellier

CARRIED

Recess

At 8:12 p.m., Council recessed.

Reconvene

At 8:28 p.m., Council reconvened.

Update on The Junction and Place des Arts Projects

Ian Wood, Executive Director of Strategic Initiatives, Communications and Citizen Services, provided an electronic presentation regarding an Update on The Junction and Place des Arts Projects for information only.

Managers' Reports

Update on Indigenous Relations

Report dated October 29, 2019 from the Chief Administrative Officer regarding Update on Indigenous Relations .

For Information Only.

R-2 Rural and Northern Immigration Pilot Program

Report dated October 28, 2019 from the Chief Administrative Officer regarding Rural and Northern Immigration Pilot Program.

The following resolution was presented:

CC2019-335 McIntosh/Cormier:

THAT the City of Greater Sudbury endorses the approach for establishing the Community Selection Committee of the Rural and Northern Immigration Pilot Program as outlined in the report entitled "Rural and Northern Immigration Pilot Program" from the Chief Administrative Officer, presented at the City Council meeting on November 12, 2019.

Rules of Procedure:

Councillor McIntosh presented the following amendment:

CC2019-335-A1 McIntosh/Cormier: THAT the resolution be amended to add the following:

AND THAT staff be directed to approach the City of Greater Sudbury Community Development Corporation (GSDC) to consider funding the Rural and Northern Immigration Pilot Program Business Case presented for consideration in the 2020 Budget.

CARRIED

The resolution as amended was presented:

CC2019-335 McIntosh/Cormier: THAT the City of Greater Sudbury endorses the approach for establishing the Community Selection Committee of the Rural and Northern Immigration Pilot Program as outlined in the report entitled "Rural and Northern Immigration Pilot Program" from the Chief Administrative Officer, presented at the City Council meeting on November 12, 2019.

AND THAT staff be directed to approach the City of Greater Sudbury Community Development Corporation (GSDC) to consider funding the Rural and Northern Immigration Pilot Program Business Case presented for consideration in the 2020 Budget.

CARRIED

By-Laws

The following resolution was presented:

CC2019-336 Jakubo/Leduc: THAT the City of Greater Sudbury read and pass By-law 2019-182 to including By-law 2019-189 inclusive.

CARRIED

The following are the By-laws:

2019-182 A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of November 12th, 2019

- 2019-183 A By-law of the City of Greater Sudbury to Adopt the Shareholder Declaration for Greater Sudbury Utilities Inc. and Subsidiary Companies
City Council Resolution #CC2019-304
(This by-law adopts the revised Shareholder Declaration which provides that the Board of Directors be comprised of seven individuals and sets out policy for payment of dividends.)
- 2019-184 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 assigns an additional statutory role for a deputy clerk.)
- 2019-185 A By-law of the City of Greater Sudbury to Authorize the Sale of Part of Closed Old Trespass Road, Garson, Described as Part of PIN 73496-0447(LT), being Part 3 on 53R-21243, to Richard Denis Toulouse
Planning Committee Resolution #PL2019-136
(This by-law authorizes the sale of part of a closed road allowances and abutting vacant land to an abutting land owner and delegates authority to sign all documents necessary to effect the sale.)
- 2019-186 A By-law of the City of Greater Sudbury to Authorize the Cancellation, Reduction or Refund of Realty Taxes
Hearing Committee Resolution #HC2019-07
(This by-law provides for tax adjustments under Sections 357 and 358 of the Municipal Act, 2001 for properties eligible for cancellation, reduction or refund of realty taxes.)
- 2019-187 A By-law of the City of Greater Sudbury to Authorize Entering into an Agreement with Public Health Agency of Canada to Accept Transfer of Equipment from Public Health Agency of Canada
Emergency Services Committee #ES2019-06
(This by-law authorizes entering into an agreement to accept a donation of emergency preparedness equipment from the Public Health Agency of Canada.)
- 2019-188Z A By-law of the City of Greater Sudbury to Amend By-law 2019-138Z being 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
(This by-law amends By-law 2018-138Z to correct a clerical error in a property description.)
- 2019-189 A By-law of the City of Greater Sudbury to Declare Certain Parcels of Land to be Part of the City Road System
(This by-law is presented to Council from time to time. It provides for all the small “bits and pieces” of roadway that have been purchased or otherwise acquired by the City for road purposes to be formally declared as roads.)

Correspondence for Information Only

I-1 Place des arts - Update on Capital Construction

Report dated October 24, 2019 from the Chief Administrative Officer regarding Place des arts - Update on Capital Construction.

For Information Only.

Adjournment

Automatic Adjournment at 9:04 p.m.

The following items were not addressed at the meeting:

Members' Motions

M-1 **Request for Review of By-Law Regulating Vehicles for Hire**

M-2 **Request For Audit Of Maley Drive Extension Project**

Addendum

Civic Petitions

Question Period

Adjournment

Mayor Brian Bigger, Chair

Eric Labelle, City Solicitor and
Clerk

Minutes

Operations Committee Minutes of 11/18/19

Location:	Tom Davies Square - Council Chamber
Commencement:	2:03 PM
Adjournment:	4:14 PM

Councillor McIntosh, In the Chair

Present	Councillors Signoretti, McCausland, Kirwan, McIntosh, Leduc, Landry-Altmann [D 3:57 p.m.] Councillors Vagnini, Jakubo [D 2:40 p.m.]
City Officials	Tony Cecutti, General Manager of Growth and Infrastructure; David Shelsted, Director of Infrastructure Capital Planning; Randy Halverson, Director of Linear and Infrastructure Services; Joe Rocca, Traffic and Asset Management Supervisor; Wendi Mannaerow, Water/Wastewater Engineer; Akli Ben-Anteur, Water/Wastewater Project Engineer; Christine Hodgins, Legislative Compliance Coordinator; Nia Lewis, Clerk's Services Assistant; Lisa Locken, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Rules of Procedure

Councillor McIntosh moved that the order of the agenda be altered to deal with Presentation 2 first.

Presentations

2 Garson Wells

Akli Ben-Anteur, Water/Wastewater Project Engineer, provided an electronic presentation regarding Garson Wells for information only.

Councillor Jakubo departed at 2:40 p.m.

1 Lively Sewer Upgrades (Phase II) - Project Update

Wendi Mannerow, Water/Wastewater Engineer, provided an electronic presentation regarding Lively Sewer Upgrades (Phase II) - Project Update for information only.

Managers' Reports

R-1 Designated Electric Vehicle Parking Spaces

Report dated November 6, 2019 from the General Manager of Growth and Infrastructure regarding Designated Electric Vehicle Parking Spaces.

The following resolution was presented:

OP2019-26 Kirwan/McCausland: THAT the City of Greater Sudbury approves the recommended by-law changes as outlined in the report entitled "Designated Electric Vehicle Parking Spaces" from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on November 18, 2019;

AND THAT staff be directed to prepare a by-law to amend Traffic and Parking By-Law 2010-1 in the City of Greater Sudbury to implement the recommended changes.

CARRIED

R-2 Traffic Parking By-law Amendment - Designated Traffic Lanes - Old Highway 17 (MR55) at Main Street (MR24)

Report dated October 30, 2019 from the General Manager of Growth and Infrastructure regarding Traffic Parking By-law Amendment - Designated Traffic Lanes - Old Highway 17 (MR55) at Main Street (MR24).

The following resolution was presented:

OP2019-27 McCausland/Kirwan: THAT the City of Greater Sudbury designates the southbound curb lane to allow for left turn movements from Main Street (Municipal Road 24) onto Old Highway 17 (Municipal Road 55);

AND THAT staff be directed 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 "Traffic Parking By-law Amendment – Designated Traffic Lanes - Old Highway 17 (MR 55) at Main Street (MR 24)", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on November 18, 2019.

CARRIED

R-3 Parking Restrictions - Burton Avenue

Report dated October 30, 2019 from the General Manager of Growth and Infrastructure regarding Parking Restrictions - Burton Avenue.

The following resolution was presented:

OP2019-28 Kirwan/McCausland: THAT the City of Greater Sudbury prohibits parking at all times of the day, except Sundays from 9 a.m. to 1 p.m., on the east side of Burton Avenue from 23 metres north of Jean Street to 39 metres north of Jean Street;

AND THAT staff be directed 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 – Burton Avenue" from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on November 18, 2019.

CARRIED

R-4 Elm Street - No Left Turn

Report dated November 5, 2019 from the General Manager of Growth and Infrastructure regarding Elm Street - No Left Turn.

The following resolution was presented:

OP2019-29 McCausland/Kirwan: THAT the City of Greater Sudbury prohibits left turns at all times of the day on Elm Street, west bound, into the private entrance to 101 & 105 Elm Street;

AND THAT staff be directed to prepare a by-law to amend Traffic and Parking By-Law 2010-1 in the City of Greater Sudbury to implement the recommended changes as outlined in the report entitled "Elm Street – No Left Turn" from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on November 18, 2019.

CARRIED

Members' Motions

Councillor McCausland presented a Notice of Motion in regards to converting HPS streetlights to LED streetlights and asked that notice be waived.

WAIVED BY TWO-THIRDS MAJORITY

The following resolution was presented:

OP2019-30 McCausland/Leduc: WHEREAS city council has recently endorsed a draft Community Energy and Emissions Plan that details ways to reduce our energy consumption and greenhouse gas production;

AND WHEREAS our operational budget has increased pressures due to rising costs;

AND WHEREAS Light-emitting diode (LED) lights are significantly more efficient than High-Pressure Sodium (HPS) lights;

AND WHEREAS the City of Greater Sudbury maintains more than 11,000 HPS streetlights;

AND WHEREAS AMO/LAS has a turn-key option for conversion of HPS to LED lights;

AND WHEREAS the AMO/LAS turn-key program was designed with input and data from the City of Greater Sudbury LED Streetlight Pilot Program;

AND WHEREAS conversion from HPS to LED lights would realize significant energy and operational savings for the City of Greater Sudbury;

AND WHEREAS the Independent Electricity System Operator (IESO) has an incentive program through the SaveONenergy for Ontario Municipalities for LED Streetlight conversion that expires at the end of 2020;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to bring a report to the December 10, 2019 City Council meeting, with information on converting our HPS streetlights to LED streetlights on a one-to-one basis, with an aim to maximize the current IESO incentive, and to investigate the AMO/LAS turn-key program for LED Conversion;

AND BE IT FURTHER RESOLVED that the City of Greater Sudbury directs staff to bring a business case, which identifies potential funding sources, for LED Streetlight Conversion to the 2020 budget deliberations.

Rules of Procedure

Councillor McIntosh presented the following amendment:

OP2019-30-A1 McIntosh/McCausland: THAT the resolution be amended to include a paragraph after the operative clause as follows:

"AND THAT the report include a detailed reporting of full costs, both operating and capital, and expected long term savings, including a payback time frame. And that it be reported in a spreadsheet form."

CARRIED

The resolution as amended was presented:

Rules of Procedure

With the concurrence of the Committee, the reading of the resolution was waived.

OP2019-30 McCausland/Leduc: WHEREAS city council has recently endorsed a draft Community Energy and Emissions Plan that details ways to reduce our energy consumption and greenhouse gas production;

AND WHEREAS our operational budget has increased pressures due to rising costs;

AND WHEREAS Light-emitting diode (LED) lights are significantly more efficient than High-Pressure Sodium (HPS) lights;

AND WHEREAS the City of Greater Sudbury maintains more than 11,000 HPS streetlights;

AND WHEREAS AMO/LAS has a turn-key option for conversion of HPS to LED lights;

AND WHEREAS the AMO/LAS turn-key program was designed with input and data from the City of Greater Sudbury LED Streetlight Pilot Program;

AND WHEREAS conversion from HPS to LED lights would realize significant energy and operational savings for the City of Greater Sudbury;

AND WHEREAS the Independent Electricity System Operator (IESO) has an incentive program through the SaveONenergy for Ontario Municipalities for LED Streetlight conversion that expires at the end of 2020;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to bring a report to the December 10, 2019 City Council meeting, with information on converting our HPS streetlights to LED streetlights on a one-to-one basis, with an aim to maximize the current IESO incentive, and to investigate the AMO/LAS turn-key program for LED Conversion;

AND THAT the report include a detailed reporting of full costs, both operating and capital, and expected long term savings, including a payback time frame. And that it be reported in a spreadsheet form.

AND BE IT FURTHER RESOLVED that the City of Greater Sudbury directs staff to bring a business case, which identifies potential funding sources, for LED Streetlight Conversion to

the 2020 budget deliberations.

CARRIED

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=1347&lang=en> to view the questions asked.

Councillor Landry-Altmann departed at 3:57 p.m.

Adjournment

OP2019-31 McCausland/Kirwan: THAT this meeting does now adjourn. Time: 4:14 p.m.

CARRIED

Christine Hodgins, Deputy City
Clerk

Minutes

Community Services Committee Minutes of 11/18/19

Location:	Tom Davies Square - Council Chamber
Commencement:	4:34 PM
Adjournment:	6:01 PM

Councillor Lapierre, In the Chair

Present Councillors Kirwan, Lapierre, Sizer, McIntosh, Leduc

City Officials Steve Jacques, General Manager of Community Development; Jeff Pafford, Director of Leisure Services; Cindi Briscoe, Manager of Housing Services; Marc Rancourt, Project Manager (IT); Christine Hodgins, Legislative Compliance Coordinator; Lisa Locken, Clerk's Services Assistant; Nia Lewis, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Presentations

1 Facility Booking and Recreation Management System Project Update

Marc Rancourt, Project Manager (IT), and Jeff Pafford, Director of Leisure Services, provided an electronic presentation regarding Facility Booking and Recreation Management System Project Update for information only.

Managers' Reports

R-1 The City of Greater Sudbury Housing & Homelessness Plan Update - 2019 to 2023

Report dated November 1, 2019 from the Interim General Manager of Community Development regarding The City of Greater Sudbury Housing & Homelessness Plan Update - 2019 to 2023.

The following resolution was presented:

CS2019-19 Kirwan/Leduc: THAT the City of Greater Sudbury approves the Housing and Homelessness Five (5) Year Updated Plan as a guiding document for business planning and budgeting, as outlined in the report entitled "The City of Greater Sudbury Housing & Homelessness Plan Update - 2019 to 2023", from the General Manager of Community Development, presented at the Community Services Committee meeting on November 18, 2019.

CARRIED

R-2 South End Dog Park

Report dated October 30, 2019 from the General Manager of Community Development regarding South End Dog Park.

The following resolution was presented:

CS2019-20 Leduc/Kirwan: THAT the City of Greater Sudbury approves commencement of construction of an off-leash dog park at the Gerry McCrory Countryside Sports Complex;

AND THAT staff be directed to amend By-law 2012-145, a By-law to Establish and Regulate the Use of Off-Leash Dog Parks, to designate the dog park at the Gerry McCrory Countryside Sports Complex as an official off-leash dog park, as outlined in the report entitled "South End Dog Park", from the General Manager of Community Development, presented at the Community Services Committee meeting on November 18, 2019.

CARRIED

R-3 Community Housing Renewal Strategy Update

Report dated November 1, 2019 from the General Manager of Community Development regarding Community Housing Renewal Strategy Update.

The following resolution was presented:

CS2019-21 Kirwan/Leduc: THAT the City of Greater Sudbury approves the Canada-Ontario Community Housing Initiative (COCHI) Sustainability Plan as part of the Ministry of Municipal Affairs and Housing's reporting requirements, as outlined in the report entitled "Community Housing Renewal Strategy Update", from the General Manager of Community Development, presented at the Community Services Committee meeting on November 18, 2019.

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=1359&lang=en> to view the questions asked.

Adjournment

CS2019-22 Leduc/Kirwan: THAT this meeting does now adjourn. Time: 6:01 p.m.

CARRIED

Christine Hodgins, Deputy City
Clerk

Minutes

Finance and Administration Committee Minutes of 11/19/19

Location:	Tom Davies Square - Council Chamber
Commencement:	4:02 PM
Adjournment:	6:07 PM

Councillor Jakubo, In the Chair

Present	Councillors Signoretti, Vagnini [A 4:06 p.m., D 5:22 p.m.], Montpellier, McCausland, Kirwan, Lapierre [A 4:07 p.m.], Jakubo, Sizer, McIntosh, Cormier, Leduc, Landry-Altman, Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Tony Cecutti, General Manager of Growth and Infrastructure; Ian Wood, Executive Director of Strategic Initiatives and Citizen Services; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Ron Foster, Auditor General; Kelly Gravelle, Deputy City Solicitor; Marie Litalien, Acting Director of Communications & Community Engagements; Steve Jacques, General Manager of Community Development; Joseph Nicholls, Interim General Manager of Community Safety; Ed Landry, Senior Planner; Barbara Dubois, Director of Housing Services; Eric Labelle, City Solicitor and Clerk; Franca Bortolussi, Acting Administrative Assistant to the 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.

Outside Board Presentations

1 Conservation Sudbury Board - 2020 Budget

Lin Gibson, Chairperson, Conservation Sudbury, and Carl Jorgensen, General Manager/Secretary-Treasurer, Conservation Sudbury, provided an electronic presentation regarding the Conservation Sudbury Board - 2020 Budget for information only.

At 4:06 p.m., Councillor Vagnini arrived.

At 4:07 p.m., Councillor Lapierre arrived.

Councillor Vagnini, Chair of the Greater Sudbury Police Services Board, Paul Pedersen, Chief of Police, Greater Sudbury Police Services, and Sharon Baiden, Chief Administrative Officer, Greater Sudbury Police Services, provided an electronic presentation regarding the Greater Sudbury Police Services Board - 2020 Budget for information only.

At 5:22 p.m., Councillor Vagnini departed.

Managers' Reports

R-1 Elements of a Public Art Implementation Plan

Report dated November 4, 2019 from the General Manager of Growth and Infrastructure regarding Elements of a Public Art Implementation Plan.

The following resolution was presented:

FA2019-66 Kirwan/Leduc: THAT the City of Greater Sudbury directs staff to prepare a Business Case for the Service Level Two components of the Public Art Implementation Plan for consideration as part of the 2021 Budget Process, as outlined in the report entitled "Elements of a Public Art Implementation Plan" from the General Manager of Growth and Infrastructure, presented at the Finance and Administration Committee on November 19, 2019.

CARRIED

Members' Motion

Greater Sudbury Housing Security Service Business Case request

Councillor Landry-Altmann presented a Motion requesting a Greater Sudbury Housing Security Service Business Case and asked that the notice be waived.

WAIVED BY TWO-THIRDS MAJORITY

The following resolution was presented:

FA2019-67 Landry-Altmann/Leduc: WHEREAS creating a healthier community has and continues to be a goal pursued by the City of Greater Sudbury, and Council's desire is "to effect change within the Greater Sudbury community to improve health, economic and social outcomes for its citizens";

AND WHEREAS City of Greater Sudbury Council has identified Housing as one of its strategic goals and objectives, which highlights "Council's desire for all citizens, especially vulnerable populations, to have access to safe, affordable, attainable and suitable housing options in the City of Greater Sudbury;

AND WHEREAS the City of Greater Sudbury is a direct provider of social housing, funds housing-related programs, facilitates development and regulates building safety;

AND WHEREAS City of Greater Sudbury's housing properties have experienced increased security related issues and increased calls to Police Services as a result of limited security at those properties;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct staff to bring forward a business case for increased security, installation of cameras and better lighting at properties of greatest concern, for Council's consideration during the 2020 budget deliberations.

Rules of Procedure

Councillor Landry-Altmann requested a Simultaneous Written Recorded Vote.

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

CARRIED

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=1373&lang=en> to view the questions asked.

Adjournment

FA2019-68 Leduc/Kirwan: THAT this meeting does now adjourn. Time: 6:07 p.m.

CARRIED

Eric Labelle, City Solicitor and
Clerk

Minutes

Planning Committee Minutes of 11/25/19

Location:	Tom Davies Square - Council Chamber
Commencement:	11:38 AM
Adjournment:	3:49 PM

Councillor Cormier, In the Chair

Present Councillors McCausland, Kirwan, Cormier, Landry-Altmann

City Officials Keith Forrester, Manager of Real Estate; Tony Cecutti, General Manager of Growth and Infrastructure; Kevin Fowke, General Manager of Corporate Services; Akli Ben-Anteur; Water/Wastewater Project Engineer; Paul Javor, Drainage Engineer, Shawn Turner, Director of Asset and Fleet Services; Danielle Wicklander, Legislative Compliance Coordinator

Closed Session

The following resolution was presented:

PL2019-149 McCausland/Kirwan: THAT the City of Greater Sudbury moves into Closed Session to deal with seven (7) Proposed Pending Acquisition or Disposition of Land Matters:

- Sale of Vacant Land - Edward Avenue, Coniston
- Sale of Vacant Land - Catherine Drive, Garson
- Sale of Part of Road Allowance - Maki Avenue, Sudbury
- Proposed Purchase of Property - Mountain Street Stormwater Improvements Phase II
- Purchase of Property - Mountain Street, Sudbury
- Purchase of Property - Mountain Street, Sudbury
- Expropriate Land - Mountain Street, Sudbury

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

CARRIED

At 11:39 a.m. the Planning Committee moved into Closed Session.

Recess At 12:54 p.m. the Planning Committee recessed.

Reconvene At 1:25 p.m. the Planning Committee commenced the Open Session in the Council Chamber.

Councillor Cormier, In the Chair

Present Councillors McCausland, Kirwan, Cormier, Landry-Altmann [D 2:48 p.m.]
Councillor Jakubo [D 2:11 p.m.]

City Officials Jason Ferrigan, Director of Planning Services; Alex Singbush, Manager of Development Approvals; Robert Webb, Supervisor of Development Engineering; Mauro Manzon, Senior Planner; Wendy Kaufman, Senior Planner; Soutsay Bouvalong, Traffic/Transportation Engineer Analyst; Danielle Wicklander, Legislative Compliance Coordinator; Franca Bortolussi, Acting Administrative Assistant to the City Solicitor and Clerk; Lisa Locken, 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 Landry-Altmann moved that the order of the agenda be altered to deal with Matters Arising from the Closed Session at this time.

CARRIED BY TWO-THIRDS MAJORITY

Matters Arising from the Closed Session

Councillor Kirwan reported that the Committee met in Closed Session to deal with seven (7) Proposed or Pending Acquisition or Disposition of Land Matters and the following resolutions emanated therefrom:

PL2019-150 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury authorizes the sale of the north portion of 107 Edward Avenue, Coniston, legally described as part of PIN 73560-0136(LT), being Part 1, Plan 53R-9588, Township of Neelon;

AND THAT the appropriate by-law be prepared to authorize the sale and the execution of the documents required to complete the real estate transaction;

AND THAT the net proceeds of the sale be credited to the Land Acquisition Reserve Fund.
CARRIED

PL2019-151 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury authorizes the sale of vacant land on Catherine Drive, Garson, legally described as part of PIN 73495-0564(LT), Township of Garson;

AND THAT a by-law be presented authorizing the sale and the execution of the documents required to complete the real estate transaction;

AND THAT the net proceeds of the sale are credited to the Land Acquisition Reserve Fund.

CARRIED

PL2019-152 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury authorizes the sale of a portion of the unopened road allowance, north of Maki Avenue, Sudbury, legally described as part of PIN 73594- 0417(LT) and part of PIN 73594-0435(LT), Township of McKim;

AND THAT by-laws be presented closing that portion of unopened Maki Avenue, Sudbury; and authorizing the sales and the execution of the documents required to complete the real estate transactions;

AND THAT the net proceeds of the sales are credited to the Land Acquisition Reserve Fund.

CARRIED

PL2019-153 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury authorizes the purchase and demolition of 314 Mountain Street, Sudbury, legally described as PIN 02132-0280(LT), Lot 28, Plan M-55A, City of Greater Sudbury;

AND THAT the acquisition, demolition, designated substance survey and all other costs associated with the demolition be funded from the Mountain Street Storm Water Capital Project Account;

AND THAT a by-law be prepared to authorize the purchase and the execution of the documents required to complete the real estate transaction.

CARRIED

PL2019-154 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury authorizes the purchase and demolition of 318 Mountain Street, Sudbury, legally described as PIN 02132-0281 (LT), Lot 27, Plan M-55A, City of Greater Sudbury;

AND THAT the acquisition, demolition, designated substance survey and all other costs associated with the demolition be funded from the Mountain Street Stormwater Capital Project Account;

AND THAT a by-law be prepared to authorize the purchase and the execution of the documents required to complete the real estate transaction.

CARRIED

Public Hearings

- 1 Douglas Anness and Annie Rainville, and Christine and Eric Demers – Application for Official Plan Amendment and Rezoning, 2962, 2968, 2974, 2982 and 2992 Falconbridge Road, Garson

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

Report dated November 4, 2019 from the General Manager of Growth and Infrastructure regarding Douglas Anness and Annie Rainville, and Christine and Eric Demers – Application for Official Plan Amendment and Rezoning, 2962, 2968, 2974, 2982 and 2992 Falconbridge Road, Garson.

Kevin Jarus, Tulloch Engineering, agent for the applicant was present.

Wendy Kauffman, Senior Planner, outlined the report.

Planning Department Response to Committee Questions:

In response to questions from a Committee member, Ms. Kaufman stated that the traffic impact study projects the volume of traffic for ten (10) years. The study predicts that there is enough carrying capacity to accommodate the traffic.

In response to questions from a Committee member, Soutsay Boualavong, Traffic/Transportation Engineer Analyst, stated that when staff examined the traffic, they looked at the current queuing and they considered future traffic patterns.

Mr. Ferrigan, Director of Planning Services, stated the City would not have the ability through the Official Plan or the Rezoning By-law to regulate whether or not the gas station is a full or self serve facility.

Applicant or Agent's Comments and Response to Committee Questions / Closing Remarks:

Mr. Jarus stated that this application seeks permission to develop an eight (8) pump or sixteen (16) fueling station with an accessory convenience store and carwash. There were some staff comments regarding the westerly driveway entering the property and they have since made revisions to the drawing for this entrance. These revisions will be made on their Site Plan when they submit their second submission. The traffic impact study looks at not just the amount of traffic that is coming into the property but also how it will access and egress onto the property. There is currently a left turn lane on Falconbridge Road which provides easterly access to the property; however, it does not extend far enough to provide westerly access. The traffic impact study considered this and took into consideration the peak hours when the traffic would be accessing the property. The study felt the layout of the property was sufficient for the internal flow of the traffic. They are requesting that the applications be approved.

In response to questions from the Committee, Mr. Jarus stated that traffic exiting the property from the south-west was not addressed through the traffic impact study but it could be addressed through Site Plan Control. One solution may be to make one of the driveways one-way only.

Mr. Jarus further stated he would be concerned about implementing the requirement that the westerly driveway be a right in and out lane at this stage.

Mr. Jarus advised that the property directly abuts the property to the east and he is unsure if there are any plans to connect the two properties.

Planning Department Closing Remarks:

In response to a question from a Committee member, Mr. Ferrigan stated that the traffic impact study does not address the left hand turn movements from the westerly driveway. They will request an addendum to the study based on Site Plan Control and implement any recommendations that the addendum provides.

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 resolutions were presented:

Resolution 1 regarding the Official Plan Amendment:

PL2019-155 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury approves the application by Douglas Anness and Annie Rainville, and Christine and Eric Demers, to amend the City of Greater Sudbury Official Plan by changing the official plan designation from Living Area 1 to Mixed Use Commercial on those lands described as PINs 73494-0663, 73494-0633, 73794-0648, 73494-0792, 73494-0640 and 73494-0654, Parcels 10913, 16131, 14902, 9906, 15319, and 13445, Plan M-159, Lots 14, 15 and 16, Plan 53R-5664, Part 1, Lot 6, Concession 1, Township of Garson, as outlined in the report entitled “Douglas Anness and Annie Rainville, and Christine and Eric Demers” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 25, 2019.

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

Resolution 2 regarding the Rezoning:

PL2019-156 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury approves the application by Douglas Anness and Annie Rainville, and Christine and Eric Demers, to amend Zoning By-law 2010-100Z by changing the zoning classification from “R2-2”, Residential Low Density Two to “C2(S)”, General Commercial Special on those lands described as PINs 73494-0663, 73494-0633, 73794-0648, 73494-0792, 73494-0640 and 73494-0654, Parcels 10913, 16131, 14902, 9906, 15319, and 13445, Plan M-159, Lots 14, 15 and 16, Plan 53R-5664, Part 1, Lot 6, Concession 1, Township of Garson, as outlined in the report entitled “Douglas Anness and Annie Rainville, and Christine and Eric Demers” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 25, 2019, and that the amending zoning by-law include the following site-specific provisions:

- i. That the minimum front yard shall be 12 m;
- ii. A minimum of one (1) queueing space shall be provided for a gas bar;
- iii. A minimum of seven (7) queueing spaces shall be provided for a car wash;
- iv. A minimum of seven (7) queueing spaces shall be provided for a restaurant;
- v. No queueing lane shall be located closer than 3.5 m from any Residential Zone south of a line 77 m from the front lot line; and
- vi. A minimum 1.5 m high opaque fence, reduced to 1 m high within 6 m of the front property line, together with a 3.5 m landscaped area, shall be provided along the west boundary.

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

Public comment was received and considered and had no effect on Planning Committee's decision as the application represents good planning.

Councillor Jakubo departed at 2:11 p.m.

Dalron Construction Limited - Application for rezoning in order to permit residential and commercial uses on the former Pinecrest Public School site, 1650 Dominion Drive, Val Therese

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

Report dated November 4, 2019 from the General Manager of Growth and Infrastructure regarding Dalron Construction Limited - Application for rezoning in order to permit residential and commercial uses on the former Pinecrest Public School site, 1650 Dominion Drive, Val Therese.

Sarah Vereault, J.L. Richards and Associates, agent for the applicant, was present.

Mauro Manzon, Senior Planner, outlined the report.

Planning Department Response to Committee Questions:

Mr. Manzon stated that zoning uses for the building are limited due to parking requirements. If the entire building were zoned commercial use, the parking standard would be cut in half. He stated that this is not appropriate in this case as there is no offsite parking available in the neighbourhood. This application does not take away any existing zoning rights and there are many appropriate uses available to the applicant, given the constraints with the site.

Mr. Manzon stated that the applicant has requested to focus on residential uses for the building retaining institutional use with a limited range of commercial use, and the owner has advised that part of the school building will be apartments.

Jason Ferrigan, Director of Planning Services, stated that if they were to ask for more zoning uses for the application, they would have to re-issue notice to the surrounding neighbourhood as it would be a different application.

In response to a question from a Committee member, Mr. Manzon stated that the Public Notice that was circulated indicated a mixed use building that could contain commercial, institutional or residential mixed uses. The commercial aspect is to meet the needs of residents of the building. He further stated that the proponent requested both institutional and commercial use which would be limited to services the neighbourhood would use, and this is how they framed their recommendations.

Alex Singbush, Manager of Development Approvals, stated that generally speaking, on street parking is available to the general public, which guests of the residences may use. All new buildings must provide parking on their own property.

Mr. Manzon advised that it is the Planning Department's recommendation to limit the building height to enhance compatibility with the built form for the units that would abut the single dwellings. Another option would be to increase the set back to the lot line which would reduce the number of row dwellings. He stated that it is a reasonable request to limit the height of the dwellings to ensure they fit into the neighbourhood.

In response to a question from a Committee member, Mr. Ferrigan stated that the Official Plan introduces a comprehensive set of new policies which speak to urban design. Currently the City has a limit of guidelines it can impose on applicants regarding architectural standards.

Councillor Landry-Altmann departed at 2:48.

Applicant or Agent's Comments and Response to Committee Questions:

Ms. Vereault provided an electronic presentation outlining their proposed project. She advised that they are looking to permit the uses of many site specific provisions. Their project meets the Official Plan, the Provincial Policy Statement and the Community Energy and Emissions Plan policies.

Ms. Vereault stated that if the proposal can become a community hub with institutional and commercial uses, they will proceed with that. Their goal is to have flexibility so they do not have to return to the Committee to make any adjustments for other uses. She also advised that the details of the residences is not confirmed, but they want to provide a mix range of one (1) and two (2) bedroom units. She further stated that they are comfortable with the staff's recommendation as is; however, they would like to have the greatest flexibility in regards to the space limitations if permitted.

Public Comments:

Jean Fowler, concerned area resident, stated that she and her husband, Richard, own the single detached dwelling at the northern part of the property. They have concerns about the lack of sidewalks and the snowbanks that are not cleared, causing safety issues. They would also like to have the deep ditch covered. Her second concern is with stormwater as they currently have issues with flooding as the school yard is elevated and slopes towards her property. She would also like the development to be built with one storey dwelling units with seniors in mind.

Lise Brisson, area resident, stated that she is speaking on behalf of her parents who are currently on a long waiting list to get into one level housing. She supports the development, however has concerns about increased traffic at the corner.

Patsy Brisson, area resident, is in favour of the project and hopes that it gets built quickly.

Applicant or Agent's Closing Remarks:

Ms. Vereault stated that their plan is to have a pedestrian connection to Municipal Road 80. Also, they will have a stormwater management plan that will address the water flowing onto the neighbouring property. A retaining wall and fence will be discussed at the Site Plan Control stage.

The Chair asked whether there was anyone else 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:

PL2019-157 Kirwan/McCausland: THAT the City of Greater Sudbury approves the application by Dalron Construction Limited to amend Zoning By-law 2010-100Z by changing the zoning classification from "I", Institutional to "I(Special)", Institutional Special on lands described as PINs 73505-0560 & 73505-0782, Parcels 27211 & 16000 S.E.S., Lots 23, 24, 25 & 45, Plan M-347 in Lot 7, Concession 2, Township of Hanmer, as outlined in the report entitled "Dalron Construction Limited" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 25, 2019, subject to the following conditions:

1. That the amending by-law for the I-Special zoning includes the following site-specific

provisions:

a) In addition to the uses permitted in the I zone, the following uses shall also be permitted:

i) Maximum 19 row dwelling units;

ii) Maximum 24 multiple dwelling units within the existing building; and,

iii) Maximum 500 m² of gross floor area within the existing building allocated to commercial uses to include personal service shop, medical office, professional office and service shop; and,

iv) Related accessory uses.

b) The location of the existing building shall be permitted;

c) The minimum rear yard abutting Lot 26, Plan M-347 and the minimum interior side yard abutting the southerly lot line of Lot 44, Plan M-347 shall be 1.8 metres;

d) The maximum building height of a dwelling unit abutting the southerly lot line of Lots 26 & 44, Plan M-347 shall be one (1) storey;

e) A minimum 68 parking spaces shall be provided;

f) The following site-specific provisions shall be applied to row dwellings:

i) The minimum setback from a street line shall be six (6) metres;

ii) Driveways for each pair of units shall be paired and centred at the common wall;

iii) The provisions of the "R3", Medium Density Residential zone shall apply in regards to privacy yards, required courts, planting strips and building offsets.

Rules of Procedure

Councillor Kirwan presented the following amendment:

PL2019-157-A1 Kirwan/McCausland: THAT condition 1 a iii of the resolution be amended to remove "a maximum of 500 m² of gross floor area within the existing building allocated to" and to insert within the "existing building" after the words "service shop."

YEAS: Councillor Kirwan

NAYS: Councillors McCausland, Cormier

DEFEATED

The following resolution was presented:

Rules of Procedure

With the concurrence of the Committee, the reading of the resolution was waived.

PL2019-157 Kirwan/McCausland: THAT the City of Greater Sudbury approves the application by Dalron Construction Limited to amend Zoning By-law 2010-100Z by changing the zoning classification from "I", Institutional to "I(Special)", Institutional Special on lands described as PINs 73505-0560 & 73505-0782, Parcels 27211 & 16000 S.E.S., Lots 23, 24, 25 & 45, Plan M-347 in Lot 7, Concession 2, Township of Hanmer, as outlined in the report entitled "Dalron Construction Limited" from the General Manager of Growth and Infrastructure, presented at

the Planning Committee meeting on November 25, 2019, subject to the following conditions:

1. That the amending by-law for the I-Special zoning includes the following site-specific provisions:

a) In addition to the uses permitted in the I zone, the following uses shall also be permitted:

i) Maximum 19 row dwelling units;

ii) Maximum 24 multiple dwelling units within the existing building; and,

iii) Maximum 500 m² of gross floor area within the existing building allocated to commercial uses to include personal service shop, medical office, professional office and service shop; and,

iv) Related accessory uses.

b) The location of the existing building shall be permitted;

c) The minimum rear yard abutting Lot 26, Plan M-347 and the minimum interior side yard abutting the southerly lot line of Lot 44, Plan M-347 shall be 1.8 metres;

d) The maximum building height of a dwelling unit abutting the southerly lot line of Lots 26 & 44, Plan M-347 shall be one (1) storey;

e) A minimum 68 parking spaces shall be provided;

f) The following site-specific provisions shall be applied to row dwellings:

i) The minimum setback from a street line shall be six (6) metres;

ii) Driveways for each pair of units shall be paired and centred at the common wall;

iii) The provisions of the "R3", Medium Density Residential zone shall apply in regards to privacy yards, required courts, planting strips and building offsets.

YEAS: Councillors Cormier, McCausland, Kirwan

CARRIED

Public comment was received and considered and had no effect on Planning Committee's decision as the application represents good planning.

Adopting, Approving or Receiving Items in the Consent Agenda

The following resolution was presented:

PL2019-158 Kirwan/McCausland: THAT the City of Greater Sudbury approves Consent Agenda Item C-1 to C-3.

CARRIED

The following are the Consent Agenda Items:

Routine Management Reports

Dalron Construction Ltd. – Extension to draft plan of subdivision approval, Agincourt Avenue, Sudbury

Report dated October 1, 2019 from the General Manager of Growth and Infrastructure regarding Dalron Construction Ltd. – Extension to draft plan of subdivision approval, Agincourt Avenue, Sudbury.

PL2019-159 Kirwan/McCausland: 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 known as PINs 73602-0239, 73602-0240 & 73602-0187, Blocks L & M, Plan M-1014, Block 52, Plan 53M-1197, Lot 2, Concession 6, Township of McKim, File 780-6/16001, as outlined in the report entitled "Dalron Construction Ltd." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 25, 2019 upon the payment of the processing fee of \$2034.50 as follows:

- a) By replacing the reference to 'Director of Planning' or 'Director Planning Services of the City of Greater Sudbury' with 'Director of Planning Services in Condition #2 and #30.
- b) By replacing the reference to the 'General Manager of Infrastructure' or the 'General Manager of Infrastructure Services' or the 'General Manager of Growth and Development' with the 'General Manager of Growth and Infrastructure' in Condition #3, #24, and #25.
- c) By replacing the reference to the 'Municipality' or 'City of Greater Sudbury' with the 'City' in Condition #4, #5, #6, #7, and #9.

- d) By replacing Condition #10 with the following:

"10. That this draft approval shall lapse on November 29, 2022."

- e) By replacing Condition #13 with the following:

"13. A storm water management report and associated plans must be submitted by the Owner's Consulting Engineer for approval by the City. The report must address the following requirements:

- The underground storm sewer system within the plan of subdivision must be designed to accommodate and/or convey the minor storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City's 2 year design storm. The permissible minor storm discharge from the subject development must be limited to the existing pre-development site runoff resulting from a 2 year design storm. Any resulting post development runoff in excess of this permissible discharge rate must be controlled and detained within the plan of subdivision;
- The overland flow system within the plan of subdivision must be designed to accommodate and/or convey the major storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City's 100 year design storm or Regional storm event, whichever is greater, without causing damage to proposed and adjacent public and private properties. The permissible major storm discharge from the subject development must be limited to the existing pre-development runoff resulting from a 100 year design storm or Regional storm event, whichever is greater. Any resulting post development runoff in excess of this permissible discharge rate must be controlled and detained within the plan of subdivision; "enhanced" level must be used for the design of storm water quality controls as defined by the Ministry of the Environment, Conservation and Parks;

- Storm water management must follow the recommendations of the Junction Creek Subwatershed Study;
- The drainage catchment boundary including external tributary catchments and their respective area must be clearly indicated with any storm water management plan;
- The final grading of the lands shall be such that the surface water originating on or tributary to the said lands, including roof water from buildings and surface water from paved areas, will be discharged in a manner satisfactory to the General Manager of Growth and Infrastructure;
- Minor storm drainage from the plan of subdivision shall not be drained overland onto adjacent properties; and,
- Existing drainage patterns on adjacent properties shall not be altered unless explicit permission is granted.

The owner shall be responsible for the design and construction of any required storm water management works to the satisfaction of the General Manager of Growth and Infrastructure and Conservation Sudbury as part of the servicing plans for the subdivision and the owner shall dedicate the lands for storm water management works as a condition of this development.”

f) By adding the following to Condition #14:

“A soils caution agreement, if required, shall be registered on title, to the satisfaction of the Chief Building Official and the City Solicitor.”

g) By adding the following to Condition #15:

“A lot grading agreement, if required, shall be registered on title, to the satisfaction of the Director of Planning Services and the City Solicitor.”

h) By replacing the reference to ‘Ministry of the Environment’ to ‘Ministry of the Environment, Conservation and Parks’ in Condition #26.

i) By replacing the reference to ‘developers/owners’ with ‘owner’ in Condition #29(a), (b) and (e), and #30(a)(ii).

j) By replacing the reference to “Nickel District Conservation Authority” with “Conservation Sudbury” in Condition #31.

k) By deleting Condition #32 in its entirety.

l) By adding a new Condition #33:

“33. That in accordance with Section 59(4) of the Development Charges Act, a notice of agreement shall be registered on title to ensure that persons who first purchase the subdivided land after registration of the plan of subdivision are informed, at the time the land is transferred, of all development charges related to development.”

CARRIED

C-2

Lorne Falls Road, Worthington – Declaration of Surplus Vacant Land

Report dated November 4, 2019 from the General Manager of Corporate Services regarding Lorne Falls Road, Worthington – Declaration of Surplus Vacant Land.

PL2019-160 McCausland/Kirwan: THAT the City of Greater Sudbury declares surplus to the

City's needs the vacant land east of Lorne Falls Road, Worthington, legally described as PIN 73395-0199(LT), formerly Parcel 13246, SWS, Township of Lorne;

AND THAT the vacant land be offered for sale to the abutting property owner(s) pursuant to the procedures governing the sale of limited marketability surplus land as outlined in Property By-law 2008-174, as outlined in the report entitled "Lorne Falls Road, Worthington –Declaration of Surplus Vacant Land" from the General Manager of Corporate Services presented at the Planning Committee meeting on November 25, 2019.

CARRIED

C-3 7 Serpentine Street, Copper Cliff - Declaration of Surplus Property

Report dated November 5, 2019 from the General Manager of Corporate Services regarding 7 Serpentine Street, Copper Cliff - Declaration of Surplus Property.

PL2019-161 Kirwan/McCausland; THAT the City of Greater Sudbury declares surplus to the City's needs 7 Serpentine Street, Copper Cliff, legally described as PIN 73599-0173(LT), Lot 79 on Plan M1025, Township of McKim;

AND THAT the property be marketed for sale to the general public pursuant to the procedures governing the sale of full marketability surplus land as outlined in Property By-law 2008-174, as outlined in the report entitled "7 Serpentine Street, Copper Cliff - Declaration of Surplus Property" from the General Manager of Corporate Services, presented at the Planning Committee meeting on November 25, 2019.

CARRIED

Managers' Reports

R-1 Vale Canada Ltd. (Agent: Dalron Construction Ltd.) - Request for extension of conditional approval of rezoning application File # 751-3/17-4, Parkview Drive, Garson

Report dated November 4, 2019 from the General Manager of Growth and Infrastructure regarding Vale Canada Ltd. (Agent: Dalron Construction Ltd.) - Request for extension of conditional approval of rezoning application File # 751-3/17-4, Parkview Drive, Garson.

The following resolution was presented:

PL2019-162 McCausland/Kirwan: THAT the City of Greater Sudbury approves the extension for rezoning application File #751-3/17-4 by Vale Canada Ltd. (Agent: Dalron Construction Ltd.) on lands described as Part of PINs 73495-0581 & 73495-1307, Parts 1 to 6, Plan 53R-20738 in Lots 6 & 7, Concession 2, Township of Garson, as outlined in the report entitled "Vale Canada Ltd.", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 25, 2019, for a period of one (1) year to December 12, 2020.

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

PL2019-163 Kirwan/McCausland: THAT this meeting does now adjourn. Time: 3:49 p.m.

CARRIED

Danielle Wicklander, Deputy City
Clerk

Minutes

City Council Minutes of 11/26/19

Location:	Tom Davies Square - Council Chamber
Commencement:	6:01 PM
Adjournment:	8:40 PM

His Worship Mayor Brian Bigger, In the Chair

Present	Councillors Signoretti [D 8:20 p.m.], Vagnini [A 6:38 p.m.], Montpellier, McCausland, Kirwan [A 6:06 p.m.], Lapierre, Jakubo, Sizer, McIntosh, Cormier, Leduc, Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer; Kevin Fowke, General Manager of Corporate Services; Tony Cecutti, General Manager of Growth and Infrastructure; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Melissa Zanette, Chief of Staff; Steve Jacques, General Manager of Community Development; Joseph Nicholls, Interim General Manager of Community Safety; Ron Foster, Auditor General; Marie Litalien, Acting Director of Communications & Community Engagements; Kelly Gravelle, Deputy City Solicitor; Brendan Adair, Manager of Corporate Security & By-law Services; Eric Labelle, City Solicitor and Clerk; Lisa Locken, Clerk's Services Assistant; 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

Mayor Bigger moved that the order of the agenda be altered to deal with Presentation 1, Board of Health for Public Health Sudbury and Districts - 2020 Budget, at this time.

CARRIED BY TWO-THIRDS MAJORITY

Presentations

1 Board of Health for Public Health Sudbury and Districts - 2020 Budget

Dr. Penny Sutcliffe, Medical Officer of Health/Chief Executive Officer, Public Health Sudbury and Districts, and Councillor Lapierre, Chair of the Board of Health, provided an electronic presentation regarding the Board of Health for Public Health Sudbury and Districts - 2020 Budget for information only.

At 6:06 p.m., Councillor Kirwan arrived.

Community Delegations

1 Climate Risk Institute

Al Douglas, President, Climate Risk Institute, provided an electronic presentation regarding the Climate Risk Institute for information only.

At 6:38 p.m., Councillor Vagnini arrived.

Adopting, Approving or Receiving Items in the Consent Agenda

The following resolution was presented:

CC2019-338 Leduc/Lapierre: THAT the City of Greater Sudbury approves Consent Agenda Items C-1 to C-8 inclusive.

CARRIED

The following are the Consent Agenda Items:

Minutes

C-1 CC2019-339 Leduc/Lapierre: THAT the City of Greater Sudbury adopts the Planning Committee meeting minutes of September 23, 2019.

CARRIED

C-2 CC2019-340 Leduc/Lapierre: THAT the City of Greater Sudbury adopts the City Council meeting minutes of September 24, 2019.

CARRIED

C-3 CC2019-341 Leduc/Lapierre: THAT the City of Greater Sudbury adopts the Planning Committee meeting minutes of October 7, 2019.

CARRIED

C-4 CC2019-342 Leduc/Lapierre: THAT the City of Greater Sudbury adopts the City Council meeting minutes of October 8, 2019.

CARRIED

C-5 CC2019-343 Leduc/Lapierre: THAT the City of Greater Sudbury adopts the Operations Committee meeting minutes of October 21, 2019.

CARRIED

- C-6 CC2019-344 Leduc/Lapierre: THAT the City of Greater Sudbury adopts the Finance and Administration Committee meeting minutes of October 22, 2019.
CARRIED
- C-7 CC2019-345 Leduc/Lapierre: THAT the City of Greater Sudbury adopts the Emergency Services Committee meeting minutes of October 23, 2019.
CARRIED
- C-8 CC2019-346 Leduc/Lapierre: THAT the City of Greater Sudbury adopts the Hearing Committee meeting minutes of October 23, 2019.
CARRIED

By-Laws

The following resolution was presented:

CC2019-347 Cormier/Sizer: THAT the City of Greater Sudbury read and pass By-law 2019-190 to and including By-law 2019-201.

CARRIED

The following are the By-laws:

- 2019-190 A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of November 26th, 2019
- 2019-191 A By-law of the City of Greater Sudbury to Appoint Members to the Downtown Sudbury Board of Management for Central Business District Improvement Area
City Council Resolution #CC2019-318
(This by-law reflects recent resignations and appointments.)
- 2019-192 A By-law of the City of Greater Sudbury to Amend By-law 2019-52 being a By-law of the City of Greater Sudbury to Appoint Councillors to Certain Boards and Corporations
City Council Resolution #CC2019-320
(This by-law updates the appointments to reflect recent resignations and appointments.)
- 2019-193 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.)
- 2019-194 A By-law of the City of Greater Sudbury to Deem Lots 190 and 191 on Plan M-70A not to be a Plan of Subdivision for the Purposes of Section 50 of the Planning Act
Planning Committee Resolution #PL2019-140
(This by-law deems Lots 190 and 191 on registered Plan of Subdivision M-70A not to be lots within a registered Plan of Subdivision.)

- 2019-195 A By-law of the City of Greater Sudbury to set an Interim Tax Levy and Tax Billing Dates Prior to the Development of the 2020 Tax Policy
(Section 317(1) of the Municipal Act, 2001, provides the authority for an interim tax levy prior to the adoption of the final estimates. For 2020 the interim due dates have been established as March 2nd and April 2nd, 2020.)
- Report dated October 30, 2019 from the General Manager of Corporate Services regarding 2020 Interim Tax Billing.
- 2019-196Z 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 #PL2019-146
(This amending zoning by-law removes the “H3” holding provision on those lands known municipally as 5717 Nickel Offset Road in Chelmsford in order to facilitate the construction of an indoor riding arena - A Scott & Son Distributors Sudbury Ltd., 5717 Nickel Offset Road, Chelmsford.)
- 2019-197Z 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 #PL2019-165
(This by-law rezones the subject lands to “R1-5”, Low Density Residential One, “R3-1”, Medium Density Residential, and “OSC”, Open Space Conservation in order to permit the development of a 27 lot residential subdivision and two (2) blocks for multiple residential development - Dalron Construction Limited, Agincourt Avenue, Sudbury.)
- 2019-198Z 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 #PL2019-103
(This by-law rezones the subject lands to “R2-2(42)”, Low Density Residential Two Special in order to permit and recognize an existing multiple dwelling containing three residential dwelling units - Shane Ross, 91 & 93 Dell Street, Sudbury.)
- 2019-199Z 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 #PL2019-135
(This by-law rezones the subject lands to “R2-2”, Low Density Residential Two in order to allow for the development of a duplex or semi-detached dwelling - Alain & Linda Groleau, Notre Dame Avenue, Hanmer.)

- 2019-200Z 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 #PL2019-116
(This by-law rezones the subject lands to recognize an amended zone boundary on lands containing an existing multiple dwelling zoned "R4(4)" and to expand the existing "R4(5)" Zone in order to permit the development of two multiple dwellings containing a maximum of 826 dwelling units. Site-specific relief for lot area per dwelling unit is provided for in the amended "R4(4)" Zone and a maximum of 826 dwelling units is provided for on the remaining "R4(5)" lands - Kaymic Developments (Ontario) Inc., St. Raphael Street & Van Horne Street, Sudbury.)
- 2019-201 A By-law of the City of Greater Sudbury to Authorize the Vesting into the City's Name of Certain Parcels of Vacant Land within the City of Greater Sudbury and to Write-Off the Outstanding Taxes for the Properties
Planning Committee Resolution PL2017-127
(This by-law authorizes vesting of four properties after a failed tax sale and write-off of outstanding taxes and penalties.)

Members' Motions

M-1 **Request for Review of By-Law Regulating Vehicles for Hire**

The following resolution was presented:

CC2019-348 Vagnini/Montpellier: WHEREAS by-law 2016-145, being the by-law of the City of Greater Sudbury for the Licensing, Regulating and Governing of Vehicles for Hire, requires that Private Transportation Company (PTC) owners provide evidence that a Vehicle for Hire is a model year not more than ten (10) years prior to the year of application or renewal;

AND WHEREAS some Vehicles for Hire are so well maintained that their condition does not reflect their model years, and could continue to be safely operated and transport passengers;

AND WHEREAS the PTC which maintains its vehicles in such excellent condition should have the opportunity to license a vehicle beyond ten (10) model years prior to the year of application or renewal, which could diminish the financial burden of having to replace vehicles unnecessarily;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to review the need for PTC Vehicles for Hire to be a model year not more than ten (10) years prior to the year of application or renewal, and provide recommendations for a specific category of License that allows a Vehicle for Hire which is a model year more than ten (10) years prior to the year of application or renewal to operate, and bring that report back to City Council for its consideration by March of 2020.

LOST

M-2 **Request For Audit Of Maley Drive Extension Project**

Councillor Signoretti requested that this motion be withdrawn.

M-3 **Economic Development Accountability**

Mayor Bigger requested that this motion be withdrawn.

At 8:20 p.m., Councillor Signoretti departed.

M-4 **Deferral of Council Deliberations of the 2020 Budget**

The following resolution was presented:

CC2019-349 Vagnini/Montpellier: WHEREAS with the greatest of all due respect, the budget preparation and review process currently in use prevents Council from doing in-depth review of budget considerations;

AND WHEREAS the process is based on a top-down budget process that is industrially reserved for prefeasibility and feasibility evaluations;

AND WHEREAS budgets for approval of funds and control of spending are industrially prepared using a bottom-up process also known as zero-based budgeting;

AND WHEREAS cost over-runs have become a common annual occurrence;

AND WHEREAS asset maintenance deferrals have reduced asset values to an unspecified value;

AND WHEREAS the current budget process prevents Council from exercising their duties as required under Section 224 of the Ontario Municipal Act where those requirements include: (d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality; (e) to maintain the financial integrity of the municipality;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs that Council deliberations of the 2020 budget be deferred to the first quarter of 2020;

AND BE IT FURTHER RESOLVED that the City of Greater Sudbury directs that staff prepare a zero-based budget and present it to Council at the January 14th, 2020 Finance and Administration Committee meeting.

DEFEATED

M-5 **Request to Change Council Meeting Start Times**

Councillor Cormier requested that this motion be withdrawn.

Rules of Procedure

Councillors Vagnini and Cormier presented a Motion regarding the winter maintenance plan for the Active Transportation Network and asked that the notice be waived.

WAIVED BY TWO-THIRDS MAJORITY

Annual Active Transportation Winter Maintenance Plan

The following resolution was presented:

CC2019-350 Vagnini/Cormier: WHEREAS the Operations Committee approved the winter maintenance plan for the Active Transportation Network as outlined in the report entitled "Annual Active Transportation Winter Maintenance Plan" from the General Manager of Growth and Infrastructure, by Resolution OP2019-19 as amended, and which was adopted by City

Council resolution CC2019-331;

AND WHEREAS further amendments to the list have been identified by Councillors Vagnini and Cormier in their respective Wards;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury amends resolution OP2019-19 to add the following:

“That Nickel Street in Copper Cliff and Geneva Street in Sudbury be added to the list of deletions for sidewalk winter maintenance and that Godfrey Drive, between Park Street and Creighton Road, be added to the list of additions for sidewalk winter maintenance.”

CARRIED

Addendum

No Addendum was presented.

Civic Petitions

Councillor Kirwan submitted a petition to the City Clerk which will be forwarded to the Manager of Growth and Infrastructure. The petition requests that Lina Street in Val Caron be paved.

Question Period

Please visit:

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1333&lang=en> to view questions asked.

Adjournment

CC2019-351 Leduc/Cormier: THAT this meeting does now adjourn. Time: 8:40 p.m.

CARRIED

Mayor Brian Bigger, Chair

Eric Labelle, City Solicitor and Clerk

Minutes

Operations Committee Minutes of 12/2/19

Location: Tom Davies Square -
Council Chambers

Commencement: 2:01 PM

Adjournment: 3:31 PM

Councillor Signoretti, In the Chair

Present Councillors Signoretti, McCausland, Kirwan [D 2:45p.m.], Leduc, Landry-Altmann

City Officials Tony Cecutti, General Manager of Growth and Infrastructure; Randy Halverson, Director of Linear and Infrastructure Services; Joe Rocca, Traffic and Asset Management Supervisor; LyAnne Chenier, Active Transportation Coordinator; Renee Higgins, Manager of 311 and Customer Service; Danielle Wicklander, Legislative Compliance Coordinator; Nia Lewis, Clerk's Services Assistant; Lisa Locken, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Presentations

1 2019 Active Transportation Annual Report

Report dated November 18, 2019 from the General Manager of Growth and Infrastructure regarding 2019 Active Transportation Annual Report.

LyAnne Chenier, Active Transportation Coordinator and Joe Rocca, Traffic and Asset Management Supervisor, provided an electronic presentation regarding 2019 Active Transportation Annual Report.

The following resolution was presented:

OP2019-32 Leduc/Kirwan: 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 "2019 Active Transportation Annual Report", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on December 2, 2019.

CARRIED

Managers' Reports

R-1 Update to By-law 2017-45; Bridge Load Restriction By-law

Report dated November 20, 2019 from the General Manager of Growth and Infrastructure regarding Update to By-law 2017-45; Bridge Load Restriction By-law.

The following resolution was presented:

OP2019-33 Leduc/Kirwan: THAT the City of Greater Sudbury directs staff to prepare a by-law to amend Bridge Load Restriction By-law 2017-45 to implement the recommended changes as outlined in the report entitled "Update to By-law 2017-45; Bridge Load Restriction By-law", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on December 2, 2019.

CARRIED

R-2 Right of Way Reassignment - Paul Street at Laurier Street West and Hollybrook Crescent

Report dated November 15, 2019 from the General Manager of Growth and Infrastructure regarding Right of Way Reassignment - Paul Street at Laurier Street West and Hollybrook Crescent.

The following resolution was presented:

OP2019-34 Leduc/Kirwan: 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 "Right of Way Reassignment – Paul Street at Laurier Street West and Hollybrook Crescent", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on December 2, 2019.

CARRIED

R-3 Right of Way Reassignment - Beatrice Crescent at Hawthorne Drive

Report dated November 15, 2019 from the General Manager of Growth and Infrastructure regarding Right of Way Reassignment - Beatrice Crescent at Hawthorne Drive.

The following resolution was presented:

OP2019-35 Leduc/Kirwan: 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 "Right of Way Reassignment – Beatrice Crescent at Hawthorne Drive", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on December 2, 2019.

CARRIED

R-4 Parking Restrictions - Maki Avenue

Report dated November 15, 2019 from the General Manager of Growth and Infrastructure regarding Parking Restrictions - Maki Avenue.

The following resolution was presented:

OP2019-36 Leduc/Kirwan: 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 – Maki Avenue", from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on December 2, 2019.

CARRIED

Members' Motions

Request to Accelerate the Retrofit/Replacement of the Sand/Salt Dome

Motion for Deferral

Councillor Signoretti moved to defer this item to Operations Committee meeting of January 13, 2020 in order for Councillor McIntosh to be present.

DEFERRED

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=1348&lang=en> to view the questions asked.

Councillor Kirwan departed at 2:45 p.m.

Adjournment

OP2019-37 Leduc/Kirwan: THAT this meeting does now adjourn. Time: 3:31 p.m.

CARRIED

Danielle Wicklander, Deputy City Clerk

Minutes

Community Services Committee Minutes of 12/2/19

Location:	Tom Davies Square - Council Chambers
Commencement:	4:34 PM
Adjournment:	5:44 PM

Councillor Lapierre, In the Chair

Present	Councillors McCausland, Kirwan, Lapierre, Sizer, Leduc
City Officials	Steve Jacques, General Manager of Community Development; Cindi Briscoe, Manager of Housing Services; Barbara Dubois, Director of Housing Operations; Emily Trottier, Business Development Officer; Danielle Wicklander, Legislative Compliance Coordinator, Nia Lewis, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Presentations

1 2019 Market Season Results

Report dated November 13, 2019 from the Chief Administrative Officer regarding 2019 Market Season Results.

Peggy Baillie, Chair, Greater Sudbury Market Association, and Thomas Merritt, Vice-Chair, Greater Sudbury Market Association, provided an electronic presentation regarding 2019 Market Season Results for information only.

Managers' Reports

R-1 Transit Operator Compartment Barrier

Report dated November 15, 2019 from the General Manager of Community Development regarding Transit Operator Compartment Barrier.

The following resolution was presented:

CS2019-23 Leduc/Kirwan: THAT the City of Greater Sudbury directs staff to include Transit Operator Compartment Barriers in the procurement of new bus acquisitions required by

Greater Sudbury Transit for replacement or growth, as outlined in the report entitled "Transit Operator Compartment Barrier", from the General Manager of Community Development, presented at the Community Services Committee meeting on December 2, 2019.

CARRIED

R-2 Update on Film By-law

Report dated November 15, 2019 from the Chief Administrative Officer regarding Update on Film By-law.

The following resolution was presented:

CS2019-24 Leduc/Kirwan: THAT the City of Greater Sudbury directs staff to prepare a by-law to amend Film By-law 2015-227 to implement the recommended changes, as outlined in the staff report entitled "Update on Film By-law", from the Chief Administrative Officer, presented at the Community Services Committee on December 2, 2019;

AND THAT the current Film By-law 2015-227, expiring on January 31, 2020, be extended to March 31, 2020 allowing it to remain in effect until further updates are brought forward to Council for consideration.

CARRIED

R-3 Updates to Housing Services Act, 2011

Report dated November 15, 2019 from the General Manager of Community Development regarding Updates to Housing Services Act, 2011.

Recess

At 5:31 p.m., the Committee recessed.

Reconvene

At 5:39 p.m., the Committee reconvened.

Staff Direction

The following resolution was presented:

CS2019-25 Kirwan/Sizer: THAT the City of Greater Sudbury directs staff to review the legislation that guides the provision of housing and tenancy and existing City of Greater Sudbury policies, and propose any required changes;

AND THAT staff review the current wait list in relation to the existing supply and report back to the Community Services Committee by Q2 of 2020.

CARRIED

The following resolution was presented:

CS2019-26 Leduc/Kirwan: THAT the City of Greater Sudbury approves the recommendations as outlined in the report entitled "Updates to Housing Services Act, 2011" from the General Manager of Community Development, presented at the Community Services Committee meeting on December 2, 2019.

CARRIED

Members' Motions

No Motions were presented.

Correspondence for Information Only

I-1 Pioneer Manor - 3rd Quarter Report

Report dated November 15, 2019 from the General Manager of Community Development regarding Pioneer Manor - 3rd Quarter Report.

For Information Only.

Addendum

No Addendum was presented.

Civic Petitions

No Civic Petitions were submitted.

Question Period

No Questions were asked.

Adjournment

CS2019-27 Leduc/Kirwan: THAT this meeting does now adjourn. Time: 5:44 p.m.

Danielle Wicklander, Deputy City
Clerk

Minutes

Audit Committee Minutes of 12/3/19

Location:	Tom Davies Square - Council Chamber
Commencement:	2:01 PM
Adjournment:	2:54 PM

Councillor McIntosh, In the Chair

Present Councillors Signoretti, Kirwan, Jakubo, McIntosh, Cormier

City Officials Ed Archer, Chief Administrative Officer; Ron Foster, Auditor General; Tony Cecutti, General Manager of Growth and Infrastructure; Kevin Fowke, General Manager of Corporate Services; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Ian Wood, Executive Director of Strategic Initiatives, Communication, and Citizen Services; Joseph Nicholls, Interim General Manager of Community Safety; Christine Hodgins, Legislative Compliance Coordinator; Julie Lalonde, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Presentations

1 2019 External Audit Planning Report

Report dated November 13, 2019 from the General Manager of Corporate Services regarding 2019 External Audit Planning Report.

Oscar Poloni, Partner, KPMG LLP, provided an electronic presentation regarding the 2019 External Audit Planning Report.

The following resolution was presented:

AC2019-10 Kirwan/Jakubo: THAT the City of Greater Sudbury approves the recommendations as outlined in the report entitled "2019 External Audit Planning Report", from the General Manager of Corporate Services, presented at the Audit Committee meeting on December 3, 2019.

CARRIED

Managers' Reports

R-1 Performance Audit of the Procurement Processes within Engineering Services

Report dated March 25, 2019 from the Auditor General regarding Performance Audit of the Procurement Processes within Engineering Services.

The following resolution was presented:

AC2019-11 Jakubo/Kirwan: THAT the City of Greater Sudbury approves the recommendations as outlined in the report entitled "Performance Audit of the Procurement Processes within Engineering Services", from the Auditor General, presented at the Audit Committee meeting on December 3, 2019.

CARRIED

R-2 Performance Audit of the Asset Management Program

Report dated November 19, 2019 from the Auditor General regarding Performance Audit of the Asset Management Program.

The following resolution was presented:

AC2019-12 Kirwan/Jakubo: THAT the City of Greater Sudbury approves the recommendations as outlined in the report entitled "Performance Audit of the Asset Management Program", from the Auditor General, presented at the Audit Committee meeting on December 3, 2019.

CARRIED

R-3 Governance Audit of the Greater Sudbury Public Library

Report dated November 19, 2019 from the Auditor General regarding Governance Audit of the Greater Sudbury Public Library.

The following resolution was presented:

AC2019-13 Jakubo/Kirwan: THAT the City of Greater Sudbury approves the recommendations as outlined in the report entitled "Governance Audit of the Greater Sudbury Public Library", from the Auditor General, presented at the Audit Committee meeting on December 3, 2019.

CARRIED

Members' Motion

No Motions were presented.

Correspondence for Information Only

I-1 Audit Plans for 2020 to 2022

Report dated November 18, 2019 from the Auditor General regarding Audit Plans for 2020 to 2022.

For Information Only.

Addendum

No Addendum was presented.

Civic Petitions

No Petitions were submitted.

Question Period

No Questions were asked.

Adjournment

AC2019-14 Kirwan/Jakubo: THAT this meeting does now adjourn. Time: 2:54 p.m.

CARRIED

Christine Hodgins, Deputy City
Clerk

Minutes

Planning Committee Minutes of 12/9/19

Location:	Tom Davies Square - Council Chambers
Commencement:	1:03 PM
Adjournment:	2:47 PM

Councillor Cormier, In the Chair

Present Councillors McCausland, Kirwan, Cormier, Landry-Altmann
Councillor Leduc [A 2:33 p.m., D 2:42 p.m.]

City Officials Jason Ferrigan, Director of Planning Services; Robert Webb, Supervisor of Development Engineering; Kris Longston, Manager of Community and Strategic Planning; Wendy Kaufman, Senior Planner; Ed Landry, Senior Planner of Community and Strategic Planning; Mauro Manzon, Senior Planner; Glen Ferguson, 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 LaSalle Boulevard Corridor Strategy - Associated Official Plan Amendment No. 102

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

Report dated November 18, 2019 from the General Manager of Growth and Infrastructure regarding LaSalle Boulevard Corridor Strategy - Associated Official Plan Amendment No. 102.

Ed Landry, Senior Planner of Community and Strategic Planning, outlined the report.

Planning Department Response to Committee Questions:

In response to questions from a Committee Member, Jason Ferrigan, Director of Planning Services, stated that with regards to existing rural cross-sections and Council's desire to transform them to urban cross-sections, if these changes are approved by Council they will set a different direction to the types of uses and the level of intensification and physical

change that the City is hoping to see. Mr. Ferrigan advised that these policies will primarily engage when development applications are advanced within the City and the City would use them to evaluate development applications. Mr. Ferrigan advised that when the changes are approved, they would be used to inform other policies and practices at the City, in particular around capital planning or the sidewalk priority index or urban to rural cross-sections.

Mr. Landry stated that the City is already seeing change along Lasalle Blvd. and that in some ways this is the City catching up to the changes it has seen over the years. Mr. Landry advised that one of the main thrusts of the Lasalle corridor study, as well as this official plan amendment, is to bring in the policy framework to transform Lasalle Blvd. from a go-through street to a go-to street and make it destination based.

Mr. Ferrigan stated that it is his understanding that the City's traffic and transportation group is developing a plan to track the difference in vehicular traffic on Lasalle Boulevard now that Maley Drive is open and that information will likely go to Council through the Operating Committee.

Mr. Landry stated that some of the major differences the City will see, changing from Living Area 1 to these regional corridors, is in the area from the taxation centre to Starlight Avenue, which is essentially neighbourhoods, fully serviced and small scale commercial. Mr. Landry advised that people are inquiring with the City about what kind of commercial uses they can put in the area and currently they're limited in the City's Official Plan policy to approximately 1,500 square feet. If they want to go larger, bigger, than they are required to come in for an Official Plan Amendment which takes time and takes money.

Mr. Landry advised that typically the City's land-use designations don't follow property fabric and at this time Pioneer Manor is still designated as Institutional. Mr. Landry further advised that some of the changes will become clear once staff comes back next year with the proposed zoning changes. Mr. Landry stated that there was a memo as part of the Lasalle Corridor Strategy that introduced the idea of mixed-use zone 1, mixed-use zone 2 and mixed-use zone 3 and this official plan amendment introduced the vision. How it will be implemented will be further clarified through zoning changes.

Mr. Ferrigan stated that the boundaries for this particular study were set some time ago, approximately 24 months ago, and the boundaries were drawn consistent with the intent of the study. Mr. Ferrigan stated that there are a broad range of uses that are permitted. One of the earlier intents of the study, listening to feedback from Planning Committee, was the concept of "up-zoning". He advised that one reason staff is doing this study is to look at the commercial elements of the corridor to determine what land use policy changes staff could make to "up-zone" them to allow a broader range of uses and activities to occur and in exchange for that, different urban design elements. Mr. Ferrigan advised that one of the key changes, if these policies are approved and when they come into effect, is over time as people begin to redevelop sites or develop sites the City will see buildings that are closer to the street than they are today. Mr. Ferrigan stated that because this study focused on commercial areas, the boundary was drawn not to include Pioneer Manor. Mr. Ferrigan advised that Council's deliberations around Pioneer Manor is something that staff is watching closely. Mr. Ferrigan advised that ultimately, the designations within the plans and the boundaries of the designations within the plans are choices that are made by City Council. Mr. Ferrigan advised that staff will be coming back in Q1 2020 with the final amendment, including text and mapping, at that time, should Planning Committee wish to recommend to Council a change in the boundary it can do so. Mr. Ferrigan advised that the one risk associated with doing that is the study itself has not examined that question so Council would be making that change

without the benefit of having any supporting information to make that decision.

Mr. Ferrigan advised that there are two possibilities, one possibility is to continue with the current time-frame of approximately seven years from start to finish, taking one corridor per year and one town centre per year. The City is beginning to implement the first phase of that seven-phase strategy. Mr. Ferrigan advised that the second possibility would be to pull up a little bit higher and look at some of the decisions that City Council has made since the November 2016 report and look at the City's land-use designations at a city-wide level. He advised that what you lose in a process like that is the level of understanding about the parcel fabric, what exists on ground and how the potential for the policy and the policy changes interact with that physical reality that exists. Mr. Ferrigan advised that there is a different risk associated with that, if City Council is making decisions that are more broad-based, he advised that there would be an increase in the potential that when those changes are made there is a little more friction in the system to interact with what exists today. Mr. Ferrigan advised that the Planning Committee can give direction to staff to do a study like that as part of the 2020 or the 2021 budget process. He advised that if it is the 2020 budget it would require re-prioritization of the projects that are set-out in the 2020 budget.

Mr. Landry advised that one area within the strategy is what the City calls Business Industrial Zoning, which is not necessarily manufacturing, but the City is already seeing a transformation to other uses.

Mr. Ferrigan advised that some of the lands are designated mixed-use commercial. He advised that what the Official Plan says in a mixed-use environment is that all uses are permitted, with the exception of heavy industrial and staff rely on the zoning to implement that policy direction. Mr. Ferrigan stated that in one particular case a choice was made in 2010 to maintain the M1-1 zone to give Planning Committee and City Council an opportunity to see proposals as they came forward. He advised that what they found was that friction was introduced in the system where perhaps friction didn't need to be introduced. Mr. Ferrigan advised that from a policy perspective, what is being proposed, is to change that direction. He further advised that details of the strategy will come through the subsequent phase of work which is the actual change to the zoning. Mr. Ferrigan stated that if this policy amendment is approved in Q1 of 2020 then staff will begin the difficult work of then drafting the zoning by-law amendment to implement the policy framework. He stated that as part of that work, staff would be looking for existing land-use permissions and comparing that against the new vision that is articulated with this policy change to find an appropriate balance. He stated that what Council doesn't want to happen is to find themselves in a position where Council is bringing a zoning amendment forward where it inadvertently makes somebody legal non-conforming.

Mr. Ferrigan stated that conceptually staff will be looking to maintain what exists today in a limited form while then introducing other permissions which suggests to the market that Council has a different vision for what Lasalle Boulevard should look like in the fullness of time.

Mr. Ferrigan advised that the intent of this report was to receive feedback on the draft, including feedback from the Planning Committee. He advised that staff made note of the comments and will be looking at them through their work and commentary will be provided in the next report.

Mr. Landry stated that the strategy as a whole considers gateways. For example, it recommends that staff look that the City has a public art policy for which a draft and implementation plan is being considered by Council. He advised that once that is

implemented, staff would go back to the public art master plan and go through the different documents to see if there's a recommendation for a gateway feature for public art.

Mr. Ferrigan stated that looking at Planning in Greater Sudbury and in other communities across the Province, long term strategic planning projects typically see relatively lower levels of engagement given the nature of the project versus a development application which is proposing more tangible physical change that is closer to somebody's primary residence. He advised that in relation to the residents that did go to the public meetings, staff valued their insights and feedback. He advised that looking at it from a numbers perspective, that the level of engagement is consistent with the level of engagement that staff sees in other long-range planning policy initiatives, including the City's Official Plan.

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:

PL2019-164 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury receives the comments and submissions made at the public hearing on File 701-6/19-5, as outlined in the report entitled "LaSalle Boulevard Corridor Strategy - Associated Official Plan Amendment No. 102" from the General Manager of Growth and Infrastructure, presented at the Planning Committee Meeting on December 9, 2019;

AND THAT the City of Greater Sudbury directs staff to complete their review of the application File 701-6/19-5 and return with a recommended Official Plan Amendment No. 102 before Planning Committee no later than the end of Q1, 2020.

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

Public comment was received and considered and had no effect on Planning Committee's decision as the application represents good planning.

2 1594784 Ontario Ltd. – Application for Zoning By-law Amendment in order to recognize an existing aggregate transfer site operating on the lands, 1942 Municipal Road #4, Worthington

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

Report dated November 18, 2019 from the General Manager of Growth and Infrastructure regarding 1594784 Ontario Ltd. – Application for Zoning By-law Amendment in order to recognize an existing aggregate transfer site operating on the lands, 1942 Municipal Road #4, Worthington.

Jim Laroche, T. Bell Transport, and Ted Bell, T. Bell Transport, the applicants, were present.

Glen Ferguson, 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:

PL2019-165 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury approves the application by 1594784 Ontario Ltd. to amend Zoning By-law 2010-100Z, by changing the zoning classification on the subject lands from "RU", Rural to "RU(S)", Rural Special on those lands described as PINs 73383-0090, 73383-0101, 73383-0324 & 73383-0326, Lot 3, Concession 2, Township of Drury, as outlined in the report entitled "1594784 Ontario Ltd.", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on December 9, 2019, subject to the following conditions:

1. That prior to the passing of an amending zoning by-law the owner shall enter into a site plan control agreement with the City to the satisfaction of the Director of Planning Services;
2. That the amending zoning by-law contain the following site-specific provisions:
 - a. That the only permitted use of the subject lands be an aggregate transfer site and directly related accessory uses;
 - b. That any further and appropriate relief that is required from parking provisions of the Zoning By-law be provided for accordingly; and,
 - c. That those lands described as PINs 73383-0090, 73383-0101, 73383-0324 & 73383-0326, Lot 3, Concession 2, Township of Drury be designated as a "Site Plan Control Area" under Section 41 of the Planning Act, R.S.O.
3. That conditional approval shall lapse on September 24, 2021 unless Condition #1 above has been met or an extension has been granted by Council.

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

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

3 William Day Holdings Limited - Application for rezoning in order to permit a private elementary school and preschool, 1096 Dublin Street, Sudbury

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

Report dated November 18, 2019 from the General Manager of Growth and Infrastructure regarding William Day Holdings Limited - Application for rezoning in order to permit a private elementary school and preschool, 1096 Dublin Street, Sudbury.

Luke Morse, Sudbury Christian Academy, the applicant, was present.

Mauro Manzon, Senior Planner, outlined the report.

Planning Department Response to Committee Questions:

In response to questions from a Committee Member, Mr. Manzon stated that the applicant's request is that zoning revert back to institutional. The City has special zoning that allows for alternative development scenarios, but it is not the applicant's intent to encompass a broad range of uses beyond institutional.

Mr. Manzon stated that there is no significant increase in the size of the building or the usability of the site and as such there is no basis, in his opinion, under the Planning Act to implement site plan control. In a situation where you have much smaller enrollment where there is no expansion to the built form proposed, implementing site plan control would not be a reasonable condition.

Mr. Manzon stated that introducing site plan control would be another layer of approvals which would potentially delay the start-up of the school. It would represent significant costs to the applicant and may set up for the basis of an appeal. The *Planning Act* does speak in very general terms about substantially increasing the usability of the site or the size of the building but in this instance this application would not meet those criteria.

Mr. Ferrigan, Director of Planning Services, stated that when the City looks at either development or redevelopment of a property through site plan, it is an opportunity for the City to use that tool to apply its modern community building standards to development. In terms of concrete examples, if this development were subjected to site plan the City would be looking at things such as the adequacy of landscaping and its ability to meet current standards. The City would be looking at how vehicles enter and exit the site, whether or not the required parking areas are sufficiently paved, and importantly stormwater management. However, as a City practice and to build Mr. Manzon's answer, the *Planning Act* is clear, the City can apply site plan when somebody is substantially increasing the usability of a property. Therefore, in terms of formulating the recommendation for this application, given all the differences between the former school and the proposed institutional use of the property, the City did not see a public interest rationale to imposing site plan because it is a lower intensity use than formerly existed on the property.

Mr. Manzon stated that given the size of the school and the limited amount of parking that is required, there are opportunities to re-green portions of the site and the applicant, through their cover letter, has advised that it is something that they are looking at in terms of future improvements. Mr. Manzon advised that the perimeter of the site does have existing green buffer along the north limit of the property which extends to Junction Creek along the southerly limit and this buffering will remain in place. In general, there was not a tremendous concern on the part of the City's drainage section in addressing quality and quantity of stormwater.

Mr. Manzon stated that there is no significant site alterations proposed with the application. The vegetative buffering would remain in place and no development is permitted within the flood plain designation, which includes a regulated area. Mr. Manzon advised that you can achieve certain improvements through a zoning provision that could be added to the site specific zoning in lieu of site plan.

Applicant or Agent's Comments and Response to Committee Questions:

Mr. Morse stated that although the school is fairly small, it does have a desire to expand its athletics program and to re-green the athletic field, which is mostly gravel at this point, for the purposes of a soccer field and also the space to the north tucked away in the L-shape back, which is currently paved, for the purposes of a preschool. Mr. Morse stated that the school has a good relationship with some local greenhouses and growers and would like to add some more tree planters to the yard if that meets the intended use of the space.

Mr. Morse stated that in the short-term the school intends to primarily use the space surrounding the courtyard and is still exploring best uses of the space in the easterly wing for school purposes. Mr. Morse advised that the school has no intention, at this point, of

incorporating a retirement residence facility. Mr. Morse further advised that the school has a desire to be a good neighbour and to provide good outreach opportunities for the neighbourhood to involve themselves in the school programming. If there is an opportunity for a senior's group, for example, to utilize the space, either for their own purposes or as part of a reading program, the school has considered those options.

Public Comments:

Kevin Squires, concerned resident, expressed safety concerns over the slope of the grade from the school to his property. Mr. Squires believes that the order issued by the LPAT should be enforced and that the applicant be required to install a guardrail as dictated in the LPAT decision.

Lori Ridley, concerned resident, expressed safety concerns and would like, as a condition to the rezoning, the requirement of the installation of a guardrail and fence in accordance with the order set out in the LPAT decision.

At 2:33 p.m., Councillor Leduc arrived.

Councillor Bill Leduc expressed his support of Kevin Squires and Lori Ridley and their safety concerns. Councillor Leduc requested that an amendment be done to require the installation of a guardrail, however he advised that he doesn't believe the fencing is necessary.

Applicant or Agent's Closing Remarks:

Mr. Morse stated that in the school's conversations with their neighbours, the school indicated that it is more than happy to install a guardrail along the south side of the driveway and the neighbours will find that the school is true to it's word.

The Chair asked whether there was anyone else 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.

At 2:42, Councillor Leduc departed.

The following resolution was presented:

PL2019-166 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury approves the application by William Day Holdings Limited (Agent: Sudbury Christian Schools Inc.) to amend Zoning By-law 2010-100Z, by changing the zoning classification from "R4(9)", High Density Residential Special to "I(Special)", Institutional Special on lands described as PIN 02124-0103, Part 1, Plan SR-713, Lot 18, Plan M-382 in Lot 2, Concession 5, Township of McKim, as outlined in the report entitled "William Day Holdings Limited" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on December 9, 2019, subject to the following conditions:

1. That the location of the existing building shall be permitted; and,
2. That existing landscaped open space including planting strips shall be permitted.

Rules of Procedure

Councillor Landry-Altmann presented the following amendment:

PL2019-166-A1 Landry-Altmann/Kirwan: THAT the resolution be amended to add a third and

fourth condition as follows:

3. THAT a steel guardrail, constructed in a manner consistent with applicable provincial standards, to prevent vehicles leaving the traveled portion of the south driveway, adjacent to the slope, to be constructed along the south boundary of the south driveway, as it extends to the north and the length of Part 1 on Plan 53R-3835, PIN 02124-0158; and
4. THAT a board-to-board fence of quality materials, at the maximum height permitted by the City's By-law(s) relating to fences shall be constructed along the length of the north boundary of Part 1 on Plan 53R-3835, PIN 02124-0158.

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

The resolution as amended was presented:

Rules of Procedure

With the concurrence of the Committee, the reading of the resolution was waived:

PL2019-166 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury approves the application by William Day Holdings Limited (Agent: Sudbury Christian Schools Inc.) to amend Zoning By-law 2010-100Z, by changing the zoning classification from "R4(9)", High Density Residential Special to "I(Special)", Institutional Special on lands described as PIN 02124-0103, Part 1, Plan SR-713, Lot 18, Plan M-382 in Lot 2, Concession 5, Township of McKim, as outlined in the report entitled "William Day Holdings Limited" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on December 9, 2019, subject to the following conditions:

1. That the location of the existing building shall be permitted;
2. That existing landscaped open space including planting strips shall be permitted;
3. That a steel guardrail, constructed in a manner consistent with applicable provincial standards, to prevent vehicles leaving the traveled portion of the south driveway, adjacent to the slope, to be constructed along the south boundary of the south driveway, as it extends to the north and the length of Part 1 on Plan 53R-3835, PIN 02124-0158; and
4. That a board-to-board fence of quality materials, at the maximum height permitted by the City's By-law(s) relating to fences shall be constructed along the length of the north boundary of Part 1 on Plan 53R-3835, PIN 02124-0158.

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

Public comment was received and considered and had effected the Planning Committee's decision in the following manner:

That conditions 3 and 4 were added to the resolution.

Adopting, Approving or Receiving Items in the Consent Agenda

The following resolution was presented:

PL2019-167 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury approves Consent Agenda Items C-1 to C-2.

CARRIED

The following are the Consent Agenda items:

Routine Management Reports

- C-1 Dalron Construction Ltd. - Application to extend a draft approved plan of subdivision approval, Remainder of Parcel 35336 SES, Lot 5, Concession 1, Township of Garson (Foxborough Subdivision, Garson)

Report dated November 18, 2019 from the General Manager of Growth and Infrastructure regarding Dalron Construction Ltd. - Application to extend a draft approved plan of subdivision approval, Remainder of Parcel 35336 SES, Lot 5, Concession 1, Township of Garson (Foxborough Subdivision, Garson).

PL2019-168 Kirwan/Landry-Altmann: 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 Remainder of Parcel 35336 SES, Lot 5, Concession 1, Township of Garson, File # 780-3/86008, in the report entitled "Dalron Construction Ltd." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on December 9, 2019, upon payment of the processing fee in the amount of \$2,539.00 as follows:

1. By deleting replacing the words "one-foot reserves" with "0.3 metre reserves" in Condition #5;
2. By adding the following words at the end of Condition #12:
"...to the satisfaction of the General Manager of Growth and Infrastructure."
3. By deleting Condition #13 entirely and replacing it with the following:
"13. That this draft approval shall lapse on November 23, 2022."
4. By replacing the words "General Manager of Infrastructure Services" with "General Manager of Growth and Infrastructure" and by replacing the words "Infrastructure Services" with "Growth and Infrastructure Services" in Condition #15;
5. By adding the following sentence at the end of Condition #18:
"...A soils caution agreement, if required, shall be registered on title, to the satisfaction of the Chief Building Official and the City Solicitor."
6. By adding the following sentence at the end of Condition #19:
"...A lot grading agreement, if required, shall be registered on title, to the satisfaction of the Director of Planning Services and the City Solicitor."
7. By deleting Condition #20 entirely and replacing it with the following:
"20. A storm-water management report and associated plans must be submitted by the Owner's Consulting Engineer for approval by the City. The report must address the following

requirements:

a) The underground storm sewer system within the plan of subdivision must be designed to accommodate and/or convey the minor storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City's 2 year design storm. The permissible minor storm discharge from the subject development must be limited to the existing pre-development site runoff resulting from a 2 year design storm. Any resulting post development runoff in excess of this permissible discharge rate must be controlled and detained within the plan of subdivision;

b) The overland flow system within the plan of subdivision must be designed to accommodate and/or convey the major storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City's 100 year design storm or Regional storm event, whichever is greater, without causing damage to proposed and adjacent public and private properties. The permissible major storm discharge from the subject development must be limited to the existing pre-development runoff resulting from a 100 year design storm or Regional storm event, whichever is greater. Any resulting post development runoff in excess of this permissible discharge rate must be controlled and detained within the plan of subdivision;

c) "Enhanced" level must be used for the design of storm-water quality controls as defined by the Ministry of the Environment, Conservation and Parks;

d) The drainage catchment boundary including external tributary catchments and their respective area must be clearly indicated with any storm-water management plan;

e) The final grading of the lands shall be such that the surface water originating on or tributary to the said lands, including roof water from buildings and surface water from paved areas, will be discharged in a manner satisfactory to the General Manager of Growth and Infrastructure;

f) Minor storm drainage from the plan of subdivision shall not be drained overland onto adjacent properties; and,

g) Existing drainage patterns on adjacent properties shall not be altered unless explicit permission is granted."

8. By adding the words "to the satisfaction of the General Manager of Growth and Infrastructure" after the words "The owner" in Condition #26;

9. By adding the word "Services" after the word "Planning" and replacing the words "General Manager of Infrastructure Services" with "General Manager of Growth and Infrastructure" in Condition #31;

10. By deleting Condition #31 entirely and replacing it with the following:

"31. Draft approval does not guarantee an allocation of sewer or water capacity. Prior to the signing of the final plan, the Director of Planning Services is to be advised by the General Manager of Growth and Infrastructure, that sufficient sewage treatment capacity and water capacity exists to service the development."

11. By deleting Condition #32 entirely and replacing it with the following:

"32. The final plan shall be integrated with the City of Greater Sudbury Control Network to the satisfaction of the Coordinator of the Surveying and Mapping Services. The survey shall be referenced to NAD83 (CSRS) with grid coordinates expressed in UTM Zone 17 projection and

connected to two (2) nearby City of Greater Sudbury Control Network monuments. The survey plan must be submitted in an AutoCAD compatible digital format. The submission shall be the final plan in content, form and format and properly geo-referenced.”

12. By adding the word “Services” after the word “Planning” in Condition #33;

13. By deleting Condition #34 entirely and replacing it with the following:

“34. That the owner shall have completed all major outstanding infrastructure deficiencies that are critical to the overall function of the subdivision in previous phases of the plan that have been registered, or have made arrangements for their completion, prior to registering a new phase of the plan, to the satisfaction of the General Manager of Growth and Infrastructure.”

14. By adding a new Condition #35 as follows:

“35. That in accordance with Section 59(4) of the Development Charges Act, a notice of agreement shall be registered on title to ensure that persons who first purchase the subdivided land after registration of the plan of subdivision are informed, at the time the land is transferred, of all development charges related to development.”

15. By adding a new Condition #36 as follows:

“36. The owner shall be responsible for the design and construction of any required storm-water management works to the satisfaction of the General Manager of Growth and Infrastructure as part of the servicing plans for the subdivision and the owner shall dedicate the lands for storm-water management works as a condition of this development.”

CARRIED

C-2

Spectrum Telecom Group Ltd. – Application for public consultation on a proposed ground-based radio-communication and broadcasting antenna system, 210 Horseshoe Lake Road, Wanup

Report dated November 13, 2019 from the General Manager of Growth and Infrastructure regarding Spectrum Telecom Group Ltd. – Application for public consultation on a proposed ground-based radio-communication and broadcasting antenna system, 210 Horseshoe Lake Road, Wanup.

PL2019-169 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury directs the City’s Designated Municipal Officer to indicate a position of concurrence to Innovation, Science and Economic Development Canada with respect to the proposed radio-communication and broadcasting antenna system that is to be located on those lands known and described as PIN 73470-0571, Part 1, Plan 53R-18249, Part 1, Plan 53R-20712, Parcel 49642, Part of Lots 5 & 6, Concession 2, Township of Dill, as outlined in the report entitled "Spectrum Telecom Group Ltd." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on December 9, 2019.

CARRIED

Referred and Deferred Matters

R-1 Rogers Communications Inc. – Application for public consultation on a proposed ground-based radio-communication and broadcasting antenna system, 1887 Bancroft Drive, Sudbury

Report dated November 18, 2019 from the General Manager of Growth and Infrastructure regarding Rogers Communications Inc. – Application for public consultation on a proposed ground-based radio-communication and broadcasting antenna system, 1887 Bancroft Drive, Sudbury.

The following resolution was presented:

PL2019-170 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury directs the City's Designated Municipal Officer to indicate a position of concurrence to Innovation, Science and Economic Development Canada with respect to the proposed radio-communication and broadcasting antenna system that is to be located on those lands known and described as PIN 73578-0041, Part of Lot 12, Concession 3, Township of McKim, as outlined in the report entitled "Rogers Communications Inc." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 9, 2019.

CARRIED

R-2 Rogers Communications Inc. – Application for public consultation on a proposed ground-based radio-communication and broadcasting antenna system, 960 Notre Dame Avenue, Sudbury

Report dated November 18, 2019 from the General Manager of Growth and Infrastructure regarding Rogers Communications Inc. – Application for public consultation on a proposed ground-based radio-communication and broadcasting antenna system, 960 Notre Dame Avenue, Sudbury.

The following resolution was presented:

PL2019-171 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury directs the City's Designated Municipal Officer to indicate a position of concurrence to Innovation, Science and Economic Development Canada with respect to the proposed radio-communication and broadcasting antenna system that is to be located on those lands known and described as PIN 02123-0002, Parcel 16869, Lot 4, Concession 5, Township of McKim, as outlined in the report entitled "Rogers Communications Inc.", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 23, 2019.

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

PL2019-172 Kirwan/Landry-Altmann: THAT this meeting does now adjourn. Time: 2:47 p.m.

CARRIED

Brigitte Sobush, Deputy City Clerk

Minutes

City Council Minutes of 12/10/19

Location:	Tom Davies Square - Council Chamber
Commencement:	4:06 PM
Adjournment:	7:52 PM

His Worship, Mayor Brian Bigger, In the Chair

Present Councillors Montpellier, McCausland, Kirwan, Lapierre [A 5:24 p.m.], Jakubo, McIntosh, Cormier, Leduc, Landry-Altmann, Mayor Bigger

City Officials Ed Archer, Chief Administrative Officer [A 4:11 p.m.]; Kevin Fowke, General Manager of Corporate Services; Steve Jacques, General Manager of Community Development; Joseph Nicholls, General Manager of Community Safety; Ed Stankiewicz, Executive Director of Finance, Assets and Fleet; Eric Labelle, City Solicitor and Clerk; Kelly Gravelle, Deputy City Solicitor; Marie Litalien, Acting Director of Communications and Community Engagement; Guido Mazza, Director of Building Services / Chief Building Official; Jeff Pafford, Director of Leisure Services; David Shelsted, Director of Infrastructure Capital Planning Services [D 4:23 p.m.]; Keith Forrester, Manager of Real Estate; Shawn Turner, Director of Assets and Fleet Services; Ron Foster, Auditor General; Melissa Zanette, Chief of Staff

Closed Session

The following resolution was presented:

CC2019-352 Leduc/Kirwan: THAT the City of Greater moves to Closed Session to deal with one (1) Acquisition or Disposition of Land Matter regarding a property on Morgan Road, Chelmsford; and one addendum to deal with one (1) Acquisition or Disposition of Land / Solicitor-Client Privilege Matter regarding Maley Drive in accordance with the *Municipal Act*, 2001, s. 239(2)(c) and (f).

CARRIED

Council moved into closed session at 4:07 p.m.

Recess At 5:26 p.m. Council recessed.

Reconvene At 6:02 p.m., Council commenced the Open Session in the Council Chamber

His Worship Mayor Brian Bigger, In the Chair

Present	Councillors Signoretti, Montpellier, McCausland, Kirwan, Lapierre, Jakubo [D 6:42 p.m., A 6:44 p.m.], McIntosh, Cormier, Leduc, Landry-Altman, 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; 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; Melissa Zanette, Chief of Staff; Mike Jensen, Director, Water/Wastewater Treatment and Compliance; Eric Labelle, City Solicitor and Clerk; Lisa Locken, Clerk's Services Assistant; Nia Lewis, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Community Delegations

McEwen School of Architecture

David T. Fortin, Associate Professor and Director, McEwen School of Architecture, Laurentian University, provided an electronic presentation regarding an update of the school's activities for information only.

Matters Arising from the Closed Session

Deputy Mayor Landry-Altman, as Chair of the Closed Session, reported that Council met in Closed Session to deal with one (1) Acquisition or Disposition of Land Matter regarding a property on Morgan Road, Chelmsford; and one addendum to deal with one (1) Acquisition or Disposition of Land / Solicitor-Client Privilege Matter regarding Maley Drive in accordance with the Municipal Act, 2001, s. 239(2)(c) and (f). Direction was given to staff regarding one matter. The following resolution emanated therefrom:

CC2019-353 Kirwan/Leduc: THAT the City of Greater Sudbury authorize the purchase of the lands legally described as the whole of PIN 73602-0507 (LT) and PIN 73602-0238 (LT) under Section 30 of the *Expropriations Act*;

AND THAT the acquisition be funded from the Land Acquisition Reserve Fund;

AND THAT a by-law be prepared to authorize the purchase and the execution of documents required to complete the real estate transaction.

CARRIED

Matters Arising from Audit Committee

December 3, 2019

Councillor McIntosh as Chair of the Audit Committee, reported on the matters arising from the Audit Committee meeting of December 3, 2019.

The following resolution was presented:

CC2019-354 Leduc/Kirwan: THAT the City of Greater Sudbury approves the Audit Committee resolutions AC2019-10 to AC2019-13 inclusive from the meeting of December 3, 2019.

CARRIED

The following are the Audit Committee resolutions:

2019 External Audit Planning Report

AC2019-10 Kirwan/Jakubo: THAT the City of Greater Sudbury approves the recommendations as outlined in the report entitled "2019 External Audit Planning Report", from the General Manager of Corporate Services, presented at the Audit Committee meeting on December 3, 2019.

CARRIED

Performance Audit of the Procurement Processes with within Engineering Services

AC2019-11 Jakubo/Kirwan: THAT the City of Greater Sudbury approves the recommendations as outlined in the report entitled "Performance Audit of the Procurement Processes within Engineering Services", from the Auditor General, presented at the Audit Committee meeting on December 3, 2019.

CARRIED

Performance Audit of the Asset Management Program

AC2019-12 Kirwan/Jakubo: THAT the City of Greater Sudbury approves the recommendations as outlined in the report entitled "Performance Audit of the Asset Management Program", from the Auditor General, presented at the Audit Committee meeting on December 3, 2019.

CARRIED

Governance Audit of the Greater Sudbury Public Library

AC2019-13 Jakubo/Kirwan: THAT the City of Greater Sudbury approves the recommendations as outlined in the report entitled "Governance Audit of the Greater Sudbury Public Library", from the Auditor General, presented at the Audit Committee meeting on December 3, 2019.

CARRIED

Matters Arising from Community Services Committee

November 18, 2019

Councillor Lapierre as Chair of the Community Services Committee, reported on the matters arising from the Community Services Committee meeting of November 18, 2019.

The following resolution was presented:

CC2019-355 Kirwan/Leduc: That the City of Greater Sudbury approves Community Services Committee resolutions CS2019-19 to CS2019-21 inclusive for the meeting of November 18, 2019

CARRIED

The following are the Community Services Committee resolutions:

The City of Greater Sudbury Housing & Homelessness Plan Update - 2019 to 2023

CS2019-19 Kirwan/Leduc: THAT the City of Greater Sudbury approves the Housing and Homelessness Five (5) Year Updated Plan as a guiding document for business planning and budgeting, as outlined in the report entitled "The City of Greater Sudbury Housing & Homelessness Plan Update - 2019 to 2023", from the General Manager of Community Development, presented at the Community Services Committee meeting on November 18, 2019.

CARRIED

South End Dog Park

CS2019-20 Leduc/Kirwan: THAT the City of Greater Sudbury approves commencement of construction of an off-leash dog park at the Gerry McCrory Countryside Sports Complex;

AND THAT staff be directed to amend By-law 2012-145, a By-law to Establish and Regulate the Use of Off-Leash Dog Parks, to designate the dog park at the Gerry McCrory Countryside Sports Complex as an official off-leash dog park, as outlined in the report entitled "South End Dog Park", from the General Manager of Community Development, presented at the Community Services Committee meeting on November 18, 2019.

CARRIED

Community Housing Renewal Strategy Update

CS2019-21 Kirwan/Leduc: THAT the City of Greater Sudbury approves the Canada-Ontario Community Housing Initiative (COCHI) Sustainability Plan as part of the Ministry of Municipal Affairs and Housing's reporting requirements, as outlined in the report entitled "Community Housing Renewal Strategy Update", from the General Manager of Community Development, presented at the Community Services Committee meeting on November 18, 2019.

CARRIED

December 2, 2019

Councillor Lapierre as Chair of the Community Services Committee, reported on the matters arising from the Community Services Committee meeting of December 2, 2019.

The following resolution was presented:

CC2019-356 Kirwan/Leduc: That the City of Greater Sudbury approves Community Services Committee resolutions CS2019-23 to CS2019-26 inclusive for the meeting of December 2, 2019.

CARRIED

The following are the Community Services Committee resolutions:

Transit Operator Compartment Barrier

CS2019-23 Leduc/Kirwan: THAT the City of Greater Sudbury directs staff to include Transit

Operator Compartment Barriers in the procurement of new bus acquisitions required by Greater Sudbury Transit for replacement or growth, as outlined in the report entitled "Transit Operator Compartment Barrier", from the General Manager of Community Development, presented at the Community Services Committee meeting on December 2, 2019.

CARRIED

Update on Film By-law

CS2019-24 Leduc/Kirwan: THAT the City of Greater Sudbury directs staff to prepare a by-law to amend Film By-law 2015-227 to implement the recommended changes, as outlined in the staff report entitled "Update on Film By-law", from the Chief Administrative Officer, presented at the Community Services Committee on December 2, 2019;

AND THAT the current Film By-law 2015-227, expiring on January 31, 2020, be extended to March 31, 2020 allowing it to remain in effect until further updates are brought forward to Council for consideration.

CARRIED

Staff Direction - Review of Housing and Tenancy

CS2019-25 Kirwan/Sizer: THAT the City of Greater Sudbury directs staff to review the legislation that guides the provision of housing and tenancy and existing City of Greater Sudbury policies, and propose any required changes;

AND THAT staff review the current wait list in relation to the existing supply and report back to the Community Services Committee by Q2 of 2020.

CARRIED

Updates to Housing Services Act, 2011

CS2019-26 Leduc/Kirwan: THAT the City of Greater Sudbury approves the recommendations as outlined in the report entitled "Updates to Housing Services Act, 2011" from the General Manager of Community Development, presented at the Community Services Committee meeting on December 2, 2019.

CARRIED

Matters Arising from Finance and Administration Committee

November 19, 2019

Councillor Jakubo as Chair of the Finance and Administration Committee, reported on the matters arising from the Finance and Administration Committee meeting of November 19, 2019.

The following resolution was presented:

CC2019-357 Leduc/Kirwan: THAT the City of Greater Sudbury approves Finance and Administration Committee resolutions FA2019-66 to FA2019-67 inclusive from the meeting of November 19, 2019.

CARRIED

The following are the Finance and Administration Committee resolutions:

Elements of a Public Art Implementation Plan

FA2019-66 Kirwan/Leduc: THAT the City of Greater Sudbury directs staff to prepare a

Business Case for the Service Level Two components of the Public Art Implementation Plan for consideration as part of the 2021 Budget Process, as outlined in the report entitled "Elements of a Public Art Implementation Plan" from the General Manager of Growth and Infrastructure, presented at the Finance and Administration Committee on November 19, 2019.

CARRIED

Greater Sudbury Housing Security Service Business Case

FA2019-67 Landry-Altmann/Leduc: WHEREAS creating a healthier community has and continues to be a goal pursued by the City of Greater Sudbury, and Council's desire is "to effect change within the Greater Sudbury community to improve health, economic and social outcomes for its citizens";

AND WHEREAS City of Greater Sudbury Council has identified Housing as one of its strategic goals and objectives, which highlights "Council's desire for all citizens, especially vulnerable populations, to have access to safe, affordable, attainable and suitable housing options in the City of Greater Sudbury;

AND WHEREAS the City of Greater Sudbury is a direct provider of social housing, funds housing-related programs, facilitates development and regulates building safety;

AND WHEREAS City of Greater Sudbury's housing properties have experienced increased security related issues and increased calls to Police Services as a result of limited security at those properties;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct staff to bring forward a business case for increased security, installation of cameras and better lighting at properties of greatest concern, for Council's consideration during the 2020 budget deliberations.

CARRIED

December 3, 2019

Councillor Jakubo as Chair of the Finance and Administration Committee, reported on the matters arising from the Finance and Administration Committee meeting of December 3, 2019.

The following resolution was presented:

CC2019-358 Kirwan/Leduc: THAT the City of Greater Sudbury approves the Finance and Administration Committee resolutions FA2019-71 to FA2019-72 and FA2019-74 to FA2019-75 inclusive from the meeting of December 3, 2019.

CARRIED

The following are the Finance and Administration Committee Resolutions:

Healthy Community Initiative Fund Applications

FA2019-71 Sizer/Lapierre: 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 December 3, 2019;

AND THAT any necessary by-laws be prepared.

CARRIED

Kivi Park Funding Request

FA2019-72 McIntosh/Jakubo: WHEREAS Kivi Park is a premier destination for sport, nature and adventure, set on over 450 acres of Cambrian Shield overlooking Long Lake, which offers several park amenities including approximately 18 kilometers of groomed cross-country ski and 22 kilometers of snowshoeing trails used in the offseason for hiking, mountain biking, etc, and a 1.3km skate path, and which amenities have been accessible to the public at no cost, and which have been developed in large part thanks to the generosity of the Clifford and Lily Fielding Charitable Foundation;

AND WHEREAS Kivi Park has become home to numerous charitable and other both community and provincial events, and has been identified as Ontario's first training centre for Para-Nordic athletes;

AND WHEREAS Kivi Park has successfully operated and maintained the facility thanks to the support of volunteers and corporate sponsors;

AND WHEREAS the Clifford and Lily Fielding Foundation representatives identified that a more sustainable operating model is required, which would include the introduction of user fees;

AND WHEREAS the 2020 Budget document includes a business case (at page 317) to provide annual support for Kivi Park with a tax levy impact of \$13,862;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to amend the business case to provide annual support for Kivi Park to reflect funding from the Economic Development Event Support budget in the amount of \$13,862 for 2020, and that Kivi Park be considered for funding from the City of Greater Sudbury Development Corporation Municipal Accommodation Tax funding for future years.

CARRIED

Water/Wastewater Rates

FA2019-74 Lapierre/Sizer: THAT the water/wastewater operating budget be approved in the gross expenditure amount of \$82,776,283, representing a user rate increase of 4.8%.

CARRIED

Water/Wastewater 2020 Capital Budget

FA2019-75 Sizer/Lapierre: THAT the water/wastewater 2020 capital budget be approved in the amount of \$39,086,247 funded as follows:

Contributions from Water/Wastewater User Fees \$32,501,592

Contributions from Federal Grants \$960,000

Contributions from the City of Greater Sudbury's Reserves and Reserve Funds \$5,624,655.

CARRIED

Councillor Jakubo departed at 6:42 p.m.

Matters Arising from Operations Committee

November 18, 2019

Councillor McIntosh as Chair of the Operations Committee, reported on the matters arising from the Operations Committee meeting of November 18, 2019.

The following resolution was presented:

CC2019-359 Kirwan/Leduc: THAT the City of Greater Sudbury approves Operations Committee resolutions OP2019-26 to OP2019-30 inclusive from the meeting of November 18, 2019.

CARRIED

The following are the Operations Committee resolutions:

Designated Electric Vehicle Parking Spaces

OP2019-26 Kirwan/McCausland: THAT the City of Greater Sudbury approves the recommended by-law changes as outlined in the report entitled “Designated Electric Vehicle Parking Spaces” from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on November 18, 2019;

AND THAT staff be directed to prepare a by-law to amend Traffic and Parking By-Law 2010-1 in the City of Greater Sudbury to implement the recommended changes.

CARRIED

Traffic Parking By-law Amendment – Designated Traffic Lanes – Old Highway 17 (MR55) and Main Street (MR24)

OP2019-27 McCausland/Kirwan: THAT the City of Greater Sudbury designates the southbound curb lane to allow for left turn movements from Main Street (Municipal Road 24) onto Old Highway 17 (Municipal Road 55);

AND THAT staff be directed 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 “Traffic Parking By-law Amendment – Designated Traffic Lanes - Old Highway 17 (MR 55) at Main Street (MR 24)”, from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on November 18, 2019.

CARRIED

Parking restrictions - Burton Avenue

OP2019-28 Kirwan/McCausland: THAT the City of Greater Sudbury prohibits parking at all times of the day, except Sundays from 9 a.m. to 1 p.m., on the east side of Burton Avenue from 23 metres north of Jean Street to 39 metres north of Jean Street;

AND THAT staff be directed 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 – Burton Avenue” from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on November 18, 2019.

CARRIED

Elm Street - No Left Turn

OP2019-29 McCausland/Kirwan: THAT the City of Greater Sudbury prohibits left turns at all times of the day on Elm Street, west bound, into the private entrance to 101 & 105 Elm Street;

AND THAT staff be directed to prepare a by-law to amend Traffic and Parking By-Law 2010-1 in the City of Greater Sudbury to implement the recommended changes as outlined in the report entitled “Elm Street – No Left Turn” from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on November 18, 2019.

CARRIED

Business case to convert HPS streetlights to LED

OP2019-30 McCausland/Leduc: WHEREAS city council has recently endorsed a draft Community Energy and Emissions Plan that details ways to reduce our energy consumption and greenhouse gas production;

AND WHEREAS our operational budget has increased pressures due to rising costs;

AND WHEREAS Light-emitting diode (LED) lights are significantly more efficient than High-Pressure Sodium (HPS) lights;

AND WHEREAS the City of Greater Sudbury maintains more than 11,000 HPS streetlights;

AND WHEREAS AMO/LAS has a turn-key option for conversion of HPS to LED lights;

AND WHEREAS the AMO/LAS turn-key program was designed with input and data from the City of Greater Sudbury LED Streetlight Pilot Program;

AND WHEREAS conversion from HPS to LED lights would realize significant energy and operational savings for the City of Greater Sudbury;

AND WHEREAS the Independent Electricity System Operator (IESO) has an incentive program through the SaveONenergy for Ontario Municipalities for LED Streetlight conversion that expires at the end of 2020;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to bring a report to the December 10, 2019 City Council meeting, with information on converting our HPS streetlights to LED streetlights on a one-to-one basis, with an aim to maximize the current IESO incentive, and to investigate the AMO/LAS turn-key program for LED Conversion;

AND THAT the report include a detailed reporting of full costs, both operating and capital, and expected long term savings, including a payback time frame. And that it be reported in a spreadsheet form.

AND BE IT FURTHER RESOLVED that the City of Greater Sudbury directs staff to bring a business case, which identifies potential funding sources, for LED Streetlight Conversion to the 2020 budget deliberations.

CARRIED

December 2, 2019

Councillor McIntosh as Chair of the Operations Committee, reported on the matters arising from the Operations Committee meeting of December 2, 2019.

The following resolution was presented:

CC2019-360 Leduc/Kirwan: THAT the City of Greater Sudbury approves the Operations Committee resolutions OP2019-32 to OP2019-36 inclusive from the meeting of December 2, 2019.

CARRIED

The following are the Operations Committee resolutions:

2019 Active Transportation Annual Report

OP2019-32 Leduc/Kirwan: 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 “2019 Active Transportation Annual Report”, from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on December 2, 2019.

CARRIED

Update to By-law 2017-45; Bridge Load Restriction By-law

OP2019-33 Leduc/Kirwan: THAT the City of Greater Sudbury directs staff to prepare a by-law to amend Bridge Load Restriction By-law 2017-45 to implement the recommended changes as outlined in the report entitled “Update to By-law 2017-45; Bridge Load Restriction By-law”, from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on December 2, 2019.

CARRIED

Right of Way Reassignment - Paul Street at Laurier Street West and Hollybrook Crescent

OP2019-34 Leduc/Kirwan: 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 “Right of Way Reassignment – Paul Street at Laurier Street West and Hollybrook Crescent”, from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on December 2, 2019.

CARRIED

Right of Way Reassignment - Beatrice Crescent at Hawthorne Drive

OP2019-35 Leduc/Kirwan: 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 “Right of Way Reassignment – Beatrice Crescent at Hawthorne Drive”, from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on December 2, 2019.

CARRIED

Parking Restrictions - Maki Avenue

OP2019-36 Leduc/Kirwan: 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 – Maki Avenue”, from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on December 2, 2019.

CARRIED

Councillor Jakubo returned at 6:44 p.m.

Matters Arising from the Planning Committee

November 25, 2019

Councillor Cormier as Chair of the Planning Committee, reported on the matters arising from the Planning Committee meeting of November 25, 2019.

The following resolution was presented:

CC2019-361 Leduc/Kirwan: THAT the City of Greater Sudbury approves Planning Committee resolutions PL2019-150 to PL2019-157 and PL2019-159 to PL2019-162 inclusive from the meeting of November 25, 2019.

CARRIED

The following are the Planning Committee resolutions:

Sale of Vacant Land - Edward Avenue

PL2019-150 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury authorizes the sale of the north portion of 107 Edward Avenue, Coniston, legally described as part of PIN 73560-0136(LT), being Part 1, Plan 53R-9588, Township of Neelon;

AND THAT the appropriate by-law be prepared to authorize the sale and the execution of the documents required to complete the real estate transaction;

AND THAT the net proceeds of the sale be credited to the Land Acquisition Reserve Fund.

CARRIED

Sale of Vacant Land - Catherine Drive, Garson

PL2019-151 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury authorizes the sale of vacant land on Catherine Drive, Garson, legally described as part of PIN 73495-0564(LT), Township of Garson;

AND THAT a by-law be presented authorizing the sale and the execution of the documents required to complete the real estate transaction;

AND THAT the net proceeds of the sale are credited to the Land Acquisition Reserve Fund.

CARRIED

Sale of Part of Road Allowance - Maki Avenue, Sudbury

PL2019-152 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury authorizes the sale of a portion of the unopened road allowance, north of Maki Avenue, Sudbury, legally described as part of PIN 73594- 0417(LT) and part of PIN 73594-0435(LT), Township of McKim;

AND THAT by-laws be presented closing that portion of unopened Maki Avenue, Sudbury; and authorizing the sales and the execution of the documents required to complete the real estate transactions;

AND THAT the net proceeds of the sales are credited to the Land Acquisition Reserve Fund.

CARRIED

Purchase of Property - Mountain Street, Sudbury

PL2019-153 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury authorizes the purchase and demolition of 314 Mountain Street, Sudbury, legally described as PIN 02132-0280(LT), Lot 28, Plan M-55A, City of Greater Sudbury;

AND THAT the acquisition, demolition, designated substance survey and all other costs associated with the demolition be funded from the Mountain Street Storm Water Capital Project Account;

AND THAT a by-law be prepared to authorize the purchase and the execution of the documents required to complete the real estate transaction.

CARRIED

Purchase or Property - Mountain Street, Sudbury

PL2019-154 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury authorizes the purchase and demolition of 318 Mountain Street, Sudbury, legally described as PIN 02132-0281 (LT), Lot 27, Plan M-55A, City of Greater Sudbury;

AND THAT the acquisition, demolition, designated substance survey and all other costs associated with the demolition be funded from the Mountain Street Stormwater Capital Project Account;

AND THAT a by-law be prepared to authorize the purchase and the execution of the documents required to complete the real estate transaction.

CARRIED

Douglas Anness and Annie Rainville, and Christine and Eric Demers – Application for Official Plan Amendment and Rezoning, 2962, 2968, 2974, 2982 and 2992 Falconbridge Road, Garson

PL2019-155 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury approves the application by Douglas Anness and Annie Rainville, and Christine and Eric Demers, to amend the City of Greater Sudbury Official Plan by changing the official plan designation from Living Area 1 to Mixed Use Commercial on those lands described as PINs 73494-0663, 73494-0633, 73794-0648, 73494-0792, 73494-0640 and 73494-0654, Parcels 10913, 16131, 14902, 9906, 15319, and 13445, Plan M-159, Lots 14, 15 and 16, Plan 53R-5664, Part 1, Lot 6, Concession 1, Township of Garson, as outlined in the report entitled “Douglas Anness and Annie Rainville, and Christine and Eric Demers” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 25, 2019.

CARRIED

PL2019-156 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury approves the application by Douglas Anness and Annie Rainville, and Christine and Eric Demers, to amend Zoning By-law 2010-100Z by changing the zoning classification from “R2-2”, Residential Low Density Two to “C2(S)”, General Commercial Special on those lands described as PINs 73494-0663, 73494-0633, 73794-0648, 73494-0792, 73494-0640 and 73494-0654, Parcels 10913, 16131, 14902, 9906, 15319, and 13445, Plan M-159, Lots 14, 15 and 16, Plan 53R-5664, Part 1, Lot 6, Concession 1, Township of Garson, as outlined in the report entitled “Douglas Anness and Annie Rainville, and Christine and Eric Demers” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 25, 2019, and that the amending zoning by-law include the following site-specific provisions:

- i. That the minimum front yard shall be 12 m;

- ii. A minimum of one (1) queueing space shall be provided for a gas bar;
- iii. A minimum of seven (7) queueing spaces shall be provided for a car wash;
- iv. A minimum of seven (7) queueing spaces shall be provided for a restaurant;
- v. No queueing lane shall be located closer than 3.5 m from any Residential Zone south of a line 77 m from the front lot line; and
- vi. A minimum 1.5 m high opaque fence, reduced to 1 m high within 6 m of the front property line, together with a 3.5 m landscaped area, shall be provided along the west boundary.

CARRIED

Dalron Construction Limited – Application for rezoning in order to permit residential and commercial uses on the former Pinecrest Public School site, 1650 Dominion Drive, Val Therese

PL2019-157 Kirwan/McCausland: THAT the City of Greater Sudbury approves the application by Dalron Construction Limited to amend Zoning By-law 2010-100Z by changing the zoning classification from "I", Institutional to "I(Special)", Institutional Special on lands described as PINs 73505-0560 & 73505-0782, Parcels 27211 & 16000 S.E.S., Lots 23, 24, 25 & 45, Plan M-347 in Lot 7, Concession 2, Township of Hanmer, as outlined in the report entitled "Dalron Construction Limited" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 25, 2019, subject to the following conditions:

1. That the amending by-law for the I-Special zoning includes the following site-specific provisions:

a) In addition to the uses permitted in the I zone, the following uses shall also be permitted:

- i) Maximum 19 row dwelling units;
- ii) Maximum 24 multiple dwelling units within the existing building; and,
- iii) Maximum 500 m² of gross floor area within the existing building allocated to commercial uses to include personal service shop, medical office, professional office and service shop; and,
- iv) Related accessory uses.

b) The location of the existing building shall be permitted;

c) The minimum rear yard abutting Lot 26, Plan M-347 and the minimum interior side yard abutting the southerly lot line of Lot 44, Plan M-347 shall be 1.8 metres;

d) The maximum building height of a dwelling unit abutting the southerly lot line of Lots 26 & 44, Plan M-347 shall be one (1) storey;

e) A minimum 68 parking spaces shall be provided;

f) The following site-specific provisions shall be applied to row dwellings:

- i) The minimum setback from a street line shall be six (6) metres;
- ii) Driveways for each pair of units shall be paired and centred at the common wall;
- iii) The provisions of the "R3", Medium Density Residential zone shall apply in regards to

privacy yards, required courts, planting strips and building offsets.

CARRIED

Dalron Construction Ltd. – Extension to draft plan of subdivision approval, Agincourt Avenue, Sudbury

PL2019-159 Kirwan/McCausland: 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 known as PINs 73602-0239, 73602-0240 & 73602-0187, Blocks L & M, Plan M-1014, Block 52, Plan 53M-1197, Lot 2, Concession 6, Township of McKim, File 780-6/16001, as outlined in the report entitled "Dalron Construction Ltd." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 25, 2019 upon the payment of the processing fee of \$2034.50 as follows:

- a) By replacing the reference to 'Director of Planning' or 'Director Planning Services of the City of Greater Sudbury' with 'Director of Planning Services in Condition #2 and #30.
- b) By replacing the reference to the 'General Manager of Infrastructure' or the 'General Manager of Infrastructure Services' or the 'General Manager of Growth and Development' with the 'General Manager of Growth and Infrastructure' in Condition #3, #24, and #25.
- c) By replacing the reference to the 'Municipality' or 'City of Greater Sudbury' with the 'City' in Condition #4, #5, #6, #7, and #9.

- d) By replacing Condition #10 with the following:

"10. That this draft approval shall lapse on November 29, 2022."

- e) By replacing Condition #13 with the following:

"13. A storm water management report and associated plans must be submitted by the Owner's Consulting Engineer for approval by the City. The report must address the following requirements:

- The underground storm sewer system within the plan of subdivision must be designed to accommodate and/or convey the minor storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City's 2 year design storm. The permissible minor storm discharge from the subject development must be limited to the existing pre-development site runoff resulting from a 2 year design storm. Any resulting post development runoff in excess of this permissible discharge rate must be controlled and detained within the plan of subdivision;
- The overland flow system within the plan of subdivision must be designed to accommodate and/or convey the major storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City's 100 year design storm or Regional storm event, whichever is greater, without causing damage to proposed and adjacent public and private properties. The permissible major storm discharge from the subject development must be limited to the existing pre-development runoff resulting from a 100 year design storm or Regional storm event, whichever is greater. Any resulting post development runoff in excess of this permissible discharge rate must be controlled and detained within the plan of subdivision; "enhanced" level must be used for the design of storm water quality controls as defined by the Ministry of the Environment, Conservation and Parks;

Storm water management must follow the recommendations of the Junction Creek Subwatershed Study;

- The drainage catchment boundary including external tributary catchments and their respective area must be clearly indicated with any storm water management plan;
- The final grading of the lands shall be such that the surface water originating on or tributary to the said lands, including roof water from buildings and surface water from paved areas, will be discharged in a manner satisfactory to the General Manager of Growth and Infrastructure;
- Minor storm drainage from the plan of subdivision shall not be drained overland onto adjacent properties; and,
- Existing drainage patterns on adjacent properties shall not be altered unless explicit permission is granted.

The owner shall be responsible for the design and construction of any required storm water management works to the satisfaction of the General Manager of Growth and Infrastructure and Conservation Sudbury as part of the servicing plans for the subdivision and the owner shall dedicate the lands for storm water management works as a condition of this development.”f) By adding the following to Condition #14:

“A soils caution agreement, if required, shall be registered on title, to the satisfaction of the Chief Building Official and the City Solicitor.”

g) By adding the following to Condition #15:

“A lot grading agreement, if required, shall be registered on title, to the satisfaction of the Director of Planning Services and the City Solicitor.”

h) By replacing the reference to ‘Ministry of the Environment’ to ‘Ministry of the Environment, Conservation and Parks’ in Condition #26.

i) By replacing the reference to ‘developers/owners’ with ‘owner’ in Condition #29(a), (b) and (e), and #30(a)(ii).

j) By replacing the reference to “Nickel District Conservation Authority” with “Conservation Sudbury” in Condition #31.

k) By deleting Condition #32 in its entirety.

l) By adding a new Condition #33:

“33. That in accordance with Section 59(4) of the Development Charges Act, a notice of agreement shall be registered on title to ensure that persons who first purchase the subdivided land after registration of the plan of subdivision are informed, at the time the land is transferred, of all development charges related to development.”

CARRIED

Lorne Falls Road, Worthington - Declaration of Surplus Vacant Land

PL2019-160 McCausland/Kirwan: THAT the City of Greater Sudbury declares surplus to the City’s needs the vacant land east of Lorne Falls Road, Worthington, legally described as PIN 73395-0199(LT), formerly Parcel 13246, SWS, Township of Lorne;

AND THAT the vacant land be offered for sale to the abutting property owner(s) pursuant to the procedures governing the sale of limited marketability surplus land as outlined in Property By-law 2008-174, as outlined in the report entitled “Lorne Falls Road, Worthington

–Declaration of Surplus Vacant Land” from the General Manager of Corporate Services presented at the Planning Committee meeting on November 25, 2019.

CARRIED

7 Serpentine Street, Copper Cliff - Declaration of Surplus Property

PL2019-161 Kirwan/McCausland; THAT the City of Greater Sudbury declares surplus to the City's needs 7 Serpentine Street, Copper Cliff, legally described as PIN 73599-0173(LT), Lot 79 on Plan M1025, Township of McKim;

AND THAT the property be marketed for sale to the general public pursuant to the procedures governing the sale of full marketability surplus land as outlined in Property By-law 2008-174, as outlined in the report entitled "7 Serpentine Street, Copper Cliff - Declaration of Surplus Property" from the General Manager of Corporate Services, presented at the Planning Committee meeting on November 25, 2019.

CARRIED

Vale Canada Ltd. (Agent: Dalron Construction Ltd.) - Request for extension of conditional approval of rezoning application File #751-3/17-4, Parkview Drive, Garson

PL2019-162 McCausland/Kirwan: THAT the City of Greater Sudbury approves the extension for rezoning application File #751-3/17-4 by Vale Canada Ltd. (Agent: Dalron Construction Ltd.) on lands described as Part of PINs 73495-0581 & 73495-1307, Parts 1 to 6, Plan 53R-20738 in Lots 6 & 7, Concession 2, Township of Garson, as outlined in the report entitled "Vale Canada Ltd.", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on November 25, 2019, for a period of one (1) year to December 12, 2020.

CARRIED

December 9, 2019

Councillor Cormier, as Chair of the Planning Committee, reported on the matters arising from the Planning Committee meeting of December 9, 2019.

The following resolution was presented:

CC2019-362 Leduc/Kirwan: THAT the City of Greater Sudbury approves the Planning Committee resolutions PL2019-164 to PL2019-166 and PL2019-168 to PL2019-171 inclusive from the meeting of December 9, 2019.

CARRIED

The following are the Planning Committee resolutions:

City of Greater Sudbury - Application for Official Plan Amendment, LaSalle Boulevard, Sudbury

PL2019-164 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury receives the comments and submissions made at the public hearing on File 701-6/19-5, as outlined in the report entitled "LaSalle Boulevard Corridor Strategy - Associated Official Plan Amendment No. 102" from the General Manager of Growth and Infrastructure, presented at the Planning Committee Meeting on December 9, 2019;

AND THAT the City of Greater Sudbury directs staff to complete their review of the application File 701-6/19-5 and return with a recommended Official Plan Amendment No. 102 before Planning Committee no later than the end of Q1, 2020.

CARRIED

1594784 Ontario Ltd. – Application for rezoning in order to recognize an existing aggregate transfer site operating on the lands, 1942 Municipal Road #4, Worthington

PL2019-165 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury approves the application by 1594784 Ontario Ltd. to amend Zoning By-law 2010-100Z, by changing the zoning classification on the subject lands from “RU”, Rural to “RU(S)”, Rural Special on those lands described as PINs 73383-0090, 73383-0101, 73383-0324 & 73383-0326, Lot 3, Concession 2, Township of Drury, as outlined in the report entitled “1594784 Ontario Ltd.”, from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on December 9, 2019, subject to the following conditions:

- 1 That prior to the passing of an amending zoning by-law the owner shall enter into a site plan control agreement with the City to the satisfaction of the Director of Planning Services;
2. That the amending zoning by-law contain the following site-specific provisions:
 - a. That the only permitted use of the subject lands be an aggregate transfer site and directly related accessory uses;
 - b. That any further and appropriate relief that is required from parking provisions of the Zoning By-law be provided for accordingly; and,
 - c. That those lands described as PINs 73383-0090, 73383-0101, 73383-0324 & 73383-0326, Lot 3, Concession 2, Township of Drury be designated as a “Site Plan Control Area” under Section 41 of the Planning Act, R.S.O. 3. That conditional approval shall lapse on September 24, 2021 unless Condition #1 above has been met or an extension has been granted by Council.

CARRIED

William Day Holdings Limited – Application for rezoning in order to permit a private elementary school and preschool, 1096 Dublin Street, Sudbury

PL2019-166 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury approves the application by William Day Holdings Limited (Agent: Sudbury Christian Schools Inc.) to amend Zoning By-law 2010-100Z, by hanging the zoning classification from "R4(9)", High Density Residential Special to "I(Special)", Institutional Special on lands described as PIN 02124-0103, Part 1, Plan SR-713, Lot 18, Plan M-382 in Lot 2, Concession 5, Township of McKim, as outlined in the report entitled “William Day Holdings Limited” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on December 9, 2019, subject to the following conditions:

1. That the location of the existing building shall be permitted; and,
2. That existing landscaped open space including planting strips shall be permitted
3. THAT a steel guardrail, constructed in a manner consistent with applicable provincial standards, to prevent vehicles leaving the travelled portion of the south driveway, adjacent to the slope, to be constructed along the south boundary of the south driveway, as it extends to the north and the length of Part 1 on Plan 53R-3835, PIN 02124-0158; and
4. THAT a board-to-board fence of quality materials, at the maximum height permitted by the City's By-law(s) relating to fences shall be constructed along the length of the north boundary of Part 1 on Plan 53R-3835, PIN 02124-0158.

CARRIED

Dalron Construction Ltd. – Application to extend a draft approved plan of subdivision approval, Remainder of Parcel 35336 SES, Lot 5, Concession 1, Garson

PL2019-168 Kirwan/Landry-Altmann: 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 Remainder of Parcel 35336 SES, Lot 5, Concession 1, Township of Garson, File # 780-3/86008, in the report entitled "Dalron Construction Ltd." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on December 9, 2019, upon payment of the processing fee in the amount of \$2,539.00 as follows:

1. By deleting replacing the words "one-foot reserves" with "0.3 metre reserves" in Condition #5;

2. By adding the following words at the end of Condition #12:

"...to the satisfaction of the General Manager of Growth and Infrastructure."

3. By deleting Condition #13 entirely and replacing it with the following:

"13. That this draft approval shall lapse on November 23, 2022."

4. By replacing the words "General Manager of Infrastructure Services" with "General Manager of Growth and Infrastructure" and by replacing the words "Infrastructure Services" with "Growth and Infrastructure Services" in Condition #15;

5. By adding the following sentence at the end of Condition #18:

"...A soils caution agreement, if required, shall be registered on title, to the satisfaction of the Chief Building Official and the City Solicitor."

6. By adding the following sentence at the end of Condition #19:

"... A lot grading agreement, if required, shall be registered on title, to the satisfaction of the Director of Planning Services and the City Solicitor."

7. By deleting Condition #20 entirely and replacing it with the following:

"20. A storm-water management report and associated plans must be submitted by the Owner's Consulting Engineer for approval by the City. The report must address the following requirements:

a) The underground storm sewer system within the plan of subdivision must be designed to accommodate and/or convey the minor storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City's 2 year design storm. The permissible minor storm discharge from the subject development must be limited to the existing pre-development site runoff resulting from a 2 year design storm. Any resulting post development runoff in excess of this permissible discharge rate must be controlled and detained within the plan of subdivision; convey the major storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City's 100 year design storm or Regional storm event, whichever is greater, without causing damage to proposed and adjacent public and private properties. The permissible major storm discharge from the subject development must be limited to the existing pre-development runoff resulting from a 100 year design storm or Regional storm event, whichever is greater. Any resulting post development runoff in excess of this permissible discharge rate must be controlled and

detained within the plan of subdivision;

b) The overland flow system within the plan of subdivision must be designed to accommodate and/or

c) "Enhanced" level must be used for the design of storm-water quality controls as defined by the Ministry of the Environment, Conservation and Parks;

d) The drainage catchment boundary including external tributary catchments and their respective area must be clearly indicated with any storm-water management plan;

e) The final grading of the lands shall be such that the surface water originating on or tributary to the said lands, including roof water from buildings and surface water from paved areas, will be discharged in a manner satisfactory to the General Manager of Growth and Infrastructure;

f) Minor storm drainage from the plan of subdivision shall not be drained overland onto adjacent properties; and,

g) Existing drainage patterns on adjacent properties shall not be altered unless explicit permission is granted."

8. By adding the words "to the satisfaction of the General Manager of Growth and Infrastructure" after the words "The owner" in Condition #26;

9. By adding the word "Services" after the word "Planning" and replacing the words "General Manager of Infrastructure Services" with "General Manager of Growth and Infrastructure" in Condition #31;

10. By deleting Condition #31 entirely and replacing it with the following:

"31. Draft approval does not guarantee an allocation of sewer or water capacity. Prior to the signing of the final plan, the Director of Planning Services is to be advised by the General Manager of Growth and Infrastructure, that sufficient sewage treatment capacity and water capacity exists to service the development."

11. By deleting Condition #32 entirely and replacing it with the following:

"32. The final plan shall be integrated with the City of Greater Sudbury Control Network to the satisfaction of the Coordinator of the Surveying and Mapping Services. The survey shall be referenced to NAD83 (CSRS) with grid coordinates expressed in UTM Zone 17 projection and connected to two (2) nearby City of Greater Sudbury Control Network monuments. The survey plan must be submitted in an AutoCAD compatible digital format. The submission shall be the final plan in content, form and format and properly geo-referenced."

12. By adding the word "Services" after the word "Planning" in Condition #33;

13. By deleting Condition #34 entirely and replacing it with the following:

"34. That the owner shall have completed all major outstanding infrastructure deficiencies that are critical to the overall function of the subdivision in previous phases of the plan that have been registered, or have made arrangements for their completion, prior to registering a new phase of the plan, to the satisfaction of the General Manager of Growth and Infrastructure."

14. By adding a new Condition #35 as follows:

"35. That in accordance with Section 59(4) of the Development Charges Act, a notice of agreement shall be registered on title to ensure that persons who first purchase the

subdivided land after registration of the plan of subdivision are informed, at the time the land is transferred, of all development charges related to development.”

15. By adding a new Condition #36 as follows:

"36. The owner shall be responsible for the design and construction of any required storm-water management works to the satisfaction of the General Manager of Growth and Infrastructure as part of the servicing plans for the subdivision and the owner shall dedicate the lands for storm-water management works as a condition of this development."

CARRIED

Spectrum Telecom Group Ltd. – Application for public consultation on a proposed ground-based radio-communication and broadcasting antenna system, 210 Horseshoe Lake Road, Wanup

PL2019-169 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury directs the City's Designated Municipal Officer to indicate a position of concurrence to Innovation, Science and Economic Development Canada with respect to the proposed radio-communication and broadcasting antenna system that is to be located on those lands known and described as PIN 73470-0571, Part 1, Plan 53R-18249, Part 1, Plan 53R-20712, Parcel 49642, Part of Lots 5 & 6, Concession 2, Township of Dill, as outlined in the report entitled "Spectrum Telecom Group Ltd." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on December 9, 2019.

CARRIED

Rogers Communications Inc. - Application for public consultation on a proposed ground-based radio-communication and broadcasting antenna system, 1887 Bancroft Drive, Sudbury

PL2019-170 Kirwan/Landry-Altmann: THAT the City of Greater Sudbury directs the City's Designated Municipal Officer to indicate a position of concurrence to Innovation, Science and Economic Development Canada with respect to the proposed radio-communication and broadcasting antenna system that is to be located on those lands known and described as PIN 73578-0041, Part of Lot 12, Concession 3, Township of McKim, as outlined in the report entitled "Rogers Communications Inc." from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 9, 2019.

CARRIED

Rogers Communications Inc. - Application for public consultation on a proposed ground-based radio-communication and broadcasting antenna system, 960 Notre Dame Avenue, Sudbury

PL2019-171 Landry-Altmann/Kirwan: THAT the City of Greater Sudbury directs the City's Designated Municipal Officer to indicate a position of concurrence to Innovation, Science and Economic Development Canada with respect to the proposed radio-communication and broadcasting antenna system that is to be located on those lands known and described as PIN 02123-0002, Parcel 16869, Lot 4, Concession 5, Township of McKim, as outlined in the report entitled "Rogers Communications Inc.", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 23, 2019.

CARRIED

Adopting, Approving or Receiving Items in the Consent Agenda

The following resolution was presented:

CC2019-363 Kiwran/Leduc: THAT the City of Greater Sudbury approves Consent Agenda Items C-1 to C-4 inclusive.

CARRIED

The following are the Consent Agenda Items:

Minutes

C-1 Planning Committee Minutes of October 28, 2019

CC2019-364 Leduc/Kirwan: THAT the City of Greater Sudbury adopts the Planning Committee meeting minutes of October 28, 2019.

CARRIED

C-2 City Council Minutes of October 29, 2019

CC2019-365 Kirwan/Leduc: THAT the City of Greater Sudbury adopts the City Council meeting minutes of October 29, 2019.

CARRIED

C-3 Planning Committee Minutes of November 4, 2019

CC2019-366 Kirwan/Leduc: THAT the City of Greater Sudbury adopts the Planning Committee meeting minutes of November 4, 2019.

CARRIED

C-4 Finance and Administration Committee Minutes of November 6, 2019

CC2019-367 Leduc/Kirwan: THAT the City of Greater Sudbury adopts the Finance and Administration Committee meeting minutes of November 6, 2019.

CARRIED

Presentations

1 Update on Core Service Review

Nick Rolfe, Partner - Internal Audit, Risk and Compliance Services, KPMG, Rob Hacking, Manager, KPMG and Nabil Vassrani, Manager, Advisory Services, KPMG, provided an electronic presentation regarding an Update on Core Service Review for information only.

Managers' Reports

R-1 Transit Bus Wash Upgrade

Report dated November 22, 2019 from the General Manager of Community Development regarding Transit Bus Wash Upgrade.

The following resolution was presented:

CC2019-368 McIntosh/Cormier: THAT the City of Greater Sudbury authorizes the Transit

Services Division to proceed with sole sourcing an upgrade to the transit bus wash using approved funds from the Public Transit Infrastructure Fund (PTIF), as outlined in the report entitled "Transit Bus Wash Upgrade", from the General Manager of Community Development, presented at the City Council meeting on December 10, 2019.

CARRIED

R-2 Ontario Health Team

Report dated November 27, 2019 from the Chief Administrative Officer regarding Ontario Health Team.

The following resolution was presented:

CC2019-369 McIntosh/Cormier: THAT the City of Greater Sudbury endorses the application for the formation of an Ontario Health Team service model substantially in the form presented in Appendix A to this report.

CARRIED

By-Laws

The following resolution was presented:

CC2019-370 Cormier/McIntosh: THAT the City of Greater Sudbury read and pass By-law 2019-167 and By-law 2019-202 to including By-law 2019-208 inclusive.

CARRIED

The following are the By-laws:

- 2019-167 A By-law of the City of Greater Sudbury to Temporarily Close Certain Sidewalks, Bicycle Lanes, Cycle Tracks and Multi-use Paths in the City of Greater Sudbury during the period from November 1st to April 30th inclusive
Operations Committee Resolution #OP2019-19 accepted by #CC2019-331 and amended by #CC2019- 350
(This by-law closes certain sidewalks, bicycle lanes, cycle tracks and multi-use paths in accordance with the Active Transportation Winter Maintenance Policy annually from November 1st to April 30th of the following year.)
- 2019-202 A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of December 10th, 2019
- 2019-203 A By-law of the City of Greater Sudbury to Authorize a Development Charge Credit Agreement with 1582628 Ontario Limited and 1929874 Ontario Inc. for the Extension of Auger Avenue from Falconbridge Road to the Southerly Limit of PIN 73570-0543(LT)
City Council Resolution #CC2019-227
(This by-law authorizes the Executive Director of Finance, Assets and Fleet to negotiate and enter into a Development Charge Credit Agreement with 1582628 Ontario Limited and 1929874 Ontario Inc. regarding the easterly extension of Auger Avenue.)

- 2019-204 A By-law of the City of Greater Sudbury to Amend By-law 2012-145 being a By-law to Establish and Regulate the Use of Off-Leash Dog Parks
Community Services Committee Resolution CS#2019-20
(This amendment designates an off-leash dog park at the Gerry McCrory Countryside Sports Complex.)
- 2019-205 A By-law of the City of Greater Sudbury to Authorize the Neighbourhood Association Grants for the Year 2019
(This By-law authorizes the making of grants to Neighbourhood Associations for the 2019 calendar year.)

Report dated November 13, 2019 from the General Manager of Community Development regarding 2019 Neighbourhood Association Annual Grant Allocation By-Law.
- 2019-206 A By-law of the City of Greater Sudbury to Levy and Collect Omitted and Supplementary Realty Taxes for the Year 2020
(This by-law authorizes the 2020 omitted and supplementary tax billing and sets the dates for omitted and supplementary assessments added after each of June 1, July 1, August 1, September 1, October 1, November 1 and December 1, 2020.)

Report dated October 30, 2019 from the General Manager of Corporate Services regarding 2020 Omitted and Supplementary Tax Billing.
- 2019-207 By-law of the City of Greater Sudbury to Authorize the Purchase of 314 Mountain Street in Sudbury Described as PIN 02132-0280(LT), Lot 28 on Plan M-55A from David Mitchell
Planning Committee Resolution #PL2019-153
(This by-law authorizes the acquisition of 314 Mountain Street in Sudbury for demolition as part of the Mountain Street Storm Water Improvements Phase II project.)
- 2019-208 By-law of the City of Greater Sudbury to Authorize the Purchase of 318 Mountain Street in Sudbury Described as PIN 02132-0281(LT), Lot 27 on Plan M-55A from Leo Coutu and Valerie Friskey
Planning Committee Resolution #PL2019-154
(This by-law authorizes the acquisition of 318 Mountain Street in Sudbury for demolition as part of the Mountain Street Storm Water Improvements Phase II project.)

Members' Motions

M-1 **CKLU - Downtown Sudbury Community Radio Marketing Program**

Councillor Kirwan requested that this motion be withdrawn.

WITHDRAWN BY TWO-THIRDS MAJORITY

M-2 **Request For Amendments to By-law 2016-16F**

Motion for Deferral

Councillor Kirwan moved to defer this item to the March 24, 2020 City Council meeting for further information.

DEFERRED

Discussions Regarding An Integrated Emergency Dispatch Service Model

The following resolution was presented:

CC2019-371 Lapierre/Bigger: WHEREAS in 2001 the Ontario government downloaded land ambulance services operational responsibilities to municipalities, along with 50% of the operational costs;

AND WHEREAS during the downloading timeframe, there was a proposal to have three pilot municipalities in Ontario to consider assuming operational control of the Central Ambulance Communications Centre, for which Greater Sudbury was selected as one of the three sites;

AND WHEREAS to complement this integration path, City Council adopted the following resolution on April 17, 2012: THAT the City of Greater Sudbury undertake a feasibility study to achieve a fully integrated Emergency Communications Services System for Greater Sudbury and THAT the Chief of Emergency Services working with Police Services and the Office of the Chief Administrative Officer develop a Business Case for the consideration of Council and submission to the Ontario MOHLTC.

AND WHEREAS the feasibility study was completed on June 14, 2014 and supports a recommendation for a full integration of EMS dispatch with the City's dispatch for 9-1-1, and further recommending police and fire as the preferred emergency communications services system model for the City of Greater Sudbury;

AND WHEREAS at the August 9, 2014 meeting of City Council, the following resolution was endorsed:

THAT the City of Greater Sudbury endorses the proposed consolidation of EMS dispatch with the City's dispatch for 9-1-1, Police and Fire to achieve a fully integrated Emergency Communications Services system for Greater Sudbury, and

THAT the Chief of Fire and Paramedic Services working with the Chief Administrative Officer and Chief of Police engage the Ontario Ministry of Health and Long Term Care (MOHLTC) in discussions to transfer operational governance for EMS dispatch to Greater Sudbury (contingent on 100% provincial funding)", and THAT funding be provided to support the development of a Business Plan for an 'Integrated Emergency Communications Services Framework' for submission to the Ontario Government.

AND WHEREAS during the Provincial 2019-2020 budget, the Province indicated they would be modernizing the Provincial Land Ambulance Dispatch System;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs the Mayor of Greater Sudbury to write a letter to the Honourable Christine Elliot, Deputy Premier and Minister of Health, indicating that the City of Greater Sudbury is open for business and would like to engage in discussions on an Integrated Emergency Dispatch Service model for the City that could also include a larger geographic area in Northern Ontario.

AND BE IT FURTHER RESOLVED that a copy of the letter from the Mayor be sent to Alison Blair, Assistant Deputy Minister, Emergency Health Services Division, Jim Pine, Advisor to the Minister of Health, and to the Association of Municipalities of Ontario.

Rules of Procedure

Councillor Cormier presented a friendly amendment to include "and the MPP's for the ridings

of Sudbury and Nickel Belt" at the end of the motion.

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

CC2019-371 Signoretti/Bigger: WHEREAS in 2001 the Ontario government downloaded land ambulance services operational responsibilities to municipalities, along with 50% of the operational costs;

AND WHEREAS during the downloading timeframe, there was a proposal to have three pilot municipalities in Ontario to consider assuming operational control of the Central Ambulance Communications Centre, for which Greater Sudbury was selected as one of the three sites;

AND WHEREAS to complement this integration path, City Council adopted the following resolution on April 17, 2012: THAT the City of Greater Sudbury undertake a feasibility study to achieve a fully integrated Emergency Communications Services System for Greater Sudbury and THAT the Chief of Emergency Services working with Police Services and the Office of the Chief Administrative Officer develop a Business Case for the consideration of Council and submission to the Ontario MOHLTC.

AND WHEREAS the feasibility study was completed on June 14, 2014 and supports a recommendation for a full integration of EMS dispatch with the City's dispatch for 9-1-1, and further recommending police and fire as the preferred emergency communications services system model for the City of Greater Sudbury;

AND WHEREAS at the August 9, 2014 meeting of City Council, the following resolution was endorsed:

THAT the City of Greater Sudbury endorses the proposed consolidation of EMS dispatch with the City's dispatch for 9-1-1, Police and Fire to achieve a fully integrated Emergency Communications Services system for Greater Sudbury, and

THAT the Chief of Fire and Paramedic Services working with the Chief Administrative Officer and Chief of Police engage the Ontario Ministry of Health and Long Term Care (MOHLTC) in discussions to transfer operational governance for EMS dispatch to Greater Sudbury (contingent on 100% provincial funding)", and THAT funding be provided to support the development of a Business Plan for an 'Integrated Emergency Communications Services Framework' for submission to the Ontario Government.

AND WHEREAS during the Provincial 2019-2020 budget, the Province indicated they would be modernizing the Provincial Land Ambulance Dispatch System;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs the Mayor of Greater Sudbury to write a letter to the Honourable Christine Elliot, Deputy Premier and Minister of Health, indicating that the City of Greater Sudbury is open for business and would like to engage in discussions on an Integrated Emergency Dispatch Service model for the City that could also include a larger geographic area in Northern Ontario.

AND BE IT FURTHER RESOLVED that a copy of the letter from the Mayor be sent to Alison Blair, Assistant Deputy Minister, Emergency Health Services Division, Jim Pine, Advisor to the Minister of Health, and to the Association of Municipalities of Ontario and the MPP's for the ridings of Sudbury and Nickel Belt.

CARRIED

Hydro One Power Outage Communication

Rules of Procedure

Councillor McIntosh presented a motion regarding Hydro One communications during a power outage and asked that notice be waived.

CARRIED BY TWO-THIRDS MAJORITY

The following resolution was presented:

CC2019-372 McIntosh/Cormier: WHEREAS Hydro One maintains a Power Outage and Safety website that contains publicly available basic power outage information;

AND WHEREAS the City of Greater Sudbury recognizes that the impacts of climate change include more frequent weather related emergencies such as large power outages, flooding, and drought, and the City must ensure the safety of citizens in these emergencies;

AND WHEREAS public safety is the City's responsibility and, as part of its emergency planning work, the City of Greater Sudbury requires detailed information beyond the basic information available on the Hydro One Outage Map;

THEREFORE, BE IT RESOLVED THAT the City of Greater Sudbury direct staff to meet with Hydro One representatives to establish a process that ensures our municipality and its citizens are provided more accurate and timely power outage information that includes more detailed information for Community Safety personnel for emergency planning and response during power outages, and that staff report the results of those discussions and detailed plans moving forward to City Council in January of 2020.

CARRIED

Addendum

The following resolution was presented:

CC2019-373 Cormier/McIntosh: THAT the City of Greater Sudbury deals with the items on the Addendum to the Agenda at this time.

CARRIED BY TWO-THIRDS MAJORITY

Declarations of Pecuniary Interest and the General Nature Thereof

None declared.

By-laws

The following resolution was presented:

CC2019-374 Cormier/McIntosh: THAT the City of Greater Sudbury read and pass By-law 2019-209 to and including By-law 2019-210.

CARRIED

The following are the by-laws.

2019-209

A By-law of the City of Greater Sudbury to Authorize an Agreement Pursuant to Section 30 of the Expropriations Act with Dalron Construction Limited for the Purchase of PIN

73602-0507(LT) and PIN 73602-0238(LT)

(This by-law approves the agreement entered into with Dalron Construction Limited, pursuant to Section 30 of the Expropriations Act, R.S.O. 1990, c. E.26, as amended, with respect to

property required for the Maley Drive Extension project.)

2019-210

A By-law of the City of Greater Sudbury to set an Interim Tax Levy and Tax Billing Dates Prior to the Development of the 2020 Tax policy

(This by-law repeals By-law 2019-195 to establish correct interim billing due dates of February 11th and March 11th 2020 under Section 317(1) of the Municipal Act, 2001 which provides the authority for an interim tax levy prior to the adoption of the final estimates.)

Civic Petitions

Councillor Leduc submitted a petition to the City Clerk which will be forwarded to the Manager of Growth of Infrastructure. The petition requests street Calming on Stonegate Drive.

Question Period

Please visit:

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1334&lang=en> to view the questions asked.

Adjournment

CC2019-375 Cormier/McIntosh: THAT this meeting does now adjourn. Time: 7:52 p.m.

CARRIED

Mayor Brian Bigger, Chair

Eric Labelle, City Solicitor and
Clerk

Minutes

Emergency Services Committee Minutes of 12/11/19

Location:	Tom Davies Square - Council Chamber
Commencement:	4:09 PM
Adjournment:	6:22 PM

Councillor Montpellier, In the Chair

Present Councillors Signoretti, Vagnini, Montpellier, Lapierre, Leduc

City Officials Joseph Nicholls, General Manager of Community Safety; Brian Morrison, Assistant Deputy Chief; Jesse Oshell, Acting Deputy Fire Chief; Kelly Gravelle, Deputy City Solicitor; Eric Labelle, City Solicitor and Clerk [D 4:37 p.m.]; Danielle Wicklander, Legislative Compliance Coordinator; Julie Lalonde, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Rules of Procedure

The following resolution was presented:

ES2019-08 Signoretti/Vagnini: THAT the City of Greater Sudbury suspends the Rules of Procedure regarding 2/3 majority votes such that all votes be on a simple majority for the purposes of the December 11, 2019 Emergency Services Committee meeting.

DEFEATED

Rules of Procedure

Councillor Montpellier moved to allow Community Delegation Our Towns - Our City to present.

DEFEATED

Community Delegations

1 Greater Sudbury Police Service (GSPS)

Craig Maki, Communications Centre Manager, Greater Sudbury Police Service, provided an electronic presentation regarding the Greater Sudbury Police Service (GSPS) for information only.

2 Central Ambulance Communication Centre

Josée Lafleur, Central Ambulance Communication Centre, Manager, and Josie McAllister, Central Ambulance Communication Centre, Operations Manager, provided an electronic presentation regarding the Central Ambulance Communication Centre for information only.

Presentations

1 Fire Services - Firefighter Training

Report dated November 22, 2019 from the Interim General Manager of Community Safety regarding Fire Services - Firefighter Training.

Brian Morrison, Acting Deputy Fire Chief, and Jesse O'Shell, Acting Deputy Fire Chief, provided an electronic presentation regarding Fire Services - Firefighter Training for information only.

Managers' Reports

R-1 Fire Services - Establishing and Regulating By-Law Update

Report dated November 21, 2019 from the Interim General Manager of Community Safety regarding Fire Services - Establishing and Regulating By-Law Update.

Motion for Deferral

Councillor Montpellier moved to defer this item to the Emergency Services Committee meeting of February 12, 2020.

DEFERRED

Members' Motions

No Motions were presented.

Correspondence for Information Only

I-1 Emergency Management Update

Report dated November 21, 2019 from the Interim General Manager of Community Safety regarding Emergency Management Update.

For Information Only.

I-2 Paramedic Services Update

Report dated November 21, 2019 from the Interim General Manager of Community Safety regarding Paramedic Services Update.

For Information Only.

I-3 Fire Services Update

Report dated November 21, 2019 from the Interim General Manager of Community Safety regarding Fire Services Update.

For Information Only.

Addendum

No Addendum was presented.

Civic Petitions

No Civic Petitions were submitted.

Question Period

No Questions were asked.

Adjournment

ES2019-09 Leduc/Lapierre: THAT this meeting does now adjourn. Time: 6:22 p.m.

CARRIED

Danielle Wicklander, Deputy City
Clerk

Minutes

Hearing Committee Minutes of 12/11/19

Location:	Tom Davies Square - Council Chamber
Commencement:	6:33 PM
Adjournment:	6:40 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; Danielle Wicklander, Legislative Compliance Coordinator; Julie Lalonde, 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 November 5, 2019 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.

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:

HC2019-08 Leduc/Cormier: THAT the City of Greater Sudbury adjusts the taxes totalling approximately \$14,910.75 under Section 357 and 358 of the Municipal Act, 2001, of which the

City's (municipal) portion is estimated to be \$12,517.91, as outlined in the report entitled "Cancellation, Reduction and Refund of Taxes under Section 357 and 358 of the Municipal Act, 2001," from the General Manager of Corporate Services, presented to the Hearing Committee on December 11, 2019;

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, Lapierre, Cormier, Leduc

NAYS: Councillor Vagnini

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

HC2019-09 Leduc/Cormier: THAT this meeting does now adjourn. Time: 6:40 p.m.

CARRIED

Danielle Wicklander, Deputy City
Clerk

Request for Decision

Pioneer Manor - Bad Debt Write-Off

Presented To:	City Council
Presented:	Tuesday, Jan 21, 2020
Report Date	Thursday, Jan 02, 2020
Type:	Routine Management Reports

Resolution

WHEREAS the Ministry of Long-Term Care (MOLTC) outlines the rules and process for reimbursement of 50% of Eligible Bad Debt Cost to Long-Term Care (LTC) Homes;

AND WHEREAS Pioneer Manor has already recovered 50% of the Bad Debt in the amount of \$37,866.86 as required under legislation during the MOLTC Annual Return filling process;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury approves the write-off of an uncollectible account receivable, in the amount of \$75,733.71, in accordance with the City of Greater Sudbury's Accounts Receivable and Collections policy and as outlined in the report entitled, "Pioneer Manor – Bad Debt Write Off", from the General Manager of Community Development, presented at the City Council meeting on January 21, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report outlines the reason why Pioneer Manor was unable to collect resident accommodation fees and the steps taken to try and collect the full amount. The write off this bad debt will not impact the current year budget. Pioneer Manor was able to recover 50% or in this case \$37,866.86 from the MOLTC.

Financial Implications

The write-off will have no impact on the current year's budget. The entire amount has already been provided for as a bad debt, and included in the allowance for doubtful accounts in previous years. Uncollectible amounts are subsidized by the Ministry of Long-Term Care (MOLTC) at a rate of 50%, or in this

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Division Review

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Financial Implications

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case \$37,866.86, leaving an equivalent amount as a true bad debt to the City of Greater Sudbury (CGS). The 50% MOLTC subsidy has been accounted for as part of the MOHLTC Annual Return filing process.

Background

This resident was admitted in October 2011. The related account receivable remained more or less current until February 2013, at which point payments became very sporadic. From that time until February 2018, the outstanding balance grew to \$75,733.71. In March 2018, the resident was assigned to the Public Guardian and Trustee (PGT). The PGT assumed control of the resident's finances, and handled payment of current accommodation fees until the resident passed away in November 2018. It was determined that the resident had no assets available for payment of the past due amounts.

When the account receivable first became overdue, multiple requests for payment were sent to the resident's Power of Attorney (POA), including a final registered letter in January 2015. In July 2015, the POA indicated that she was expecting a \$50,000 settlement, and that it would be used to settle the past due amounts. She also promised to redirect all of the resident's finances to Pioneer Manor to avoid future missed payments. When neither of these promises materialized, Pioneer Manor contacted the Greater Sudbury Police concerning investigation of potential fraud. The City of Greater Sudbury legal department was also involved, in relation to a possible restitution order. Both of these efforts failed to yield positive results with regard to collecting the past due amounts. It is important to note that under legislation, LTC Homes are unable to stop providing care or evict a resident when they cease making accommodation payments.

This write-off is recommended by the Director of Pioneer Manor, and by the Chief Financial Officer/Treasurer. Since the write-off is in excess of \$25,000, Section 8.0 of the City of Greater Sudbury's Accounts Receivable and Collections policy (See Appendix A) requires Council approval of the write-off.

Next Steps

Once the bad debt write-off has been approved, the amount will be deducted from the Accounts Receivable and Allowance for Bad Debt accounts in PeopleSoft financial software. The amounts will also be removed from outstanding accommodation fees in Point-Click Care resident information software.

References

Ministry of Health and Long-Term Care (MOHLTC), *Long-Term Care Homes Financial Policy*. Retrieved from:
http://www.health.gov.on.ca/en/public/programs/ltc/docs/bad_debt_policy.pdf

City of Greater Sudbury

Accounts Receivable and Collections Policy and Procedures

Part of the Accounts Receivable Policy and Procedures Manual



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CITY OF GREATER SUDBURY POLICIES AND PROCEDURES

DEPARTMENT:

Finance

SECTION:

All Sections

TITLE:

Accounts Receivable and Collections

APPROVED BY:

Executive Director of Finance,
Assets and Fleet

DATE:

July 8, 2009

REVISED:

April 29, 2010

April 1, 2014

January 31, 2017

April 19, 2017

1.0 PURPOSE

The purpose of this policy is to establish the responsibilities, internal controls, authorizations and procedures for the accurate and timely preparation of customer invoices for goods and services rendered by the City of Greater Sudbury ("City") and the management of the accounts receivable created by these invoices including the authority to write-off uncollectible accounts. This includes ensuring adequate support for all amounts billed, timely collection of amounts outstanding, recording of transactions, reporting of outstanding accounts and ensuring that practices are consistent throughout the City.

1.1 Definitions

Account Receivable: means a claim for money, goods, services and other non-cash assets. These are generally established via billing advice/invoice or contract/agreement. These are set up as assets of the City and recognized as revenue is earned.

Allowance for Doubtful Accounts: is a contra account on the balance sheet associated with Accounts Receivable based on Delinquent Accounts. The credit balance in this account comes from the entry wherein Bad Debt Expense is debited. The amount in this account is based on a regular aging analysis of Accounts Receivable and/or specifically identified Doubtful Accounts.

Authorized Person: is an Employee who is an Authorized Person as defined in the Purchasing By-law.

Bad Debt Expense: When an Allowance for Doubtful Account is credited the expense is recorded to a corporate department, for example monthly general provision. Where known and identifiable to a department the expense for the bad debt is charged to the operating department.

Billing Advice: means an internal document utilized to generate an Invoice to a customer.

Collection Agencies: are businesses established to collect past-due Accounts Receivable on behalf of creditors and appointed by the City to collect these amounts.

Debtors Watch List: means a list of individuals and/or businesses that are in arrears to the City or have had a balance written off that is utilized by staff to collect on outstanding debts. Customers on the list may be barred from bidding on a City issued proposal or are deemed to be ineligible for Development Charges deferrals agreements with the City until all debts with the City are paid. See [Debtors Watch List Policy – to be drafted] for additional details.

Delinquent Account: means an Accounts Receivable that is late or overdue on a payment.

Doubtful Account: means an Accounts Receivable for which collection efforts are in progress or have been exhausted without successful collection and for which an Allowance for Doubtful accounts adjustment will be recorded.

Due Date: means the last date by which an invoice must be paid by a customer in accordance with the terms of payment on the Invoice.

Dunning Letter: means a communication to a customer indicating that a payment is overdue.

Good Standing: means a customer with an Accounts Receivable that is current meaning that payments are made in accordance with the payment terms indicated on the Invoice.

Interest Charge: the charge calculated on outstanding amounts from the due date, in accordance with the Miscellaneous User Fee By-law.

Internal Charges: an inter-departmental transaction that has no cash implications to the City of Greater Sudbury. A transaction is recorded as revenue and expense recovery transaction between City departments in the Internal Recoveries section of the Chart of Accounts. [see *Internal Charges Policy and Procedures*]

Invoice: means a document requesting payment from an external customer for goods or services provided by the City to the customer.

Repayment Arrangement: means a written and signed repayment arrangement, authorized in accordance with this policy, negotiated with a customer for repayment of a past due amount and which may or may not include repayment of Interest Charges.

Standard Payment Options: cash, cheque, certified cheque, credit card, debit card and Electronic Funds Transfer.

Statement: means of communication issued to the customer detailing the previous month's balance and current month transactions including any Interest Charges.

Write Off: means to remove an Account Receivable that is deemed uncollectible from the City's financial records.

2.0 POLICY

This policy applies to all Employees of CGS who are responsible for invoicing customers for goods or services rendered by the City and for collecting the payment owed to the City on account of these invoices.

Accounts Receivable is an important asset of the City, and as such, should be safeguarded by appropriate internal controls. This policy and procedure establishes strong internal controls over accounts receivable.

2.1 This policy and procedure applies to the following related parties for which the City provides administrative functions:

- Sudbury Airport Community Development Corporation (SACDC)
- Greater Sudbury Police Services Board (GSPS)
- The City of Greater Sudbury Community Development Corporation (GSCDC)

See Appendices for additional policy and procedures relating to the SACDC and GSPS.

2.2 This policy and procedures may supplement, as required, the following accounts receivable as they are governed by separate legislation and/or policies and procedures:

- Property taxes,
- Provincial Offences Act, and
- Water and wastewater.

2.3 Where invoicing has not occurred in one of the other receivable system noted in section 3.2.9, it is expected that invoicing is to be processed through PeopleSoft and follow the procedures set out in Annex 1.

- 2.4 Where possible, written agreements should exist before goods or services are provided to a customer. The written agreement must be signed by the representative of the parties authorized to do so.

3.0 RESPONSIBILITIES

The collection of accounts receivable is a shared responsibility between the operating departments, Accounts Receivable and Legal Services. All staff will make every effort to collect outstanding accounts receivable as efficiently and effectively as possible.

This section includes general responsibilities in relation to accounts receivable and collection. Responsibilities specific to a software or department will be listed in the Annexes for the relevant software or maintained in the department if they have established their own internal policies and procedures.

- 3.1 City Council is responsible to:
 - 3.1.1 Approve the initiation of legal proceedings for the purpose of collection accounts receivable over \$50,000, where considered appropriate.
 - 3.1.2 Approve all non-collectible accounts receivable write offs of the City over \$25,000 plus any related interest on a per account basis.
- 3.2 The Authorized Person of an Operating Department is responsible to:
 - 3.2.1 Ensure customers are invoiced in a timely and accurate manner.
 - 3.2.2 Ensure communication to customers regarding collection occurs in a timely and professional manner.
 - 3.2.3 Review the aged Accounts Receivable report for their department on a regular basis and follow up on Delinquent Accounts.
 - 3.2.4 Provide information to Accounts Receivable staff when requested.
 - 3.2.5 Collaborate with Accounts Receivable and Legal Services in collection efforts. This may include additional correspondence or other means of communication in effort to collect the outstanding balances from customers. Any additional communication with customers is to be noted in PeopleSoft Conversations for PeopleSoft Accounts Receivable and tracked in a method determined by the operating departments for other accounts receivable systems.
 - 3.2.6 Ensure where ongoing services are provided to a customer that has become a Delinquent Account, to notify the customer that continued access to the services may be denied, until payment in full is made, or alternative repayment is arranged.
 - 3.2.7 Collaborate with Accounts Receivable as to which accounts to send to the Collection Agency and which accounts are to be managed by Legal Services.

- 3.2.8 Ensure that customers that are not or are no longer eligible for credit that payment in advance has been secured before receiving any future services.
- 3.2.9 Transfer receivables recorded in their accounts receivable software to the Collection Agency. This applies to:
 - Leisure Services (Registration Activity/Facility Booking software – currently Class)
 - Library Services (Millenium)
 - Parking (MES)
 - Finance – Accounting (NSF)
 - Pioneer Manor (Point Click Care)
 - POA (Provincial Offences Act).
- 3.2.10 Ensure that the affected Manager/Director and ELT Member have been advised in a timely manner of Delinquent Accounts.
- 3.3 The Executive Director of Finance, Assets and Fleet (Treasurer) is responsible to:
 - 3.3.1 Submit non collectible accounts receivable write off requests to Council in accordance with the guidelines established herein.
 - 3.3.2 Approve all non-collectible accounts receivable write offs of the City greater than \$1,000 but less than \$25,000 plus any related interest on a per account basis.
- 3.4 The Manager of Accounting/Deputy Treasurer is responsible to:
 - 3.4.1 Manage the overall Accounts Receivable and Collection Policy and Procedure.
 - 3.4.2 Recommend to the Treasurer any write offs greater than \$1,000 plus any related interest on a per account basis.
 - 3.4.3 Approve all non-collectible accounts receivable write offs of the City of Greater Sudbury less than \$1,000 plus any related interest on a per account basis.
 - 3.4.4 Advise the Treasurer of any accounts that have been transferred to Legal Services.
 - 3.4.5 Approve any of the following:
 - I. Reversal of interest on account where payment comes within five (5) business days grace period (i.e. minor charges of interest from date payment received to the posting date).
 - II. Reversal of interest where payment may be late but ultimately paid in a reasonable amount of time and the customer has a history of timely payments.

III. Reversal of interest caused by City error, such as applying payment to incorrect account.

IV. Removal of nuisance balances of interest for customers in good standing.

The above adjustments can be delegated by the Manager to designated staff for amounts less than \$50.

3.4.6 Approve Repayment Arrangements for Delinquent Accounts.

3.4.7 Approve change in payment terms from 30 days to a longer term at the request of the operating department.

3.4.8 Approve waiving of interest to be charged to customer accounts.

3.5 The Supervisor of Accounts Receivable is responsible to:

3.5.1 Manage the daily functions relating to Accounts Receivable and collection including Accounts Receivable staff.

3.5.2 Collaborate with operating departments to resolve disputed invoices/accounts, reconciling balances and resolving customer issues.

3.5.3 Negotiate and recommend Repayment Arrangements to the Manager of Accounting/Deputy Treasurer.

3.5.4 Identify and recommend to the Manager of Accounting/Deputy Treasurer accounts to be written off.

3.5.5 Monitor on a regular basis the activities of the Collection Agencies.

3.5.6 Transfer uncollectible Accounts Receivable greater than \$25,000 to Legal Services in consultation with the Manager of Accounting/Deputy Treasurer.

3.5.7 Prepare and circulate a detailed monthly aged accounts receivable report for all accounts over due by 60 days or more to the Manager of Accounting/Deputy Treasurer and the Treasurer.

3.6 The Accounting Analyst – A/R - is responsible to:

3.6.1 Collaborate with the operating department in collection efforts.

3.6.2 Recommend write offs to the Supervisor of Accounts Receivable when appropriate.

3.7 Legal Services is responsible to:

3.7.1 Take whatever action is appropriate to bring the account into Good Standing, referred to their section by Accounts Receivable.

3.7.2 Initiate legal proceedings for the purpose of collecting accounts receivable less than \$50,000, where considered appropriate.

3.8 PeopleSoft - Finance

Additional guidance is set out in Annex 1. This includes specific responsibilities, policies and procedures in the processing and monitoring of transactions through PeopleSoft Finance.

3.9 Leisure Services – Recreation Activity/Facility Booking software

The Leisure Services Division must follow the same principles as identified in this policy, however manages its own financial software. Additional guidance is set out in Annex 2 which includes specific responsibilities, policies and procedures in the processing and monitoring of transactions through the Leisure Recreation Activity/Facility Booking software.

3.10 Pioneer Manor – Point Click Care

Additional guidance is set out in the Pioneer Manor Accounts Receivable and collections Policies and Procedures.

4.0 SEGREGATION OF DUTIES

Segregation of Duties (SoD) separates roles and responsibilities to ensure that an individual cannot process a transaction from initiation through to collection without the involvement of others and thereby reduces the risk of fraud.

SoD is achieved for Accounts Receivable by the following duties being undertaken by different individuals:

- I. The billing for goods and services is initiated by an Employee in the operating department responsible for delivering the goods and/or services.
- II. The Invoice should be prepared or approved by an alternate Employee.
- III. Payments should be accepted and posted by an alternate Employee.
- IV. Adjustments to customer accounts are recommended by staff and require approval.
- V. Collection steps are performed by the operating department, Finance and Legal Services.

In limited situations, where it is not practical to meet the minimum requirements listed in this policy, please contact the Supervisor of Accounts Receivable in Finance to establish alternative procedures and mitigating controls such as increased supervision, job rotation or regular review of transactions.

5.0 SOUND ACCOUNTS RECEIVABLE MANAGEMENT

The fundamental rule of sound accounts receivables management is to minimize the time between a sale and the cash collection for that sale. The longer it takes to collect the cash owed for the provision of goods or services, the greater the risk that amounts owed will become uncollectible.

The reduction of invoicing is a proactive measure to increase cash flow and prevent Delinquent Accounts.

Policies to achieve the reduction of invoicing are as follows:

- I. Offer Standard Payment Options;
- II. Offer pre-authorized payment;
- III. Minimum invoice amount of \$50, unless specifically allowed in accordance with this policy;
- IV. Administration fee for invoices less than \$50, unless waived specifically in accordance with this policy; and
- V. One time only sales should not be offered credit.

5.1 Offer Standard Payment Options

All Employees should engage in proactive and preventative actions to reduce credit sales.

The exceptions to Standard Payment Options for City payment locations are:

- I. Pioneer Manor which is collecting money from residents for which pre-authorized payment plans have been established; and
- II. Other locations where Standard Payment Options are not available.

5.2 Pre Authorized Payment (PAP)

5.2.1 Program set up

Pre Authorized Payments can be offered to customers. Operating departments interested in setting up PAP services for their area are to contact the Co-ordinator of Accounting. These can be set up for monthly, quarterly or annual withdrawals. [Refer to Policy and Procedures for PAP – to be drafted]

5.2.2 Customer management

To add new customers to an existing PAP program for PeopleSoft, contact the Supervisor of Accounts Receivable.

5.3 Invoices less than \$50

5.3.1 Minimum Invoice Amount of \$50

The minimum limit permitted to be invoiced for goods or services is \$50. Amounts due of less than \$50 must be paid in advance or at the time the goods or services are provided using Standard Payment Options. Exceptions are:

- I. returned cheque fees invoiced;
- II. invoices of lesser amounts to regular customers that have been approved for credit;
- III. invoices of lesser amounts where the sale and/or service has been provided and the customer does not have available cash, cheque, debit or credit card to make payment (for example: customer exiting landfill site has already utilized service);
- IV. invoices to City retirees for group benefits, and
- V. invoices less than \$50 approved by the Manager of Accounting/Deputy Treasurer or designate for unforeseen circumstances.

Department Managers, Directors and the Supervisor of Accounts Receivable will monitor compliance to this requirement.

5.3.2 Administration Fee for Invoices Less than \$50

An administration fee is to be charged to the customer in accordance with the Miscellaneous User Fee By-Law for invoices less than \$50. Administration fees will not be charged on:

- returned cheque fees invoiced; and
- fees charged to City retirees for group benefits.

Invoices less than \$5 will not be prepared.

5.3.3 Deposit

Operating departments are encouraged to request a deposit from customers when an estimate for the service may be reasonably calculated. The deposit amount may be less than the estimate. Deposits requested must be made before services may commence.

Once the services are provided, the customer will be billed for the total cost of the service and the deposit will be deducted from the invoice. Deposits are to be recorded in the general ledger to PeopleSoft account 12055-01- Accounts Receivable Interim. Information regarding the deposit such as customer name, address, amount, description of service etc must be submitted to Accounts Receivable to set up the customer and the deposit in PeopleSoft. Interest will not be earned on any deposits held by the City.

6.0 PROCEDURES

6.1 Invoicing

Proper collection procedures begin with invoice preparation. Accuracy in invoicing prevents delays that occur when the customer disputes the invoice and returns it for correction, triggering a chain of events that is time-consuming and often costly. Invoices should be prepared promptly and accurately based on supporting documentation.

Operating departments should establish written procedures, including internal controls to ensure the accurate, timely and completeness of their billing process. Contact Accounting if assistance is required to draft these documents.

- 6.1.1 Invoicing should occur within 30 days of the date of the delivery of goods or services or at the end of a billing period (i.e. for a month).
- 6.1.2 Invoices should be prepared at a minimum on a monthly basis. However, invoices for amounts greater than \$5,000 should be prepared as soon as possible.
- 6.1.3 Invoices must be issued to the correct customer name and should follow the guidelines as set out in the Customer Master File Database Policy [in draft].
- 6.1.4 Supporting documentation should be included with the invoice and could include:
 - I. Extract of contract, agreement or letter showing amount required,
 - II. By-Law or resolution of Council,
 - III. Document from subsystem indicating date service was provided and quantities of service.
- 6.1.5 Additional procedures are set out in the following Annexes:

Annex 1 – PeopleSoft Accounts Receivable

Annex 2 – Leisure Recreation Activity/Facility Booking Software.

All other Accounts Receivable management is to be in accordance with the general guidelines set out in this policy and additional departmental policies and procedures are to be maintained by the operating department.

6.2 Preparation of invoices

Invoicing is the responsibility of Accounts Receivable in Finance. Exceptions include:

- Greater Sudbury Police Services Board – in accordance with Annex 1
- Sudbury Airport Community Development Corporation – in Accordance with Annex 1

- Pioneer Manor if processed through Point-Click-Care and
- Leisure Services if processed through the Leisure Recreation/Facility Booking Software.

6.2.1 Payment terms

The City's standard payment terms are 30 days. Exceptions include:

- I. Group benefits for City retirees are not due until December 31 annually.
- II. Donations are not due until December 31 annually.
- III. Lease payments are due upon receipt.
- IV. As specified in an agreement or contract.

Payment terms other than 30 days must be approved in writing by the Manager of Accounting/Deputy Treasurer.

6.3 Interest charges

Amounts in arrears (past due date) will be subject to interest charges, as established by the Miscellaneous User Fee By-law. All invoices, statements, letters and agreements will clearly specify this charge.

There are few instances where interest may not be charged such as Repayment Arrangements. In all cases, the Manager of Accounting/Deputy Treasurer must approve accounts where no interest is to be applied.

Interest is to be charged on principal balances only.

The following accounts receivable will not be subject to interest charges:

- Government agencies (Federal, Provincial and Municipal)
- Related Entities
 - Greater Sudbury Utilities Inc. (consolidated entity)
 - Greater Sudbury Housing Corporation
 - Sudbury and District Health Unit
 - Downtown Sudbury Business Improvement Area Board of Management
 - Flour Mill Business Improvement Area Board of Management
 - Nickel District Conservation Authority
 - Greater Sudbury Community Development Corporation
 - Greater Sudbury Police Services Board
 - Sudbury Airport Community Development Corporation
- Universities and Colleges
- Hospitals

7.0 CREDITS/REFUNDS

7.1 Credit Invoices

7.1.1 A credit invoice should be used whenever an original invoice needs to be reduced or cancelled because:

- I. The customer did not receive the goods or service,
- II. The invoice was issued in error (i.e. wrong customer, quantity or amount),
- III. A deposit is held by the City which must be applied to the invoice, or
- IV. Other valid reason (must be documented).

7.2 Credit on customer accounts

Credits on customer accounts occur in various circumstances:

- Prepayment of a future invoice,
- Invoice was cancelled or reduced after payment was received,
- Deposits made in Engineering Services, where the cost of the work performed is less than the deposit taken, and
- Amount collected by Collection Agency.

7.2.1 Credit accounts that have no activity for 1 year or more:

- and the credit is less than \$10, the balance can be transferred to a miscellaneous revenue account unless the customer requests a refund in which case the amount will be refunded subject to records being available (see Record Retention By-Law).
- and the credit is \$10 or more, the customer may be contacted by mail to keep the credit active or to have a refund issued. The customer will have 3 months to claim the credit; once the deadline has lapsed, the credit accounts will be transferred to a miscellaneous revenue account and will only be refunded by customer request subject to records being available (see Record Retention By-Law).

7.3 Refunds

Payments received in error or paid in excess of the invoice total will be refunded to the payer. No refund will be made if other invoices are outstanding on the customer's account.

Cheques will not be issued for amounts less than \$25 unless approved by the Manager of Accounting/Deputy Treasurer or designate.

8.0 APPLICATION OF PAYMENT

Payments received from a customer can be for numerous invoices and may be partial payments of a particular invoice.

- 8.1 Where a payment is received specifying an invoice, the payment will be applied to the invoice specified by the customer, even if the payment is not the same amount as the invoice total. This will leave disputed or unpaid invoices as outstanding on a customer's account.
- 8.2 Where a payment is received and no specific invoice is indicated the payment will be applied to the oldest amounts (interest before principal) to avoid potential interest being incurred in error.

9.0 COLLECTION PROCEDURES

9.1 General Procedures

- 9.1.1 Customers with overdue accounts may be contacted directly at any time throughout the collection process to discuss payment of outstanding accounts.
- 9.1.2 To keep customers advised of their account balances, monthly statements will be mailed to all customers. The statement shall summarize the amount owed, activity in the account during the month and interest charges.

There are minimal instances (for example approved Repayment Arrangements) where statements and/or dunning letters may not be sent to customers and the withholding of these pieces of correspondence must be approved in writing by the Manager of Accounting/Deputy Treasurer (i.e. usually at the request of the customer).
- 9.1.3 The operating department is primarily responsible for the collection of amounts due. Accounts Receivable transfers accounts to the tax roll, Collection Agency or Legal Services and will assist the operating department in the collection of overdue accounts as required.
- 9.1.4 Dunning letters are to be sent to the customers indicating that the invoice is overdue. If payment has not been received in accordance with the dunning letter, the operating department and/or Accounts Receivable will review the circumstances of each account and will make recommendations on the appropriate course of action including any of the following:

Internal options:

- Transfer applicable accounts to property taxes:
 - If authorized by applicable legislation. Examples include: trunk water main payments, water/wastewater services, development charges, remedial

work to the property, waste/recycling collection fees, false alarms and fire inspections. Transfers can occur when the services that are transferred can be tied to the property.

- If fee or charge is the responsibility of ALL of the owners of the property.
- Offset the amount owing to the City against a payment owing in Accounts Payable (i.e.: exact same parties, legal/statutory, set-off clause in contract). The entity that is being netted must also be the same legal entity that originated the debt.
- Review Letters of Credit or other performance guarantees on hand to determine ability to apply these to the outstanding balance.
- Review, if applicable, the contract terms and conditions for actions to be taken relative to the outstanding balance. Nonpayment may constitute a breach of contract.
- Solicit further assistance from the Director or ELT Member of the Department responsible for the account.
- Transfer management of the account to Legal Services to assess possible legal recourse options.

External option:

- Send to a Collection Agency.

9.2 Letters of Credit

Letters of Credit are sometimes obtained through the procurement process. Finance maintains a list of all Letters of Credit held. All Letters of Credit secured must include an automatic renewal provision. At the end of each quarter, within 10 days, a list of all Letters of Credit held must be submitted to the Supervisor of Accounts Receivable. The list submitted must include:

- Location of where the Letter of Credit is held;
- Name and address of customer/supplier;
- Customer/supplier number (if applicable/known);
- Name and address of financial institution that issued the Letter of Credit;
- Value of the Letter of Credit;
- Contract name and number for which the Letter of Credit was obtained.

The Supervisor of Accounts Receivable will review the list, and in collaboration with the operating department and Legal Services, determine if the letter of credit can be utilized to reduce the amount owing to the City.

9.3 Repayment Arrangements

9.3.1 Repayment Arrangements can be negotiated by the operating department with the delinquent customer who agrees to pay back their debt, but are unable to repay their debt in one immediate lump sum.

Customers must sign a Repayment Agreement as evidence of their acceptance and City approval of the Repayment Arrangement must be granted in accordance with this policy.

9.3.2 Repayment Arrangements must detail the schedule of payments negotiated with the customer and extend for the lesser of:

- a) the next event/booking/service is provided (i.e. start of next season) or
- b) a period not to exceed 12 months.

Repayment Arrangements must be approved by the Manager of Accounting/Deputy Treasurer and the Manager or Director in the operating department.

Repayment Arrangements that exceed 12 months must be approved by the Treasurer.

9.3.3 In addition to section 9.3.2., all Repayment Arrangements greater than \$5,000 must be approved by the Treasurer and applicable ELT Member.

9.3.4 The customer has provided post dated cheques or has signed up for Pre Authorized Payment for amounts as required by the Repayment Arrangement schedule.

9.3.5 Extension or renegotiation of a Repayment Arrangement agreement must be recommended by the Manager/Director and Manager of Accounting/Deputy Treasurer and approved by the ELT Member and Treasurer before a new Repayment Arrangement may be signed by the customer.

9.3.6 Customers may not be provided with more than two Repayment Arrangements. Subsequent requests will be denied and regular collection procedures as set out in section 9.1.4 will be followed.

9.3.7 On a quarterly basis, the Supervisor of Accounts Receivable will provide the Manager of Accounting/Deputy Treasurer with a list of customer accounts with Repayment Arrangements and their status (i.e. compliant with terms of the Repayment Arrangements).

9.4 Collection Agencies

If the outstanding balance is less than the Small Claims Court limit, currently twenty-five thousand dollars (\$25,000), the customer account may be transferred to a Collection Agency, unless it is determined by the Manager of Accounting/Deputy Treasurer that the account be transferred to the Legal Services.

The Collection Agency's fee is based on a percentage of each account collected as determined through the procurement process and included in the Miscellaneous User Fee By-Law and is paid by the delinquent customer.

The City currently utilizes the service of two Collection Agencies. The City will place the accounts with one Collection Agency. After 9 months, if no progress or recovery has occurred on these accounts they are to be transferred to the second Collection Agency as a second placement.

Every month the Collection Agencies are to provide Accounts Receivable with a status report on accounts referred to them. The Supervisor of Accounts Receivable will review the report and for accounts which have declared bankruptcy, is deceased or the Collection Agency has coded them as uncollectible, the account will be recommended for Write Off.

9.5 Legal Action

Customer accounts may be referred to the City's Legal Services for continued collection efforts.

As per the Delegation of Authority By-Law, the City Solicitor may file suit to collect overdue accounts up to \$50,000 including interest. Approval from Council is required to commence litigation for balances of \$50,000 or more plus related interest.

Accounts may be transferred to Legal Services based on discussions held with Legal Services, Accounts Receivable and the operating department in cases such as:

- Contractual disputes or situations requiring legal interpretation;
- Customer is insolvent or bankrupt;
- Collection Agencies are unsuccessful in collecting funds
- Finance deems the referral of the file to Legal Services will increase the likelihood of collection; or
- Recommended by the ELT Member to pursue legal action.

Pertinent documentation must be provided to Legal Services in a timely manner allowing them sufficient time to initiate legal proceedings, keeping in mind for the most part the City has to operate within a 2 year statutory limitation period.

When Legal Services is successful in collecting all or a portion of the account, the Manager of Accounting/Deputy Treasurer will be advised. Payments received will be applied to the customer's account and Legal Services will be provided with an updated account balance.

When Legal Services believes that the City will not be successful in collecting all or a portion of the account, the Manager of Accounting/Deputy Treasurer will be advised that the process for Write Off should be initiated.

9.6 Bankruptcy and Insolvency Act

When Accounts Receivable receives a notice of bankruptcy, proposal to creditors or other official notification in accordance with the Bankruptcy and Insolvency Act, the Supervisor of Accounts Receivable or designate will review the PeopleSoft receivable for any outstanding balances and will communicate to the operating departments to review their Accounts Receivable system to obtain balances owing to the City.

The Supervisor of Accounts Receivable or designate will complete the Proof of Claim and obtain the Manager of Accounting/Deputy Treasurer's signature and submit such documents to the trustee to confirm the City's claim.

10.0 ALLOWANCE FOR DOUBTFUL ACCOUNTS/ BAD DEBT EXPENSE

On an annual basis the City budgets for a general Allowance for Doubtful Accounts which is then revised based a review of Delinquent Accounts.

10.1 The formula to calculate the Allowance for Doubtful Accounts is based in part on the aging of customer accounts:

30 – 59 days:	25%
60 – 89 days:	50%
90 days and over:	100%

In addition, customer accounts may be specifically identified as Doubtful Accounts and will be 100% allowed for when one (1) of the following occurs:

- Recovery is anticipated to be minimal, based on management's knowledge,
- The account has been transferred to a Collection Agency,
- The City has received notice of bankruptcy from a Trustee in Bankruptcy,
- Litigation has or is anticipated to commence.

When the customer has a Repayment Arrangement in place, and is fully meeting the terms of the arrangement an allowance will not be calculated on the remaining balance. If a payment is missed, or other terms are not met, an allowance will be calculated when the breach occurred.

- 10.2 On a monthly and quarterly basis (as needed) Finance will accrue an estimated increase or decrease to the allowance which will be charged to the City's corporate bad debt expense account.
- 10.3 At year end, based on the customers aging and specifically identified Doubtful Accounts at that time, the bad debt expense will be transferred from corporate to the operating department that generated the invoices for the customer.

11.0 WRITE OFF

An Approval for Write Off request, utilizing the Write Off request form can be initiated by any Authorized Person and is to be submitted to the Supervisor of Accounts Receivable. Write Offs must be approved in accordance with this policy.

- 11.1 Write Off request forms are completed as required in accordance with this policy and shall be done no less than annually.
- 11.2 Doubtful Accounts will be written off when:
- Listed with a Collection Agency:
 - and identified by the Collection Agency as uncollectable, untraceable, deceased, bankrupt or advises that no assets remain to pursue further collection efforts.
 - Or the account has been with the Collection Agency for more than 2 years.
 - Litigation is unsuccessful or deemed unlikely to be successful.
 - The City receives notification of bankruptcy from the Trustee in Bankruptcy,
 - Payments are negotiated for a reduced amount.
 - It is deemed unfeasible to pursue the outstanding amount as the cost to collect would exceed the value of the debt.
 - All collection methods are deemed to have been exhausted.
- 11.3 Write Offs are applied against the related/appropriate Allowance for Doubtful Accounts, or to the Bad Debt Expense account if no allowance was recorded.
- 11.4 Interest adjustments or Write Off
- Where the interest on an account was accrued in the current fiscal year, the interest is reversed to the interest revenue account. Where the interest relates to prior fiscal years then the interest is written off.
- 11.5 An annual report of all Accounts Receivable Write Off's and adjustments will be produced by the Supervisor of Accounts Receivable and reviewed and approved by the Manager of Accounting/Deputy Treasurer and Treasurer.

11.6 The following positions may authorize the Write Off of Doubtful Accounts, if in their opinion all means of collection have been exhausted. Job titles authorized to Write Off receivables and limits are listed below. Within these thresholds, all the listed Employees are able to negotiate settlements with customers on behalf of the City of Greater Sudbury.

- Supervisor of Accounts Receivable and/or Accounting Analyst-A/R – up to \$49 plus related interest
- Manager of Accounting/Deputy Treasurer – up to \$999 plus related interest
- Treasurer – up to \$24,999 plus related interest
- Council - Amounts exceeding \$25,000 plus related interest

11.7 Any monies recovered from the customer subsequent to the Write Off will be posted as a recovery of bad debt (49193-01-DEPT).

12.0 INTERNAL CHARGES

Internal charges must be recorded separately from external revenues as internal charges would overstate the revenues and expenses of the City.

13.0 RETURNED CHEQUES

13.1 Cheques can be returned by the bank for various reasons, such as:

- Account closed
- Funds not available
- Non-sufficient funds (NSF)
- Stop payment.

These cheques are all received in Accounting and are handled in various manners based on the operating department:

13.1.1 For PeopleSoft Accounts Receivable: returned cheque is provided to the Accounting Analyst-A/R to be re-invoiced including the NSF fee.

13.1.2 For Pioneer Manor, Parking, Property Taxes, Leisure Services, SACDC and GSPS: returned cheque is sent back to the operating department to be re-input in their accounts receivable system and ultimate collection including NSF fee.

13.1.3 Other returned cheques are handled by the Accounting Analyst – GL responsible for the bank reconciliation.

In this case, the Accounting Analyst – GL sends a letter to the customer requesting payment of the returned cheque and NSF fee. If payment is not forthcoming, then the account is sent to the Collection Agency.

- 13.2 A returned cheque service charge is added to the account in accordance with the Miscellaneous User Fee By-Law.

A returned cheque fee will not be charged in the event of City error.

Per the Miscellaneous User Fees By-Law the Treasurer has the authority to waive the returned cheque fee, and through this policy delegates this authority to the Manager of Accounting/Deputy Treasurer.

- 13.3 If a customer submits two returned cheques within a twelve (12) month period, cheques will no longer be accepted unless they are "certified". Otherwise, the customer must pay with cash, credit card or debit card before service is provided.

14.0 MONITORING

- 14.1 Aged receivable reporting

A successful collection policy requires that all problems be detected and acted on as early as possible. Problems in individual accounts can be detected through a regular analysis of an aged accounts receivable listing. An aged accounts receivable listing divides each customer's account into invoiced amounts that are: Current, 31 - 60 days old, 61 - 90 days old, 91 - 120 days old and over 121 days. The longer an account is past due, the higher the risk of default. Past due accounts can be identified quickly by reviewing an aged accounts receivable listing, and corrective action can be initiated promptly. As an account gets further behind, the balance may increase due to interest charges and the probability of collection decreases.

14.1.1 On a monthly basis the following staff are responsible to run an aged accounts receivable for their area and ensure appropriate staff are advised of delinquencies for follow up action in accordance with section 3.2 of this policy.

- PeopleSoft – Supervisor of Accounts Receivable
- Point-Click-Care – Manager, Administration Pioneer Manor
- Class {to be replaced} - Lead Facility Booking/Registration Clerk

14.1.2 The Supervisor of Accounts Receivable prepares an aged accounts receivable summary report monthly detailing each outstanding account greater than 60 days, and the status of collection efforts at that date from the reports prepared in 14.1.1 above. This report is reviewed by the Manager of Accounting/Deputy Treasurer and the Treasurer.

Appendix A - Sudbury Airport Community Development Corporation (SACDC)

As the SACDC is a separate entity the approval process for certain items will not follow the City's approval process.

In addition, some processes are conducted SACDC staff instead of City staff as noted in Annex 1.

As noted in section 2.1, in the case of the SACDC approval authority is set out below:

Section	Responsibility	Position or Board
3.3.1	Recommend write offs to the CEO or Board	CEO, Director of Marketing and Airport Development or Director of Airport Operations/Fire Chief
3.4.5	Approve the removal of interest on accounts up to \$10	Airport Accounts Clerk
3.4.5	Approve the removal of interest on accounts up to \$1,000	Director of Marketing and Airport Development
3.4.5	Approve the removal of interest on accounts	CEO
3.4.6	Approve repayment arrangements	CEO
3.4.7	Approve changes in payment terms from 30 days to extended terms	CEO, Director of Marketing and Airport Development
3.4.8	Approve waiving of interest to be charged to customer accounts	CEO, Director of Marketing and Airport Development
3.4.5	Approve account adjustments	CEO, Director of Marketing and Airport Development
3.2.9	Approve account transfer to collection agencies	CEO

Appendix A - Sudbury Airport Community Development Corporation (SACDC)

(continued)

Where the Sudbury Airport Community Development Corporation's (SACDC) accounts receivable are deemed uncollectible, the Write Off approval authorization is as follows:

Dollar Value of Account	Position or Board/Council
\$0 to \$24,999.99	CEO of SACDC
Over \$25,000.00	Board of Directors of the SACDC

Appendix B - Greater Sudbury Police Services Board (GSPS)

As the GSPS is a separate entity the approval process for certain items will not follow the City's approval process.

In addition, some processes are conducted SACDC staff instead of City staff as noted in Annex 1. ;

As noted in section 2.1, in the case of the GSPS approval authority is set out below:

Section	Responsibility	Position or Board
3.3.1	Recommend write offs to the Chief of Police or Board	CAO
3.4.5	Approve the removal of interest on accounts	CAO
3.4.6	Approve repayment arrangements	CAO
3.4.7	Approve changes in payment terms from 30 days to extended terms	CAO
3.4.8	Approve waiving of interest to be charged to customer accounts	CAO
3.4.5	Approve account adjustments	CAO
3.2.9	Approve account transfer to collection agencies	CAO

Where the Greater Sudbury Police Services Board's (GSPS) accounts receivable are deemed uncollectible, the write off approval authorization is as follows:

Dollar Value of Account	Position or Board/Council
\$0 to \$24,999.99	CAO of GSPS
Over \$25,000.00	Greater Sudbury Police Services Board

Annex 1: PeopleSoft Accounts Receivable

This section refers to specific steps that apply to Accounts Receivable managed in PeopleSoft Finance.

1.0 RESPONSIBILITIES

1.1 The Authorized Person of an Operating Department is responsible to:

1.1.1 Submit a Billing Advice to Accounts Receivable for an external party and that:

- I. Services/goods have been provided to the customer. If a partial service/goods has been provided a partial Billing Advice can be submitted.
- II. Contains all required information relating to the customer and accurately describes and quantifies services/goods provided.
- III. Sufficient backup is attached to the Billing Advice which supports the amounts to be billed.
- IV. It is accurate and complete.
- V. It is submitted in a timely manner to Accounts Receivable.
- VI. HST is charged in accordance with HST legislation. Where the operating department is unsure of taxability, Finance – Accounting should be contacted.

1.1.2 Ensure that Billing Advices are prepared in accordance with the terms and conditions of contracts. There are instances where the City provides goods and/or services through contracts or leases and payment terms are set out in these agreements which may differ from the standard City terms as set out in this policy.

1.2 The Supervisor of Accounts Receivable is responsible to:

1.2.1 Approve all account adjustments in accordance with this policy.

1.2.2 Approve all account transfers to collection agencies less than \$25,000.

1.2.3 Prepare and forward dunning letters to customers.

1.2.4 Approve all refunds.

1.3 The Accounting Analyst – A/R - is responsible to:

1.3.1 Review billing advices submitted ensuring that the supporting documentation provides sufficient evidence that the service has been provided, that the amounts are accurate and the correct customer is invoiced.

1.3.2 Prepare and send invoices to customers based on Billing Advices received from operating departments.

Annex 1: PeopleSoft Accounts Receivable (continued)

- 1.3.3 Prepare and forward statements of account to customers.
- 1.3.4 Respond to customer inquiries in a timely and diplomatic fashion.
- 1.3.5 Ensure that all legitimate interest charges are collected fully unless otherwise authorized.
- 1.3.6 Ensure all account adjustments are controlled via properly authorized documentation and approval.
- 1.3.7 Upon approval, prepare the backup documentation required for the transfer of accounts to the collection agencies.
- 1.3.8 Ensure that the customer account accurately reflects the collection status code indicating that they have been transferred to a collection agency.
- 1.3.9 Prepare and circulate monthly aged accounts receivable trial balances to operating departments and the Executive Leadership Team (ELT) Member.
- 1.3.10 Ensure that payments for repayment arrangements are received on schedule and reflected in PeopleSoft and advise the Supervisor of Accounts Receivable if the payment has not been received or is NSF.

1.4 Manager of Accounting - Approve any of the following:

- 1.4.1 Reverse interest on account where payment comes within five (5) business days grace period (i.e. minor charges of interest from date payment received to the posting date).
 - I. Reverse interest where payment may be late but ultimately paid in a reasonable amount of time and the customer has a history of timely payments.
 - II. Reverse interest caused by City error, such as applying payment to incorrect account.
 - III. Review and approve the removal of nuisance balances of interest for customers in good standing.

The above adjustments can be delegated by the Manager to the Supervisor of Accounts Receivable and/or the Accounting Analyst-A/R for amounts less than \$50.

Annex 1: PeopleSoft Accounts Receivable (continued)

2.0 SEGREGATION OF DUTIES

Segregation of Duties (SoD) separates roles and responsibilities to ensure that an individual cannot process a transaction from initiation through to collection without the involvement of others and thereby reduces the risk of fraud.

SoD is achieved for accounts receivable by the following duties being undertaken by different individuals:

- I. The billing for goods and services is initiated by an employee in the operating department responsible for delivering the goods and/or services.
- II. The billing is approved by an Authorized Person in the operating department.
- III. The invoicing and recording of the accounts receivable is done by employees in Accounts Receivable, Finance.
- IV. Payments are accepted and posted by a separate individual in Accounts Receivable, Finance.
- V. Adjustments to customer accounts are recommended by operating departments and approved by authorized staff in Finance and processed by an Accounting Analyst-A/R in Finance.
- VI. Collection steps are performed by the operating department, Finance and Legal Services.

3.0 PROCEDURES

3.1 Billing Advice

Proper collection procedures begin with billing and invoice preparation. Accuracy in Billing Advices prevents delays that occur when the customer disputes the invoice and returns it for correction, triggering a chain of events that is time-consuming and often costly. Invoices should be prepared promptly and accurately based on Billing Advices and supporting documentation provided.

Operating departments should establish written procedures, including internal controls to ensure the accurate, timely and completeness of their billing process. Contact Accounting if assistance is required to draft these documents.

Annex 1: PeopleSoft Accounts Receivable (continued)

3.1.1 Billing Advices are to be completed by the operating department when a good or service is provided to an external party (customer). See template on J:\S_Forms\Finance\Accounting Forms\Billing Advice HST. The Billing Advice must contain at minimum, the following information:

- Billing Date
- Billing Source
- Billing Number (as determined by the department)
- Customer information as per 5.2.2 (including customer number if known)
- Quantity of goods and description of service
- Amount (including unit of measure, number of units, HST applicability)
- Payment terms (if other than standard, to be approved)
- Period when service was provided (month and year)
- General Ledger account number to credit
- Department name
- Printed Name of Authorized Person
- Signature of Authorized Person
- Phone extension for department staff to contact for questions.

3.1.2 Billing Advices are to be submitted to Accounts Receivable in a timely manner, and at minimum within 30 days of the date of the delivery of goods or services or at the end of a billing period (i.e. for a month).

3.1.3 The information provided on the Billing Advice must be sufficient to set up the Customer account [see Customer Master File Database Policy to be drafted].

3.1.4 Supporting documentation must be attached to the Billing Advice and must include as examples:

- IV. Extract of contract, agreement or letter showing amount required,
- V. By-Law or resolution of Council,
- VI. Document from subsystem indicating date service was provided and quantities of service, or
- VII. Any backup that is to be mailed out with the invoice.

Annex 1: PeopleSoft Accounts Receivable (continued)

- 3.1.5 Billing Advices are to be sent to Accounts Receivable via interoffice or email at accounts.receivable@greatersudbury.ca. Emailed Billing Advices have to be signed by the Authorized Person or emailed from the Authorized Person's email address (this will serve in place of a physical signature on the Billing Advice).

Greater Sudbury Police Services Board and the Sudbury Airport Community Development Corporation have been provided access to enter their Billing Advices directly into PeopleSoft. Assigned staff in these areas are responsible as would be the Accounting Analyst-A/R in Finance in relation to these duties.

3.1.6 Billing frequency

Billing Advices should be prepared and forwarded to Accounts Receivable at a minimum on a monthly basis. However, billing advices for amounts greater than \$5,000 should be forwarded as soon as possible. Exceptions include:

- Group benefits invoiced to City retirees once per year.
- Donations invoiced for tracking purposes are invoiced as required.

3.1.7 Recurring billing

When the City provides regular services or goods to a customer for a set period of time, for a set price, a billing advice can be submitted for the period in question. The billing advice or a signed agreement must be provided by the operating department to Accounts Receivable and must note the frequency of billing and term.

The Accounting Analyst-A/R will then bill the customer on a recurring basis for the term noted on the billing advice or in accordance with the signed agreement.

At the expiration of the agreement the Accounting Analyst-A/R will contact the operating department to obtain documentation to support the extension of the billing period or confirm that the billing should cease.

3.2 Preparation of invoices

Invoicing is the responsibility of Accounts Receivable in Finance. Invoice requests, including credit requests should be forwarded to Accounts Receivable for processing. Exceptions are staff for the Greater Sudbury Police Services Board and the Sudbury Airport Community Development Corporation, as they have been provided access to generate their own invoices into the PeopleSoft Billing module with their own letterhead.

Annex 1: PeopleSoft Accounts Receivable (continued)

3.3 Payment terms

The City's standard payment terms are 30 days. Exceptions include:

- I. Group benefits for City retirees are not due until December 31 annually.
- II. Donations are not due until December 31 annually.
- III. Lease payments are due upon receipt.
- IV. As specified in an agreement or contract.

Payment terms other than 30 days must be approved in writing by the Manager of Accounting/Deputy Treasurer and will then be appropriately recorded in the Accounts Receivable software system.

3.4 Interest charges

Interest revenue generated will be recorded in Corporate Revenue.

3.5 Special Circumstances

Receivables for Accident Damages – In cases where the receivable is the result of a recovery for damages caused by accidents, the invoice will be sent to the insurance company involved and not the individual or company responsible for the accident unless the individual or company was uninsured at the time of the accident.

3.6 Credit Invoices

A credit invoice should be used whenever an original invoice needs to be reduced or cancelled because:

- I. The customer did not receive the goods or service,
- II. The invoice was issued in error (i.e. wrong customer, quantity or amount),
- III. A deposit is held by the City which must be applied to the invoice,
- IV. An invoice payment was received and deposited directly to a department's revenue account in error, or
- V. Other valid reason (must be documented).

3.6.1 A credit billing advice will be signed by an Authorized Person and must be approved by the Supervisor of the Authorized Person that issued the original billing advice.

Annex 1: PeopleSoft Accounts Receivable (continued)

3.6.2 The credit billing advice must reference the original billing advice submitted and original invoice number that must be credited. If the credit is to correct an internal error (error in posting) the invoice will not be mailed out to the customer. All other credits are to be mailed to the customer.

3.6.3 The Accounting Analyst-A/R will apply the credit to the invoice in a timely manner to avoid/reduce possible charges of interest that would need to be reversed.

3.7 Credit on customer accounts

3.7.1 On a monthly basis the Accounting Analyst-A/R will review the aged customer report and identify customer accounts with credit balances. The Accounting Analyst-A/R will review the customer's account, identify the cause of the credit and make any corrections necessary. If the final result is a credit on the account, the Accounting Analyst-A/R will run the process in PeopleSoft to create a refund request which will be processed by Accounts Payable.

Credit accounts that have no activity for 1 year or more:

- and the credit is less than \$10, the balance can be transferred to the corporate miscellaneous revenue account unless the customer requests a refund in which case the amount will be refunded subject to records being available (see Record Retention By-Law).
- and the credit is \$10 or more, the customer may be contacted by mail to keep the credit active or to have a refund issued. The customer will have 3 months to claim the credit; once the deadline has lapsed, the credit accounts will be transferred to the corporate miscellaneous revenue account and will only be refunded by customer request subject to records being available (see Record Retention By-Law).

3.8 Refunds

All Refund Request for A/R Customers forms must be signed and approved by the Supervisor of Accounts Receivable.

3.9 Application of Payment

Payment received from a customer can be for numerous invoices and may be partial payments of a particular invoice. Some payments may be received in error or for services that have not been processed through the PeopleSoft Accounts Receivable system.

Annex 1: PeopleSoft Accounts Receivable (continued)

- 3.9.1 Where a payment is received specifying an invoice, the payment will be applied to the particular invoice specified by the customer, even if the payment is not the same amount as the invoice total. This will leave disputed or unpaid invoices as outstanding on a customer's account.
- 3.9.2 Where a payment is received and no specific invoice is indicated the payment will be applied to the oldest amounts (interest first before principal) to avoid potential interest being incurred in error.
- 3.9.3 Where a payment is received and it is not from an active customer in PeopleSoft, or other receivable system as noted in section 3.2.9, the amount is to be deposited into the corporate miscellaneous revenue account (49150-01-0120) and the procedures in the Cash Handling Policy and Procedures, section 5.7.4 are to be followed to identify the correct recording of the deposit.

3.10 Collections

Collection efforts by any CGS staff person either in an operating department or Finance should be noted in PeopleSoft Conversations which can be viewed by all staff.

Accounts Receivable does not contact customers other than via invoices, statements and dunning letters.

- 3.10.1 Dunning letter #1 is issued two weeks after the due date and is a friendly reminder of the "past due" amount. The Dunning letter advises that City services can be withheld until the account is paid in full or a Repayment Arrangement is made. Where applicable the Accounting Analyst-A/R or Supervisor of Accounts Receivable will recommend to the operating department that services should cease and for the operating department to advise the customer that services will no longer be provided or to make Repayment Arrangements.
- 3.10.2 Dunning letter #2 is sent 30 days after Dunning letter #1 and advises the customer that if they do not contact the City or make a payment within 15 days, the overdue accounts will be sent to a collection agency, transferred to the tax roll, legal action may commence or offset against invoices owed to them by the City.
- 3.10.3 If payment has still not been received after the 15 days have passed, as stated in dunning letter #2, the Supervisor of Accounts Receivable will review the circumstances of each account and will make recommendations on the appropriate course of action.

Annex 1: PeopleSoft Accounts Receivable (continued)

3.10.4 The Supervisor of Accounts Receivable will review all accounts over 60 days and determine if these customers are owed money through the City's Accounts Payable section. If yes, the Supervisor of Accounts Receivable will decide if it is appropriate to put the Accounts Payable vendor on hold so that the City does not make any further payments to the vendor until such time as the accounts receivable have been paid. If an Accounts Payable account has been put on hold it will be noted on the report prepared at 14.1 above.

3.11 Write off

PeopleSoft is configured to automatically Write Off under or over payments less than \$1.00.

4.0 REVIEW OF BILLING INFORMATION

On a monthly basis, after month end has closed, the Accounting Analyst – A/R will run the CGS_AR_Monthly_Billing query. The Accounting Analyst – A/R will review customers on this query for which monthly billing should have occurred, as coded in “Billing Cycle Identifier” and follow up with the operating departments to determine why Accounts Receivable did not receive monthly billing as it has historically occurred. If services have ceased to be provided to the customer that is a Delinquent Account, the Accounting Analyst-A/R is to advise the Supervisor of Accounts Receivable who will determine whether additional collection steps are required, or speed up the collection process to ensure collection of the account at the earliest date possible. Once final payment on account has occurred the customer should be inactivated.

5.0 MONITORING

5.1 On a monthly basis the Accounting Analyst-A/R will send an aged accounts receivable email providing a link to the monthly aged reports to the appropriate operating departments, including the ELT Member to assist operating department in monitoring and collecting outstanding accounts.

5.2 Billing Amounts

On a quarterly basis the Supervisor of Accounts Receivable will run a query of billing amounts noting any invoices that are less than \$50, for compliance with this policy and for large invoices, over \$5,000 to ensure frequency of billing is adequate enough to reduce the risk to the City.

Annex 2: Leisure Recreation Activity/Facility Booking Software

This section refers to specific steps and authority that apply to Accounts Receivable managed in the Leisure Services Division through its Leisure Recreation Activity/Facility Booking Software.

- 1.1 Lead Facility Booking/Registration Clerk duties include:
 1. Preparing, tracking and mailing and following up on dunning letters to customers.
 2. Actively collecting overdue accounts receivable including collection of accounts in a timely and diplomatic fashion.
 3. Calculating and adjusting customer balances to include interest charges.
 4. Ensuring that all legitimate interest charges are collected unless otherwise authorized.
 5. Ensuring all account adjustments are properly authorized.
 6. Preparing and circulating monthly aged accounts receivable reports to the Leisure Services Division and to the Supervisor of Accounts Receivable.
 7. Determining what accounts are required to be forwarded to the Collection Agency and preparing the backup documentation that is required for the transfer of accounts to the Collection Agency.
 8. Ensuring that the customer account accurately indicates that it has been transferred to a Collection Agency.
 9. When appropriate, determining and facilitating account Write Offs.
- 1.2 The Lead Facility Booking/Registration Clerk has the authority, for amounts less than \$50, to initiate the following specific transactions:
 1. Reverse interest on account where payment comes within five (5) business days grace period (i.e. minor charges of interest from date payment received to the posting date).
 2. Reverse interest where payment may be late but ultimately paid in a reasonable amount of time and the customer has a history of timely payments.
 3. Reverse interest caused by City error, such as applying payment to incorrect account.
 4. Review and approve the removal of nuisance balances of interest for customers in good standing.

Annex 2: Leisure Recreation Activity/Facility Booking Software (continued)

- 1.3 The Lead Facility Booking/Registration Clerk will review all accounts over 60 days and make a determination if these customers are owed money through the City's Accounts Payable section. If yes, the Lead Facility Booking/Registration Clerk will make a determination if it is appropriate to put the Accounts Payable vendor on hold so that the City does not make any further payments to the vendor until such time as the accounts receivable have been paid. If an Accounts Payable account has been put on hold it will be noted on the report prepared at 14.1 above and the customer will be notified.

Request for Decision

GSHC - Write-off of Former Tenant Balances

Presented To:	City Council
Presented:	Tuesday, Jan 21, 2020
Report Date	Tuesday, Nov 19, 2019
Type:	Routine Management Reports

Resolution

THAT City of Greater Sudbury in its capacity as Shareholder and Board of Directors for the Greater Sudbury Housing Corporation approves the write-off of former tenant balances as outlined in the report entitled "GSHC - Write-off of Former Tenant Balances", from the General Manager of Community Development, presented at the City Council meeting on January 21, 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 Population Health priority of housing and families.

Report Summary

This report requests approval for the write off of former tenant account balances for tenants who vacated their units between July 1, 2018 and June 30, 2019.

Financial Implications

There are no financial implications. The write-off amount has been provided for in the allowance for doubtful accounts for the previous fiscal and within the 2019 approved provision for bad debts.

Signed By

Report Prepared By

Nicole Piquette
Chief Financial Officer, Housing Services
Digitally Signed Nov 19, 19

Division Review

Barbara Dubois
Director, Housing Operations
Digitally Signed Nov 19, 19

Financial Implications

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed Dec 30, 19

Recommended by the Department

Steve Jacques
General Manager of Community Development
Digitally Signed Dec 20, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 7, 20

Purpose

The purpose of this report is to seek Council's approval, acting as Shareholder and Board of Directors for the Greater Sudbury Housing Corporation, to execute the 2019 write off of former tenant balances in accordance with established policies and procedures.

Background

GSHC was established as a local housing corporation under the *Social Housing Reform Act*, 2000, SO 2000, c.27; and was regulated by the policies, procedures, standards, and objectives prescribed in the Ontario Housing Corporation Manuals. Section 02-01-06 of the Administrative Manual provides direction on write off of former tenant balances and indicates that all balances of former tenants, who vacated their units on or before June 30th of the current year with their balances as of October 31st be written off at year end. In accordance with this policy, the Greater Sudbury Housing Corporation (GSHC) has identified 183 former tenant accounts valued at \$502,240 to be written off. A summary of the balances for each property as of October 31st is included in Appendix A.

This request is deemed to comply with the CGS Accounts Receivable and Collections Policy as all efforts for collections have been exhausted. Accounts are earmarked for write-off when no repayment agreement exists and no payments have been received in the last six months. 157 of the former tenant accounts with balances in excess of \$170 have been forwarded to collection agencies in accordance with policy and procedures. Any recoveries as a result of the collection process will be processed to reduce the write-offs.

Tenant Arrears Process

CGS staff follow the GSHC Rent Arrears Collection Policy that complies with the Residential Tenancy Act to minimize the accumulation of arrears on current tenant accounts. A copy of this policy is attached as Appendix B.

GSHC has experienced a significant rise in arrears in former tenant balances as a result of tenancies going to Market Rent due to a loss of subsidy and the significant delays to obtain orders for evictions from the Landlord and Tenant Board. Staff are attempting to mitigate tenant arrears through pilot projects with Social Services and the Service Manager. The Social Service pilot endeavours to protect tenancies and avoid evictions for non-payment of rent and loss of subsidy. A copy of the pilot project guidelines is attached as Appendix C. The pilot project with the Service Manager provides an opportunity to extend the Annual Review deadlines by 30 days and reduce the number of tenancies losing subsidy.

Staff continue to monitor the success of the pilot projects and review best practises with other housing providers in order to reduce rent arrears and former tenant write offs.

Conclusion

The Greater Sudbury Housing Corporation has an annual budget for former tenant write-offs. Tenants who lose subsidy and are charged market rent for a period of time prior to their move out, results in higher rent charges than the budgeted rent geared to income revenues. At year end, the Corporation reviews these revenues and records a provision for potential uncollectable tenant accounts. This \$502,240 former tenant write-off has been fully provided for between the annual budget and the allowance for doubtful accounts. There is no financial implication for this write-off of former tenant balances.

In addition, the amounts will remain owing on the Provincial Data Base and collection efforts will continue through the aid of collection agencies. In accordance with the Housing Services Act, 2001 *O.Reg. 367/11*, s. 26 (1) (a) and (c) debtors will remain ineligible for rent-geared-to-income assistance in any housing project in Ontario for arrears in rent and any amount for damaged caused by a member of the household.

2019 WRITE-OFF SUMMARY REPORT

	PROJECT	# OF UNITS	RENT	MISREP	MISC	MTCE	MOVE OUT	TOTAL	% OF TOTAL WRITE OFF
A01E	CABOT/BURTON/HEARNE	25	33,528	1,803	5,705	5,389	27,888	74,313	14.80%
A02C	3553 MONTPELLIER, CHELMSFORD	1	-	-	-	-	238	238	0.05%
A03C	PLACE HURTUBISE	9	7,649	779	1,778	2,069	6,450	18,725	3.73%
A04C	RYAN HEIGHTS	22	44,791	691	4,857	1,337	32,445	84,121	16.75%
A06C	401 RUMBALL TERRACE/T.H.	34	46,444	86	8,066	9,774	21,521	85,891	17.10%
A07C	201 RUMBALL TERRACE	3	2,198	-	290	358	1,218	4,064	0.81%
A08C	1052 BELFRY AVENUE	1	-	-	-	39	-	39	0.01%
A09C	1920 PARIS STREET	9	4,085	-	1,310	1,251	4,566	11,212	2.23%
A10C	27 HANNA, CAPREOL	1	-	-	350	-	1,625	1,975	0.39%
A12C	CATHERINE, GARSON							-	0.00%
A13C	720 BRUCE AVENUE	18	19,503	164	4,025	2,540	18,657	44,889	8.94%
A15C	SCATTERED UNITS	3	3,415	1,107	398	-	1,168	6,088	1.21%
A16C	SCATTERED UNITS							-	0.00%
A17C	CHARETTE, CHELMSORD	1	204	-	52	-	595	851	0.17%
A18C	O'NEIL, GARSON							-	0.00%
A19C	BIRKDALE VILLAGE	10	28,839	4,775	3,871	1,727	11,611	50,823	10.12%
A20C	KEEWATIN COURT	3	3,892	-	777	151	3,816	8,636	1.72%
A22C	MCCORMACK COURT	7	12,358	-	3,314	992	8,101	24,765	4.93%
A23C	FOURNIER GARDENS	12	12,952	49	2,579	2,159	21,111	38,850	7.74%
A24C	CHARLOTTE/GAUDETTE, CHELMSFORD	4	6,787	2,224	1,308	-	2,676	12,995	2.59%
A25C	166 LOUIS STREET	6	465	425	1,395	20	3,649	5,954	1.19%
A26C	1528 KENNEDY STREET	3	2,854	1,311	350	507	727	5,749	1.14%
A27C	LAPORTE STREET, HANMER	2	92	-	-	-	89	181	0.04%
A28C	SPRUCE STREET, GARSON							-	0.00%
A30C	240 'B' STREET, LIVELY	3	8,927	-	1,249	-	545	10,721	2.13%
A32C	COLONIAL COURT							-	0.00%
A33C	ST. ONGE, CHELMSFORD	2	342	-	-	15	391	748	0.15%
A34C	SPRINGBROOK/HAVENBROOK	2	357	-	384	75	3,425	4,241	0.84%
A35C	715 BURTON AVENUE	1	2,522	-	175	-	150	2,847	0.57%
A36C	CARMICHAEL VILLAGE	1	1,084	-	510	23	1,708	3,325	0.66%
	TOTAL	183	243,288	13,414	42,743	28,426	174,370	502,240	100%
			48.44%	2.67%	8.51%	5.66%	34.72%		100.00%
FAMILY UNITS		135	202,641	11,514	33,599	23,711	142,906	414,371	82.50%
ADULT UNITS		48	40,646	1,900	9,144	4,715	31,464	87,869	17.50%

Appendix “B”

GREATER SUDBURY
HOUSING CORPORATION



SOCIÉTÉ DE LOGEMENT
DU GRAND SUDBURY

Operational Policy and Procedure

POLICY: Rent Arrears Collection Policy

DATE: January 2012

PREAMBLE:

Greater Sudbury Housing Corporation is dedicated in continually working with our residents to help ensure they are successful in their tenancy and that all residents fully understand their rights and obligations under the tenancy agreement and the Residential Tenancies Act.

The monthly business process of collecting current tenant accounts is an ongoing activity throughout the tenant life cycle. The goal is to ensure that the collection processes are delivered fairly, transparently and equally to all tenants with a basic goal of eviction prevention.

The nature of program delivery implies that some tenants will default on their payment obligations. A neutral balance of tenant compassion and business judgment is required in the collection policy. It is recognized that each tenancy has its own set of unique circumstances. Therefore, procedures used to recover rental arrears should proceed in stages, and with a reasonable degree of flexibility. In **all** scenarios a reasonable, consistent and fair but firm approach will be adopted, using legislated landlord provisions and GSHC philosophies to attempt full recovery of overdue accounts and preserve the tenancy. In some circumstances however, termination of a tenancy for rental arrears regardless of the amount, may be the only available expedient course of action GSHC can take to end an otherwise undesirable tenancy.

The business objective is to ensure that collection processes are delivered fairly and equally to all tenants with a basic goal of eviction prevention while attaining the financial revenue targets and objectives of the Corporation. A further aim is to maintain low bad debts exposure by preventing arrears from accumulating to excessive amounts that make it difficult or impossible for tenants to recover.

PROCESS:

All tenants are expected to pay their rent-geared-to-income rent in full and on time. This expectation will be clearly communicated to all tenants before moving in and reinforced throughout the tenancy. Tenants will be given information at the time of the initial leasing as to when rent payments are expected, the amount of rent, acceptable methods of payment, who to contact if they encounter problems with rent payments or require rent-geared-to-income adjustments and other information in regard to the tenancy agreement and rent paying obligations.

When rent is not paid on time and in full, it is very important that personal contact be made with the tenant before the 7th working day of the month to determine the cause of the arrears. Rental arrears are usually a symptom of other problems confronting the household. Evaluating the tenant's reasons for not paying rent when due, is integral to maintaining eviction prevention philosophies and for assessing any individual supportive needs that may assist the tenant. This is an opportunity to discuss what can be done and to work with the tenant to assist them in improving the situation. It is imperative then that GSHC encourage and assist tenants to seek assistance from other appropriate community resources and services in an effort to address other factors affecting rent paying habits. A referral to government or social service agencies is an important link to community resources that may provide the tenant with the means to maintain rent payments.

Where appropriate and at the discretion of the Property Manager, payment plans may be negotiated depending on the circumstances that gave rise to the debt, the amount of the debt and the tenant's ability to pay. The objective of any payment plan is to return the rental account to a good standing position as soon as possible. However, no payment plan agreement will be made on current rent owing and no payment agreement will extend past a ten (10) month period. Repayment agreements will be recorded and monitored for compliance and appropriate action will be taken by the Property Manager in cases on non compliance.

When informal, non-legal action is unsuccessful, arrears collection will commence within the Residential Tenancies Act framework. The Landlord & Tenant Board is the governing body used to resolve disputes between residential landlords and tenants by providing education, mediation and adjudication services.

While preserving the tenancy is a factor in managing delinquent accounts, GSHC will exercise the landlord's rights by serving the required legal letters and notices and attending at all hearings and mediations at the Landlord & Tenant Board.

The first step is to serve a Notice to Terminate Early for Non-Payment of Rent (Form N4), which is typically hand delivered on or about the 7th-10th working day of the month. This action provides the tenant with approximately 20 business days to settle the account. Tenants who pay in full or opt into a payment plan with GSHC during this time will avoid a further legal action. However, the Persistent Late Monitoring Process (see attached) will reinforce the importance of paying rent on time and will communicate to the tenant what the possible consequences will be if they continue to pay rent late.

When the tenant has neglected the requirements of the N4 form and has not entered into a payment plan, GSHC will again attempt contact with the tenant by phone or in person, to try and determine the status of the tenancy and resolve the arrears problem. If this step is unsuccessful, a warning letter is hand delivered to the tenant advising that, if the arrears situation is not satisfactorily addressed, an Application to Terminate Tenancy for Non Payment of Rent and for Collection of Arrears of Rent Form L1 will be issued, initiating a Landlord & Tenant Board hearing for the specific purpose of mediating a payment settlement in a legal forum.

In the event the account remains unpaid, an application to terminate and end a tenancy for non payment of rent will be pursued via the Landlord & Tenant Board, with the objective of limiting the accumulation of rent owing to less than three (3) months depending on the Landlord & Tenant Board's schedule.

Throughout the course of any Landlord & Tenant Board tribunal activity, the tenant is provided ongoing opportunity to settle their account in full or through a negotiated payment plan in order to preserve their tenancy.

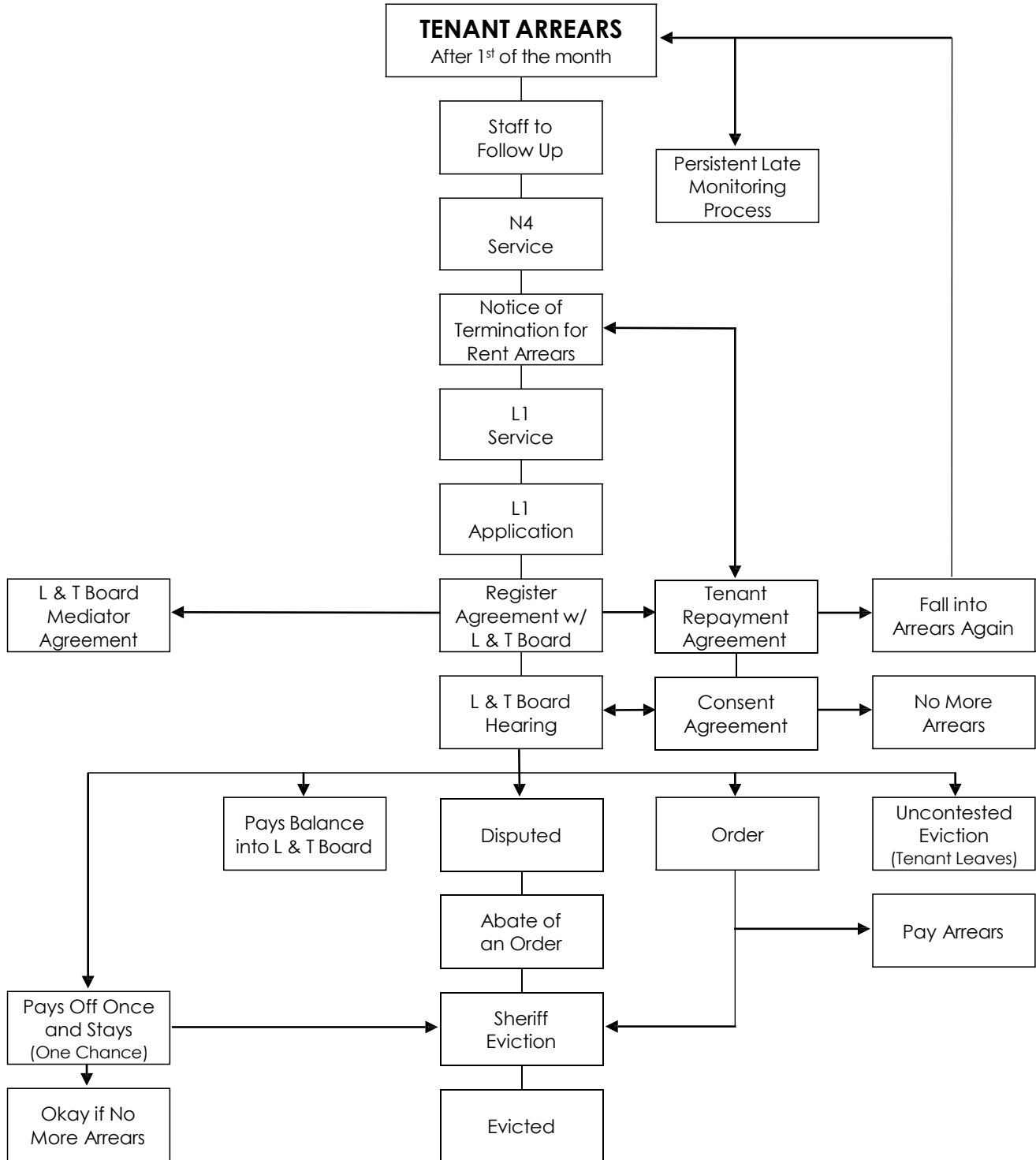
Cases of genuine hardship or complex situations affecting the tenant's ability to pay their account may require other remedial action which is discretionary in nature.

If GSHC is successful in obtaining an Order to terminate the tenancy for rental arrears, the Landlord & Tenant Board typically gives the tenant another opportunity to pay the outstanding balance before the Order can be filed with the Sheriff for enforcement. In an effort to avoid an eviction by the Sheriff, GSHC will also serve a final warning letter to the tenant before filing the Order with the Sheriff, indicating what arrears need to be paid to stop the eviction. Even after GSHC files the Order with the Sheriff, the Residential Tenancies Act allows a tenant to apply to the Landlord & Tenant Board one last opportunity to "pay and stay" before the Sheriff actually shows up at the unit to execute the Order.

Subsequent to all collection activities through non-legal and legal avenues, seeking eviction orders through the Landlord & Tenant Board may be the only recourse to avoid accumulating rent charges to excessive amounts. In the interest of fair and equitable treatment to other tenants who maintain their rent payments, termination of tenancy is viewed to be a final option in the GSHC collection strategies for current tenants.



Residential Tenancy Act Arrears Collection Process





Persistent Late Payment Monitoring Process

Good rent paying habits are essential in maintaining a successful tenancy. In an effort to work with tenants to help reinforce the importance of paying rent when it is due, Greater Sudbury Housing Corporation staff will monitor the rent paying habits of residents and will work with those tenancies that appear to be off track. For our internal rent collection and internal persistent late payment purposes only, a tenancy is considered to have paid rent late if they have been served an N4 – Notice of Termination for Rental Arrears under the Residential Tenancies Act. Any tenancy that has been served an N4 in three (3) out of the past six (6) months is considered to be a persistent late payer.

The following process will be used in monitoring households that are persistently late in paying rent and the following procedures and corrective action will be taken by staff to ensure a consistent and fair approach in dealing with these tenancies. Greater Sudbury Housing Corporation realizes that each tenancy is unique and therefore the Property manager has discretion in applying the following given all the circumstances involved:

- Arrears notices (N4s) are generally served between the 7th and 10th working day each month, (see Current Rent Collection);
- Community Relations Workers will prepare their own N4 Tracking Report from the N4 monthly Summary, to monitor which tenancies received an N4 three (3) times out of the last six (6) months;
- A persistent late payment warning letter is prepared for any tenancy receiving a third N4 in the past six (6) months. The warning letter will be a standard form letter applicable to all tenancies outlining the expectation that rent be paid when it is due and the consequences for not doing so;
- A final warning letter is sent to any tenancy that subsequently receives two additional N4s after the first warning letter;
- If the household receives another N4 after the final warning letter an N8 – Notice of Termination for Persistent Late payment (60 day notice of intent to terminate) is served to the household.

At this point the Property Manager determines a preferred course of further action in regard to the tenancy depending on the circumstances. Options include:

- Take no further action if the tenant makes the next three (3) monthly rent payments on time;
- File an L2 immediately with the Landlord & Tenant Board for a hearing, or wait to file until the month after the 60 day notice period expires, if there is a likelihood that the tenant will continue to pay their rent late (tenant has the option to move out on an N8 notice).

In the vast majority of persistent late payment applications to the Landlord & Tenant Board, the Property manager will utilize mediation prior to a hearing in an effort to work with the tenant and continue the tenancy, rather than seek eviction through the Landlord & Tenant Board hearing process. An exception to mediation may occur in cases where there are other problems with then tenancy besides the ability to pay rent when it is due and circumstances warrant terminating the tenancy.

The standard mediated agreement is a nine (9) month requirement for the tenant to pay rent “on or before” the first working day of each month, as well as to reimburse the landlord for the \$150 application costs. Should non-compliance of the mediated agreement occur during that nine (9) month period, the Property Manager will file an application with the Landlord & Tenant Board to seek termination of the tenancy or request the matter be re-opened and a new hearing be scheduled.

Appendix “C”

OW/HOUSING OPERATIONS PILOT PROJECT

Eviction Prevention Pilot Project

Eviction for Unpaid Rental Arrears: *Current Housing Process*

1. 1st of the month- rent is due
2. 2nd to 3rd business day- early N-4 issued to tenants who pay market rent and have not paid their rent
 - *N-4 provides 14 day notice to proceed with eviction process if rent not paid.
 - *N-4 must be hand delivered by property manager and conversation attempted to see if tenant has new phone or email contact, possibly pay date, concerns etc)
3. 9th to 11th day of the month- regular N-4 issued to tenants who pay subsidized rent and have not paid their rent
4. 24th of the month proceed to issue L-1 with LTB for eviction
5. Usually takes a couple of months for hearing – whereby arrears continue to build

Eviction for Unpaid Rental Arrears Pilot Project New Process:

Housing Process:

1. 1st of the month- rent is due
2. 2nd to 3rd business day- early N-4 issued to tenants who pay market rent and have not paid their rent
 - *N-4 provides 14 day notice to proceed with eviction process if rent not paid.
 - *N-4 must be hand delivered by property manager and conversation attempted to see if tenants has new phone or email contact, possibly pay date, concerns etc)
3. 9th to 11th day of the month- regular N-4 issued to tenants who pay subsidized rent and have not paid their rent
4. 24th of the month- prior to issuing L-1 with LTB for eviction- Manager of Tenant Services will send an email to Coordinator of Shelters and Homelessness to advise that the L-1 is about to be issued for an OW client.

OW Process:

1. Coordinator of Shelters and Homelessness will distribute the email to the appropriate caseworker (CW) for follow up. Copy to case aide for entry into tracking spreadsheet
2. OW CW will make attempt to contact client immediately to discuss impending eviction notice, rental arrears, and possible use of shelter benefits, CHPI etc.
3. OW CW will contact (call or email) the Property manager for that building within 48 hours to advise if arrears can be paid immediately or if they should proceed with L-1. If CW cannot contact client within 48 hours they should still attempt to contact client after the L-1 is issued to resolve arrears issue. Client may be placed on suspend for unable to contact.
4. OW CM will issue rental arrears (if available) directly to Housing and place OW client on a pay direct for future shelter payments.
5. Case aide will follow up on outcome in spreadsheet (ie eviction avoided or eviction completed, reasons, etc)

Housing process:

Housing will proceed with issuance of L-1 if OW unable to resolve within 48 hours, however will continue to work with tenants and OW to resolve issue before hearing date.

Loss of Subsidy: Pilot Project

Loss of Subsidy: Current Housing Process

1. Housing requests annual update forms from tenants including:
 - a. Household Composition Income and assets form
 - b. Social Housing Verification form
 - c. Employment verification form if applicable
 - d. Income tax document
 - e. Three months of bank statements (for all bank accounts)
 - f. Verification of tenant insurance
 - g. Proof of other sources of income
2. If client fails to submit forms by deadline, housing requires the property manager to have four contacts with client to follow up before issuing a Loss of Subsidy notice. The Loss of Subsidy notice advises tenant they have 90 days to submit missing information.
3. If missing information is not submitted within 90 days the tenant's rent moves to market rent rate.
4. If tenant provides the missing information within 30 days of losing subsidy, subsidy can be reinstated.

Loss of Subsidy: Pilot Project New Process

Housing Process:

1. Housing requests annual update forms from tenants including Household Composition Income and assets form, Social Housing Verification form, and Employment verification form if applicable.
2. If client fails to submit forms by deadline, housing requires the property manager to have four contacts with client to follow up before issuing a Loss of Subsidy notice. The Loss of Subsidy notice advises tenant they have 90 days to submit missing information.
3. Manager of Tenant Services will send email to Coordinator of Shelters and Homelessness with a copy of tenant's Loss of Subsidy Notice. This notice includes the tenant's name, address and date of loss of subsidy, but not the list of missing information.

OW Process:

1. Coordinator of Shelters and Homelessness will email the information to the appropriate OW caseworker and CC the case aide for entry into the tracking spreadsheet
2. OW CW will contact the Property manager for that building to verify what information is still missing
3. OW CW will contact the client to discuss the missing information and provide support in completing if possible.
4. Loss of subsidy will likely result in eviction due to unable to pay market rent on OW income. If OW CW unable to contact client, OW CW will place OW file on suspend for unable to contact and send letter to client requesting meeting to ensure missing documents are completed.
5. Case aide will update spreadsheet to record outcome such as subsidy retained, subsidy lost, reasons etc.

Housing Process:

1. If missing information is not submitted within 90 days the tenant's rent moves to market rent rate.
2. If tenant provides the missing information within 30 days of losing subsidy, subsidy can be reinstated.

Request for Decision

Children Services - Riana Enterprises Inc., O/A Cotton Candy Daycare - Bad Debt Write-Off

Presented To:	City Council
Presented:	Tuesday, Jan 21, 2020
Report Date	Friday, Dec 20, 2019
Type:	Routine Management Reports

Resolution

THAT the City of Greater Sudbury approves the write-off of an uncollectible account in the amount of \$26,237 from Riana Enterprises Inc., O/A Cotton Candy Daycare, as outlined in the report entitled "Children Services - Riana Enterprises Inc., O/A Cotton Candy Daycare - Bad Debt Write-off", from the General Manager of Community Development, presented at the City Council meeting on January 21, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report requests the write-off on an uncollectable account related to a historical child care fee subsidy advance in the amount of \$26,237 from Riana Enterprises Inc. O/A Cotton Candy Daycare.

Financial Implications

The write off will result in a 2019 expense for Children Services in the amount of \$26,237 since the amount was not previously provided for in the allowance for doubtful accounts. This expense will be funded within the existing operating budget.

Signed By

Report Prepared By

Monique Poirier
Manager of Children Services
Digitally Signed Dec 20, 19

Manager Review

Monique Poirier
Manager of Children Services
Digitally Signed Dec 20, 19

Division Review

Tyler Campbell
Director of Social Services
Digitally Signed Dec 20, 19

Financial Implications

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed Dec 30, 19

Recommended by the Department

Steve Jacques
General Manager of Community Development
Digitally Signed Jan 1, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 7, 20

Purpose

The purpose of this report is to request Council's authorization in accordance with the Delegation By-law to write-off a bad debt in excess of \$25,000.

Executive Summary

This report provides an overview of a bad debt incurred in 2018 in the amount of \$26,237 related to one licensed childcare operator in receipt of a childcare fee subsidy advance from the City. The report speaks to next steps to be taken by Children Services related to changes in the manner in which the childcare fee subsidy advances are managed and monitored based on best practices in other municipalities. A follow up report will be presented to the Community Services Committee in the second quarter of 2020 with recommendations for changes to existing practices.

Background

The accounts receivable balance of \$26,237 relates to an advance equal to 75% of the average monthly 2017 childcare subsidy billings. In 1996, each existing childcare operator was issued an advance cheque equal to 75% of its prior year's monthly average subsidy billings in order to assist them with meeting their cash flow needs. Since that time, in February of each year each childcare subsidy advance amount is adjusted to 75% of the prior year's average monthly billing total. In the event of a program closure, the advance owing to the City is collected from any outstanding amounts payable to the operator for subsidies and grants.

In September of 2018, the City of Greater Sudbury was notified that Riana Enterprises Inc., O/A Cotton Candy Daycare's bank accounts had been seized by the Receiver General and that all further payments were to be directed to the Receiver General. As a result, the City of Greater Sudbury will not be able to recover the advance issued of \$26,237.

An ownership change occurred on January 1, 2019, and the daycare is now operating under new management and governance as a non-profit agency. To date, the new agency is operating well.

The write-off would result in the removal of the accounts receivable balance and recording a related expense in the Children Services Section.

In accordance with the Delegation By-law, the Director of Children and Social Services and the CFO/Treasurer recommend this write-off. Since the write-off is in excess of \$25,000, the Delegation By-law further requires Council's approval.

Analysis

Due to the insolvency of Riana Enterprises Inc., there are no available options for collecting any amounts owed to the City.

Next Steps

To ensure the future collectability of these advances, Children Services is implementing a more stringent review of annual financial information submitted by operators to assess viability. Children Services will also conduct a review of other municipal processes across the province to establish best practices that could include freezing these advances at the current 2019 level. A further report outlining recommendations based on these reviews will be presented to the Community Services Committee in the second quarter of 2020.

Request for Decision

Core Service Review Final Report

Presented To:	City Council
Presented:	Tuesday, Jan 21, 2020
Report Date	Wednesday, Jan 08, 2020
Type:	Managers' Reports

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:

THAT business cases supporting the implementation of KPMG's recommendations regarding the creation of

Signed By

Report Prepared By

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 8, 20

Financial Implications

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Jan 8, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 8, 20

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

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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

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.

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.

Strategic Alignment

How the opportunity aligns with the City's strategic direction

HR/Internal Impact

A summary of the HR and internal impact faced when implementing the opportunity.

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.

External Impact

A summary of the external impact on City staff or residents when implementing the opportunity



Estimated Timeline of Savings

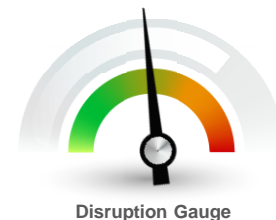
The estimated timeline that the opportunity can be implemented and achieve budget savings. This is based on a three point scale which is explained further on the assessment criteria slide.

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)	EXTERNAL IMPACT	INTERNAL IMPACT	RISK	STRATEGIC ALIGNMENT
> \$1,000*	3	2	2	3

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

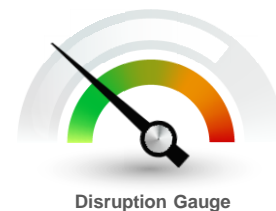
2022-2025 Budget

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	Community Pools Arenas
Traditional	Playfields
Other Discretionary	

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

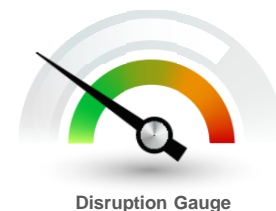
2020

2021 Budget

EST TIMELINE OF SAVINGS

1

Opportunity #5 Modernize Phone Systems



ESTIMATED SAVINGS (\$,000s)

\$50 - \$100

EXTERNAL IMPACT



INTERNAL IMPACT



RISK



STRATEGIC ALIGNMENT



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

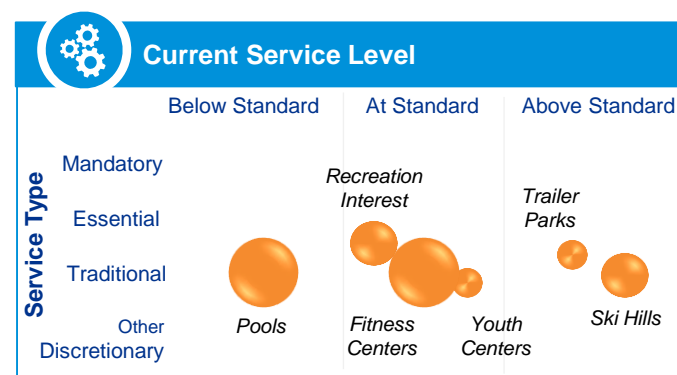


Department	
Community Development	
Opportunity Type	
Increase Cost Recovery	
Budget Impact (\$,000s)	
Current Total Cost	\$6,803
Current Revenue	\$2,816
Current Net Levy (A)	\$3,987
Est. Cost Savings (B)	\$0
Est. Revenue Increase	\$245
Adjusted Net Levy (A-B)	\$3,742
Percentage of Savings (B/A)	6.1%
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

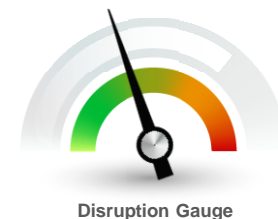
2021 Budget

EST TIMELINE OF SAVINGS



Opportunity #7

Expand Facilities Management Systems



ESTIMATED SAVINGS (\$,000s)
\$156



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

Expand facilities management systems including revising preventative maintenance plans and implementing automated systems

- 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	Above Standard
Service Type	Mandatory		
	Essential		
	Traditional		
	Other Discretionary		
		Facilities Management	

Comparative Summary

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.

The industry standards for savings realized on facility management systems is between 5 and 10% on energy costs.

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)	EXTERNAL IMPACT	INTERNAL IMPACT	RISK	STRATEGIC ALIGNMENT
\$193	1	2	1	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
<p>Explore opportunities to minimize/optimize office space</p> <ul style="list-style-type: none"> 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
Service Type	Mandatory
	Essential
	Traditional
	Other Discretionary
<p>Facilities Management</p>	

Comparative Summary
<p>When comparing the City to other comparator municipalities, we noted :</p> <ul style="list-style-type: none"> 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

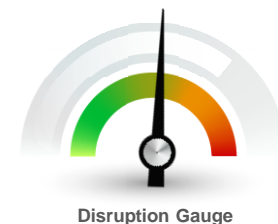
2022 - 2024 Budget

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			

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

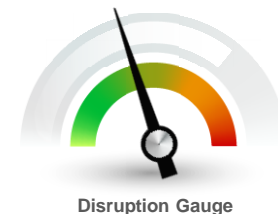
2021 Budget

EST TIMELINE OF SAVINGS



Opportunity #10

Outsource Ski Hills



ESTIMATED SAVINGS (\$,000s)
\$243



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.

Service Type	Current Service Level		
	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

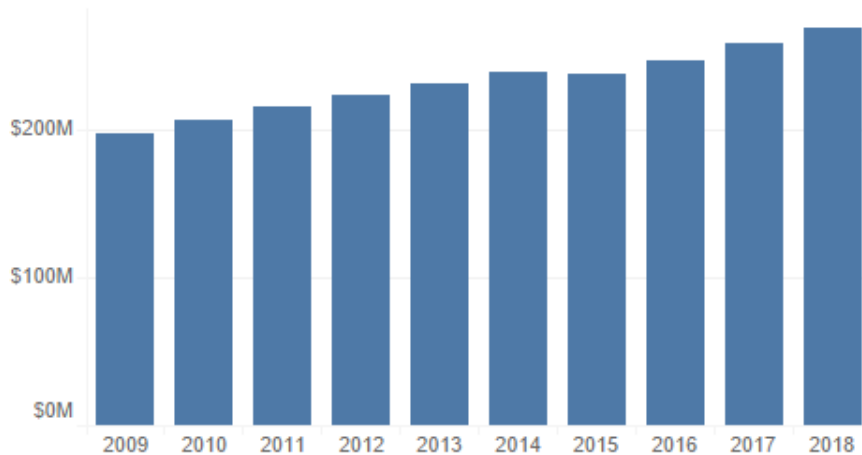
Overview of the City's Financial Performance

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.

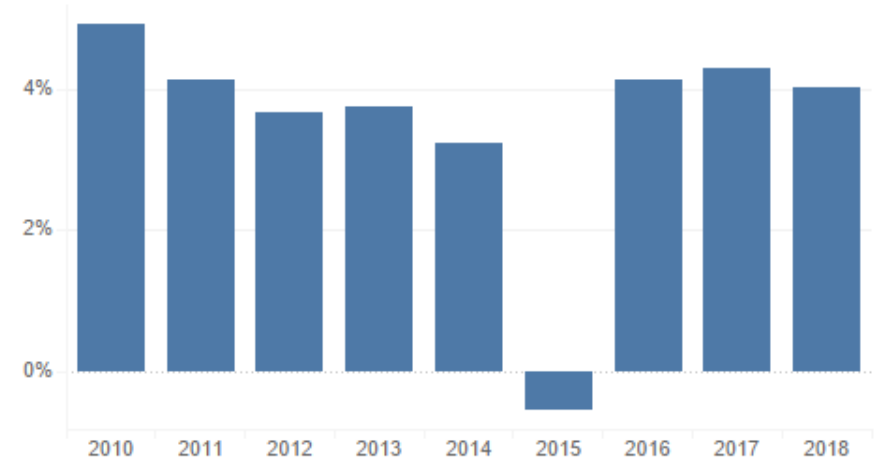
Steady and predictable increases in the levy builds confidence and sustainability in the City's financial plan from residential, commercial and industrial ratepayers.

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

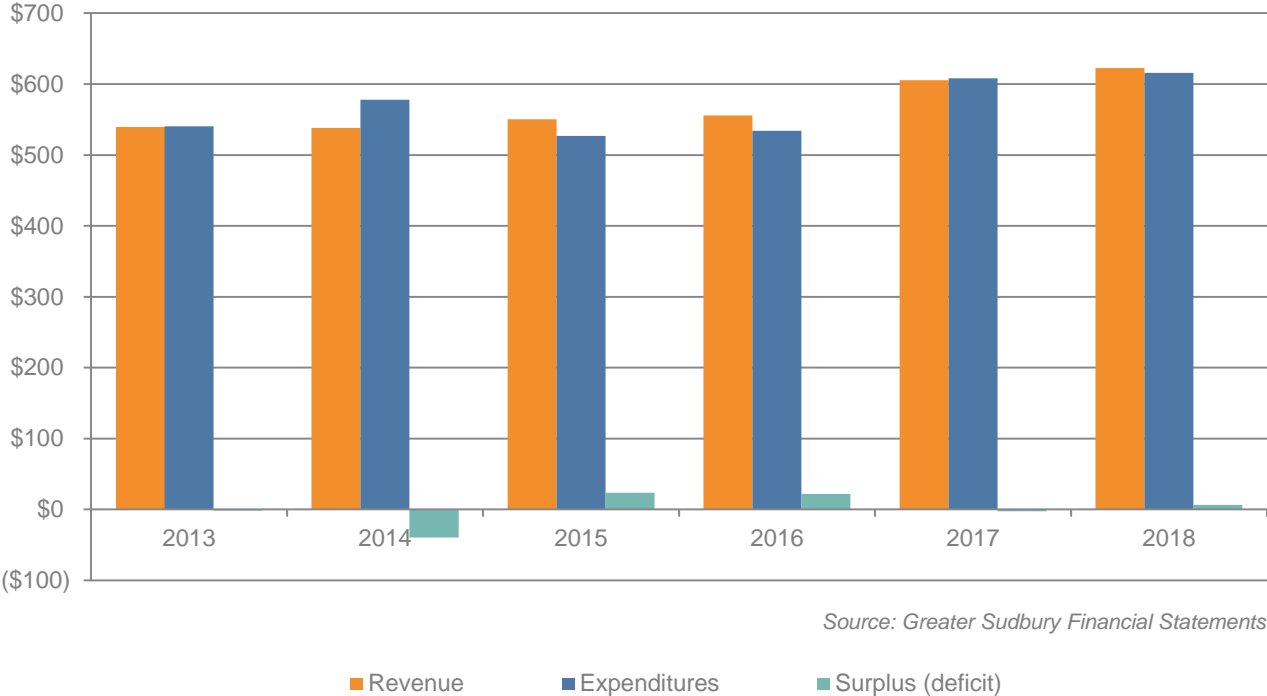
²Source – Municipal Financial Information Returns (Schedules 22 & 24)

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.

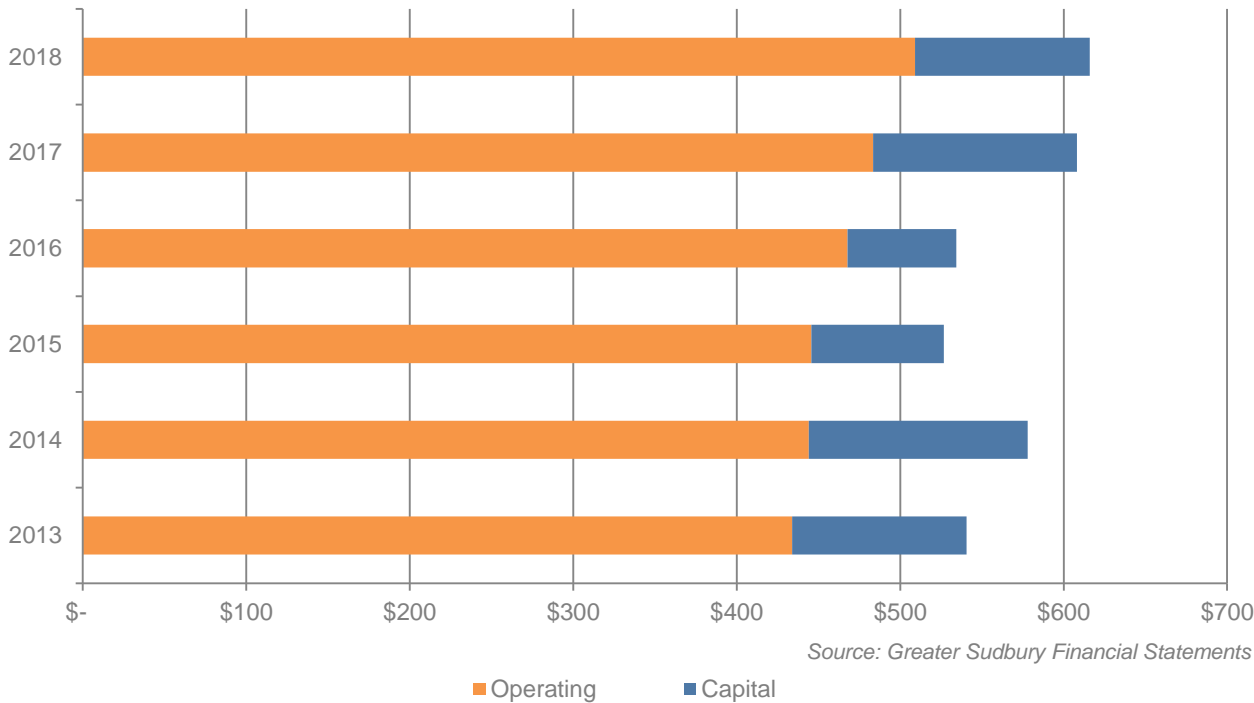
Over the short term the financing of budget deficits is sustainable, but prolonged use of reserves or debt will place a municipality in a financially exposed position.



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.



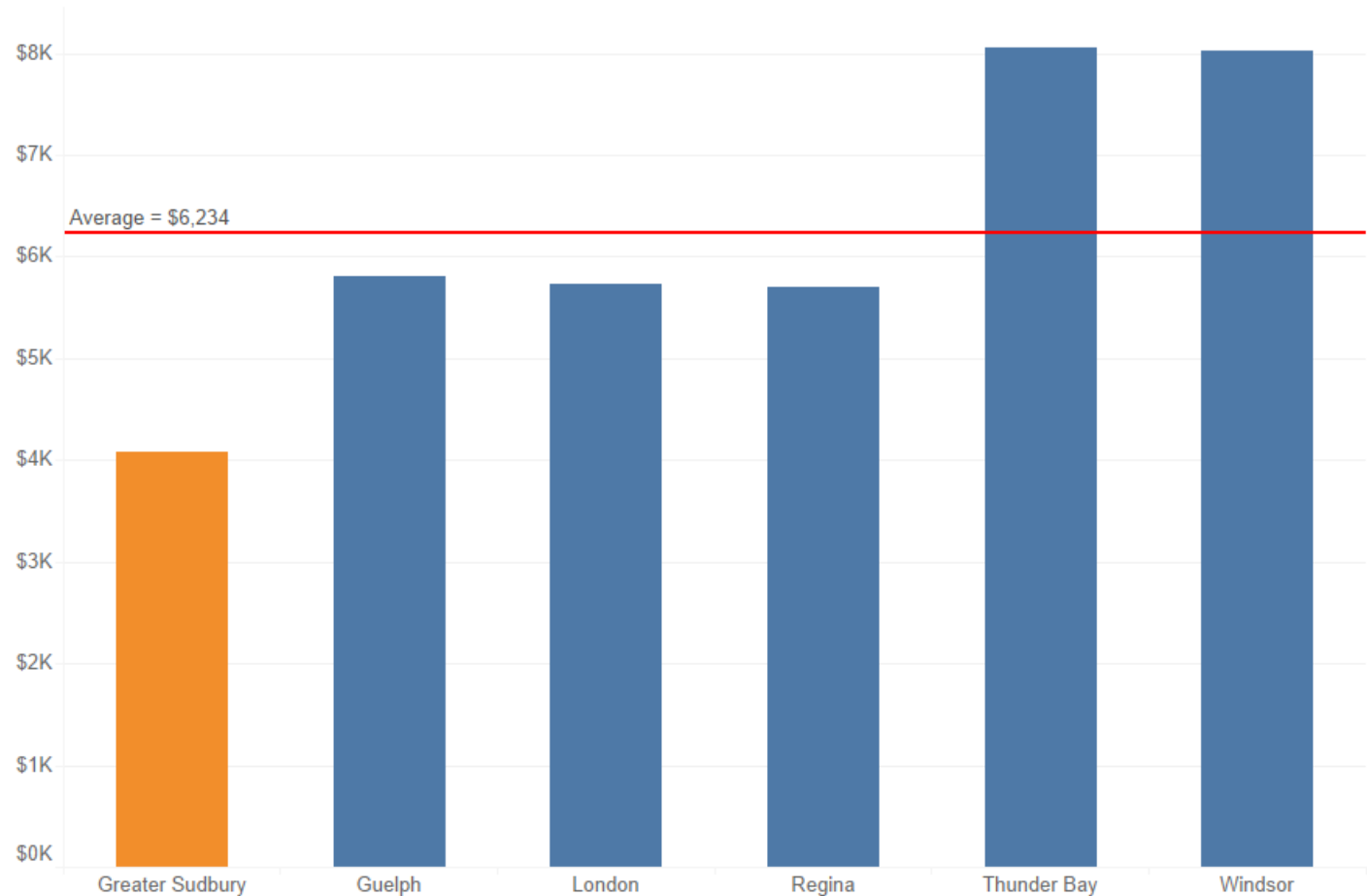
Benchmarking & Performance Perspectives

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

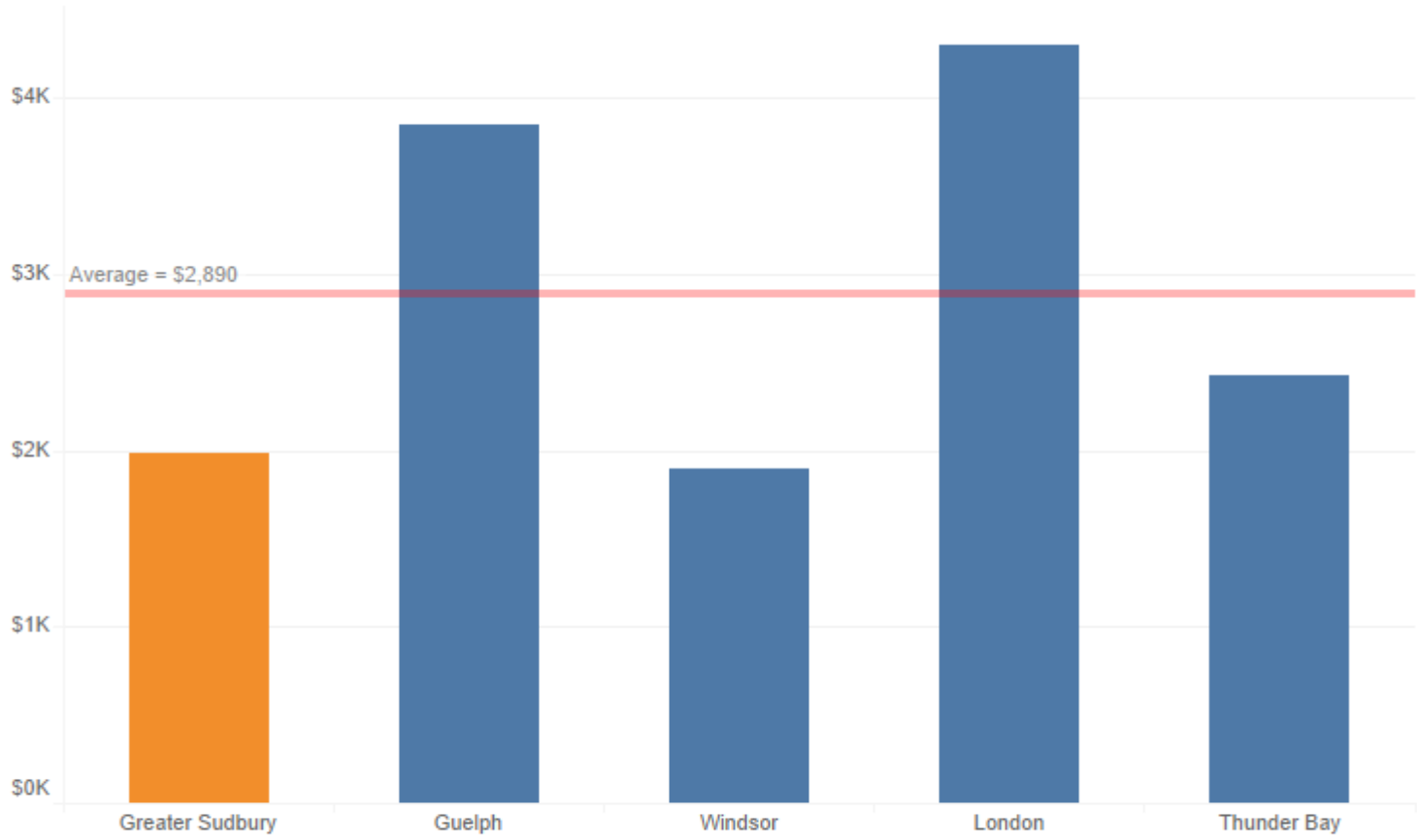
Benchmarking & Performance Perspectives

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)

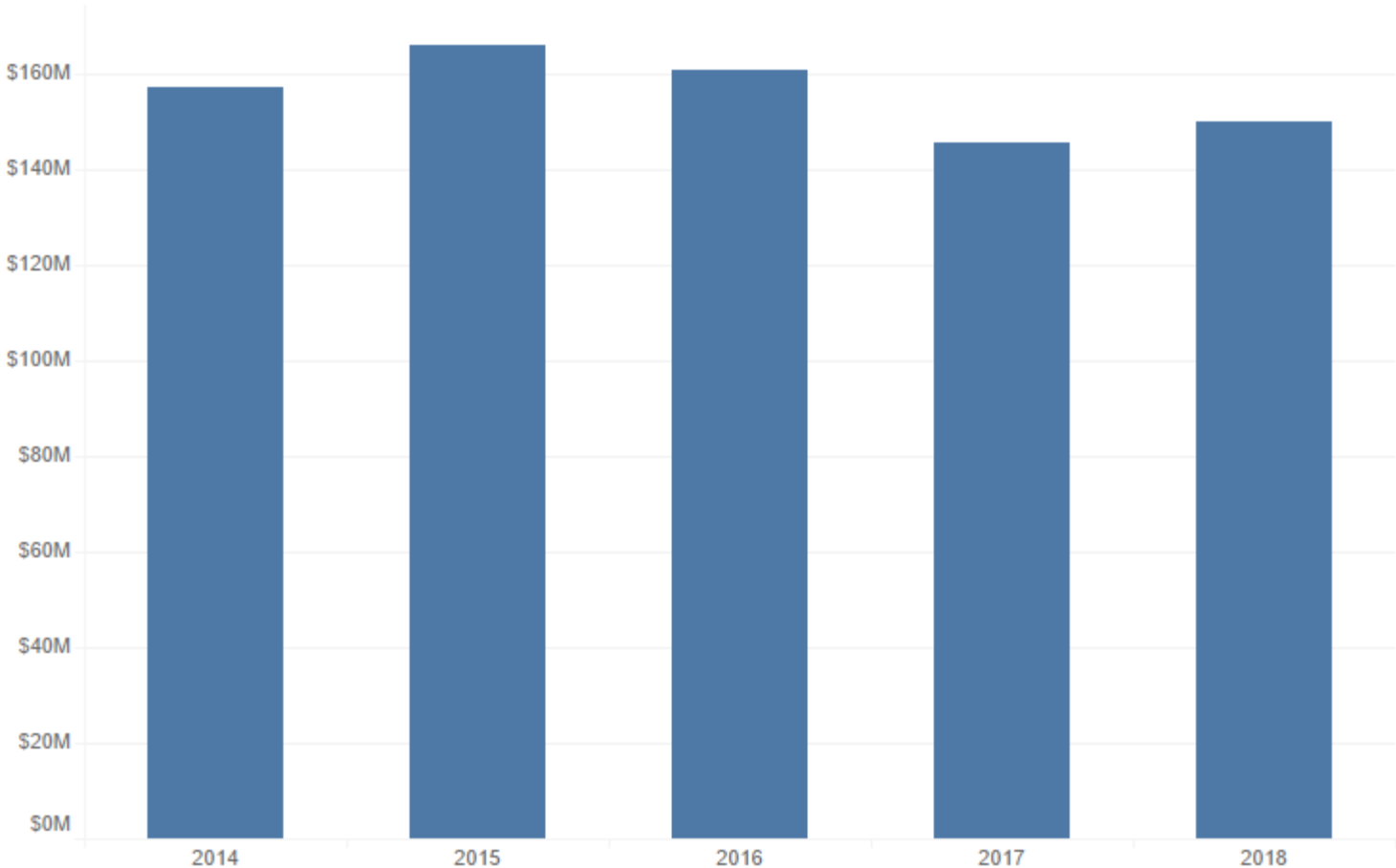
Benchmarking & Performance Perspectives

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.

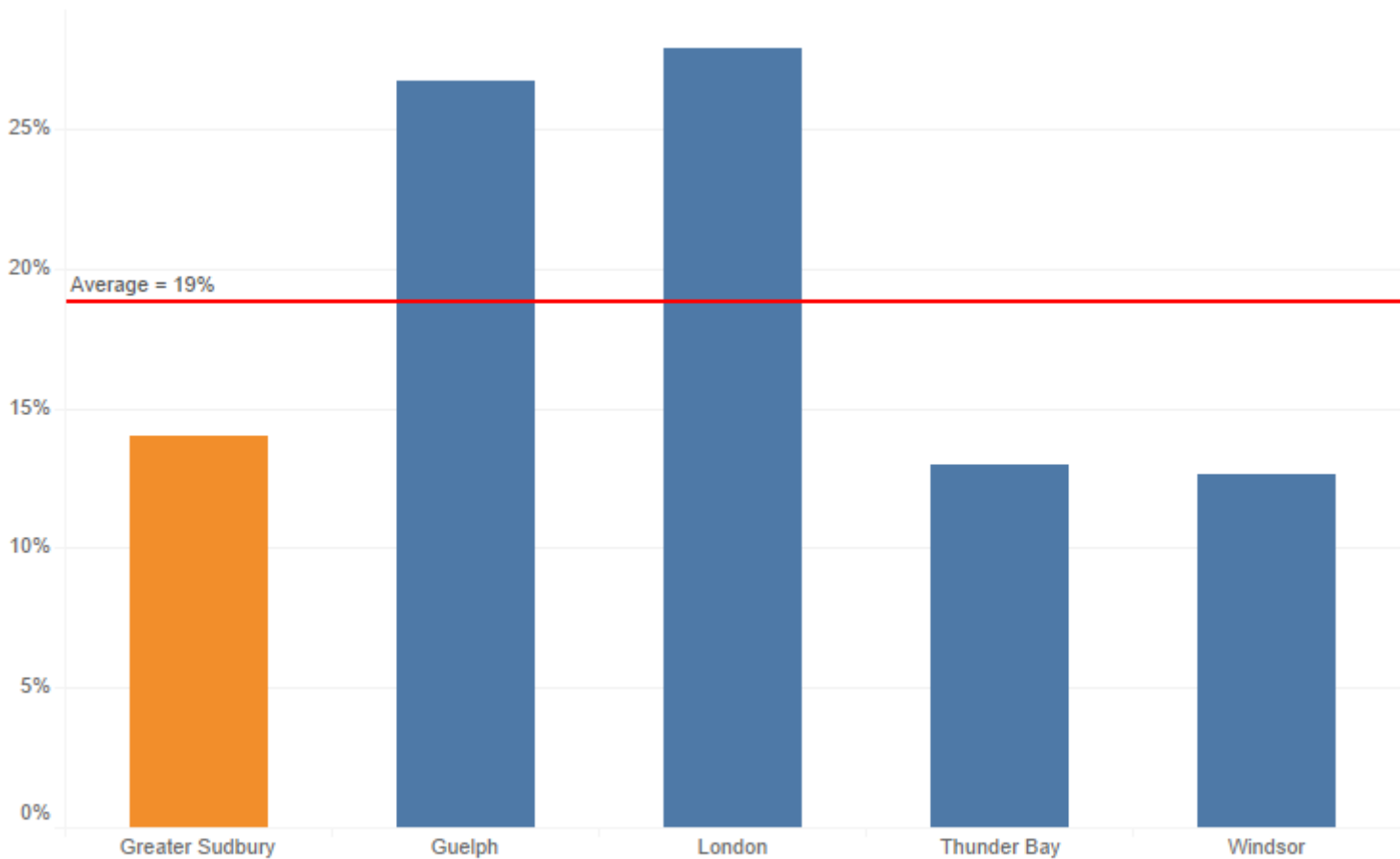


Source: Municipal Financial Information Returns (Schedules 2 and 60)

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%.

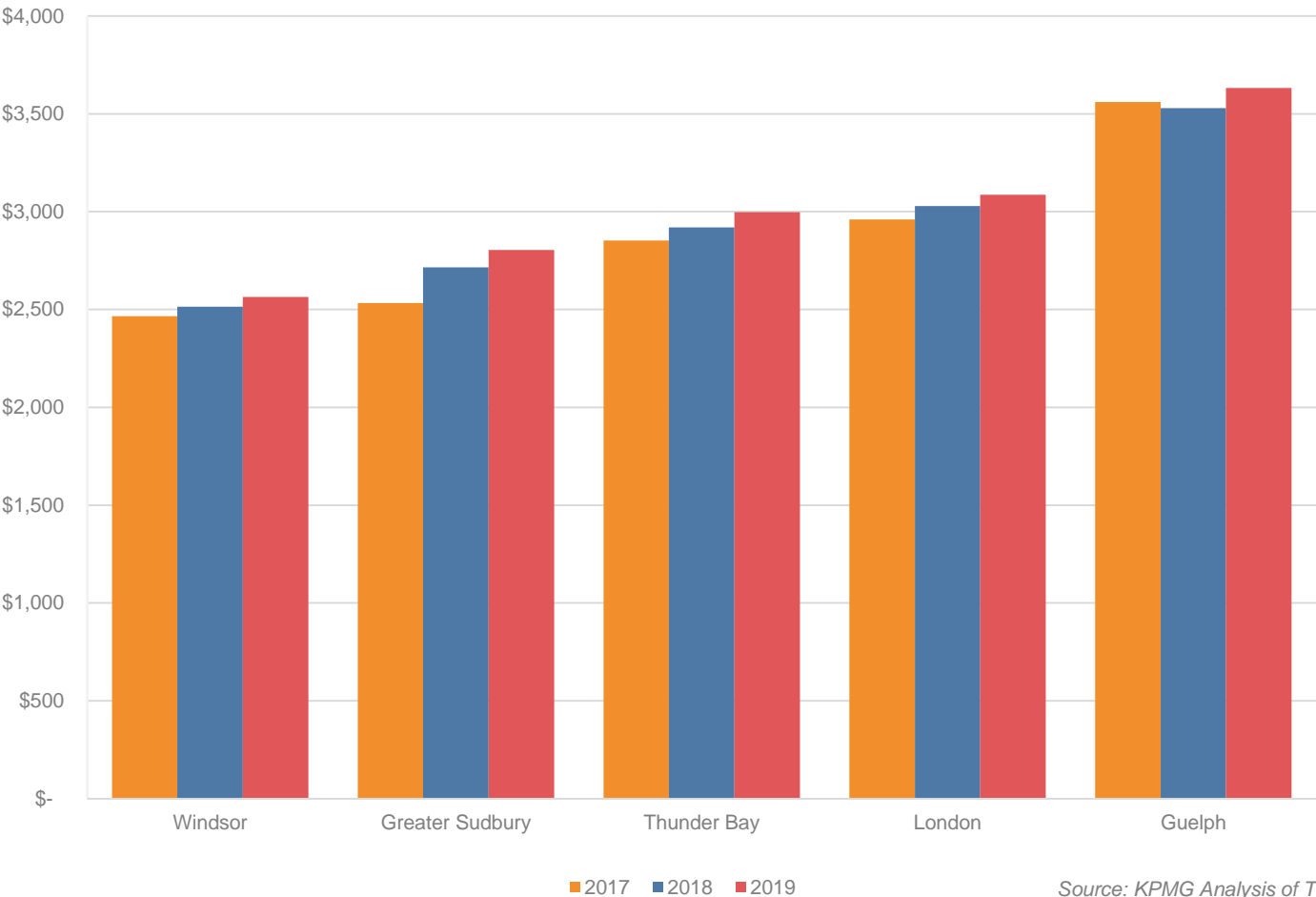


Source: Municipal Financial Information Returns (Schedules 51A and 60)

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



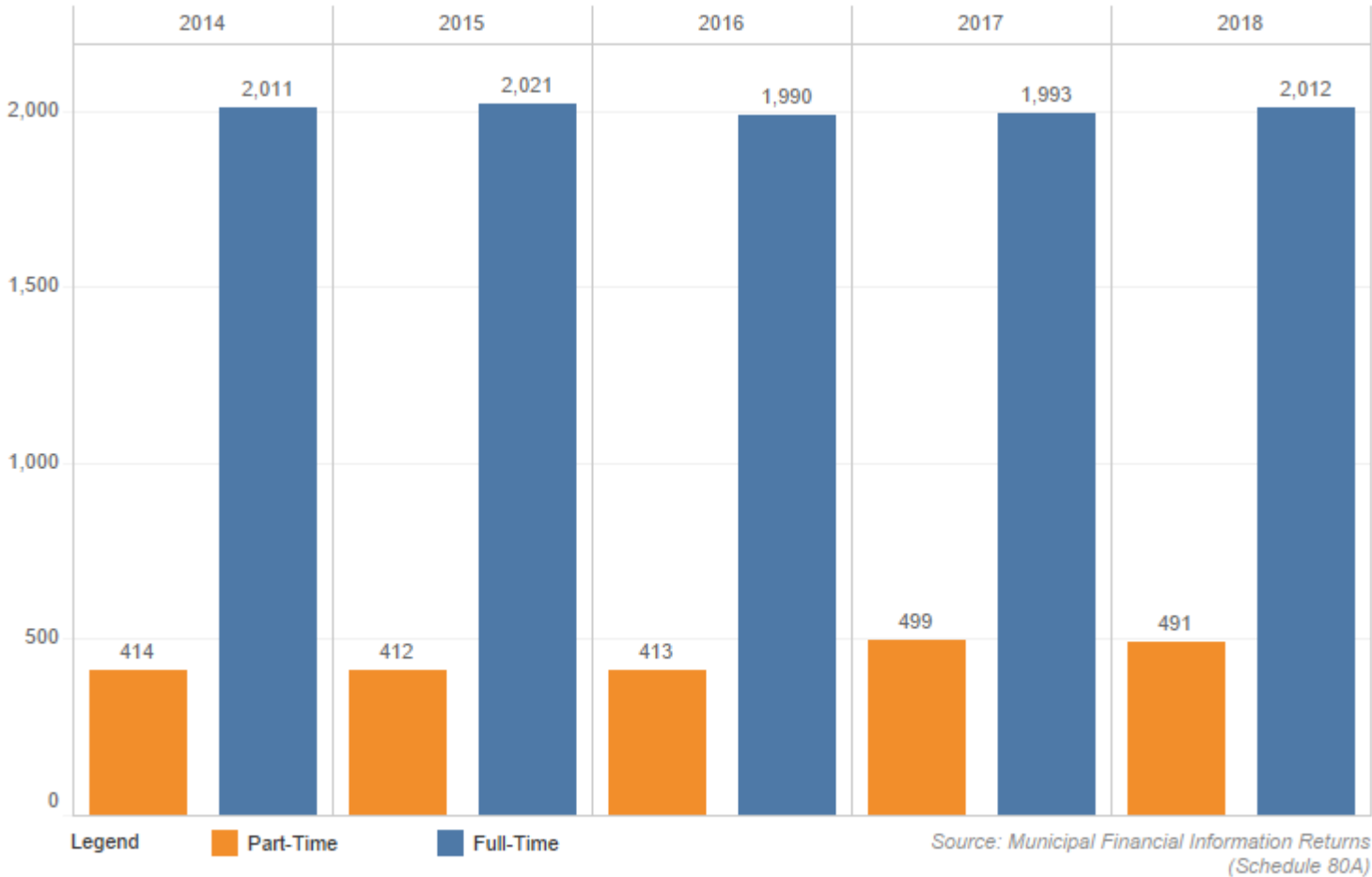
Staffing Perspectives

The City of Greater Sudbury
Core Services Review
Final Report

Historical Staffing Levels By Type 2014 - 2018

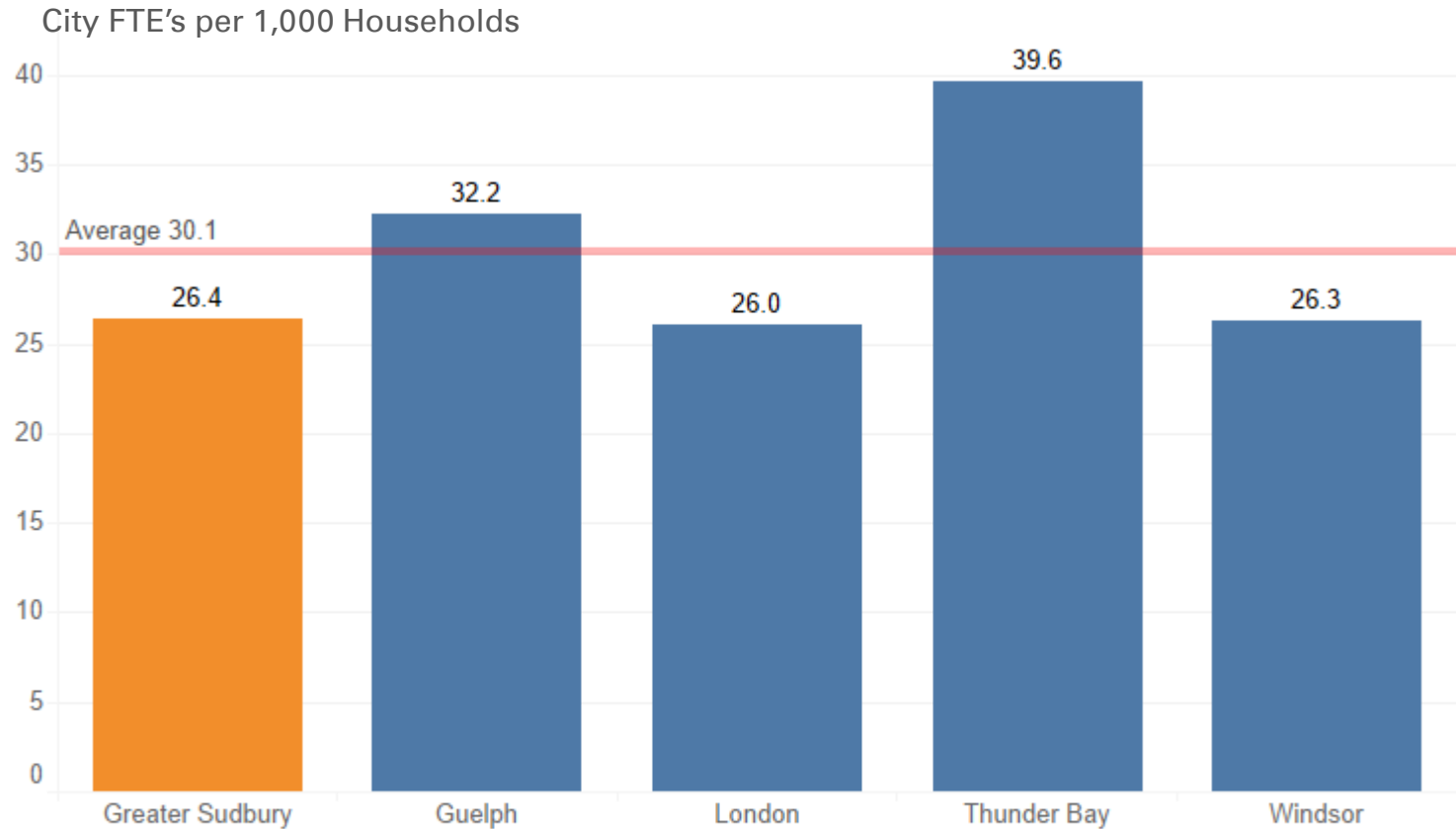
When viewed over the past five years, the staffing levels for full-time employees has been stable.

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)

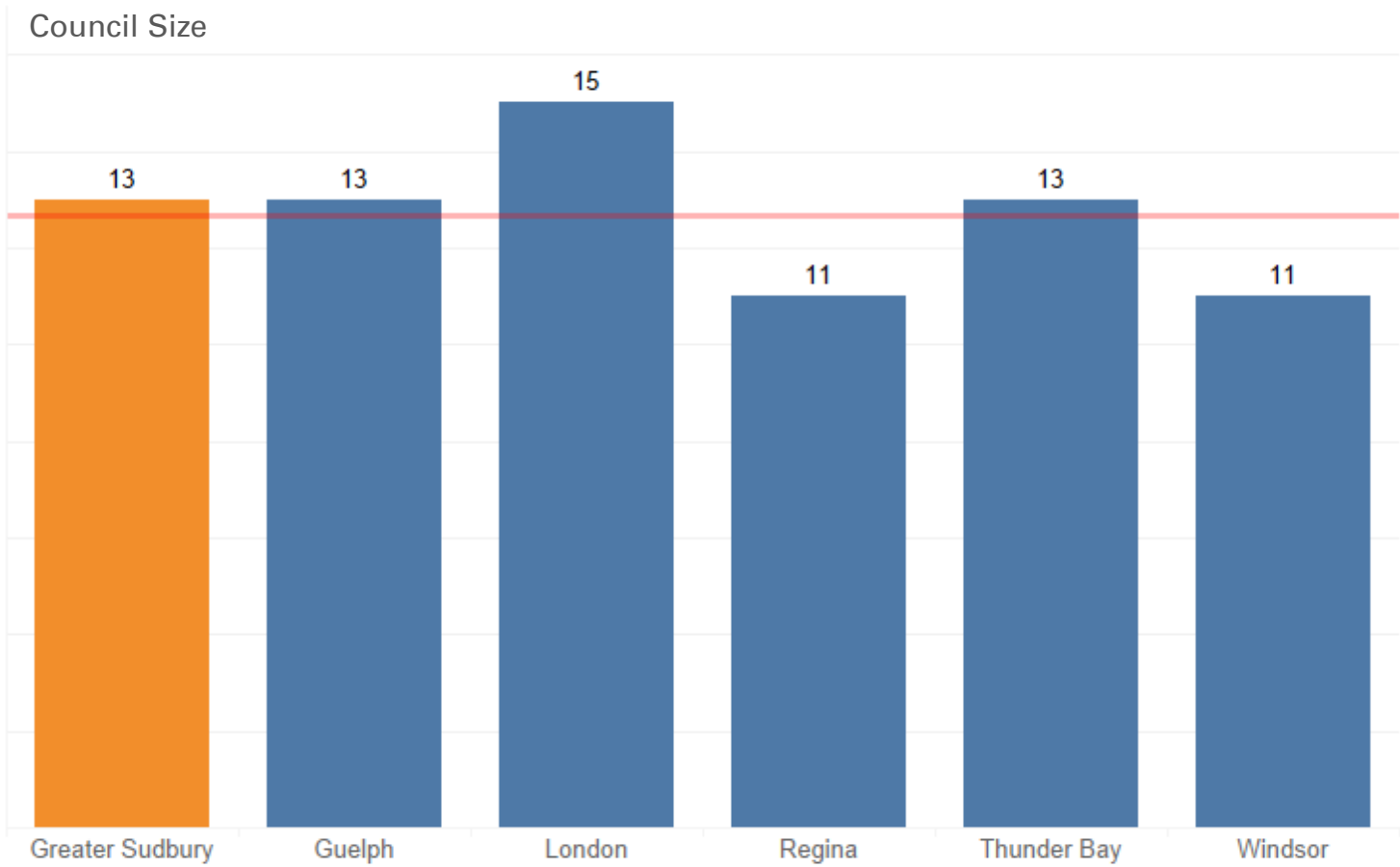


Source: Municipal Financial Information Returns (Schedule 80A)

Benchmarking & Performance Perspectives

Council Size

The City of Greater Sudbury has the average number of councilors.

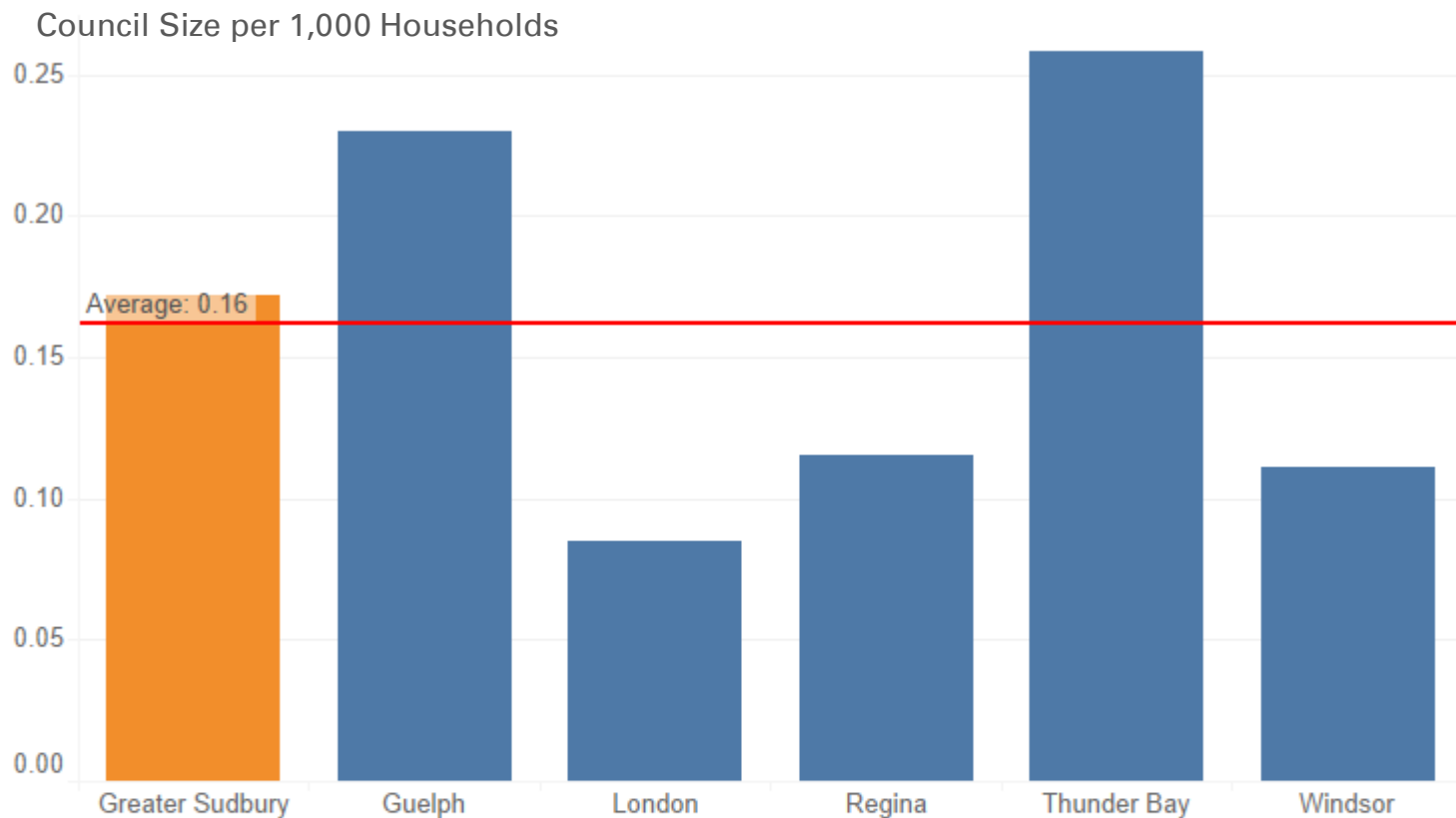


Source: Municipality websites

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.

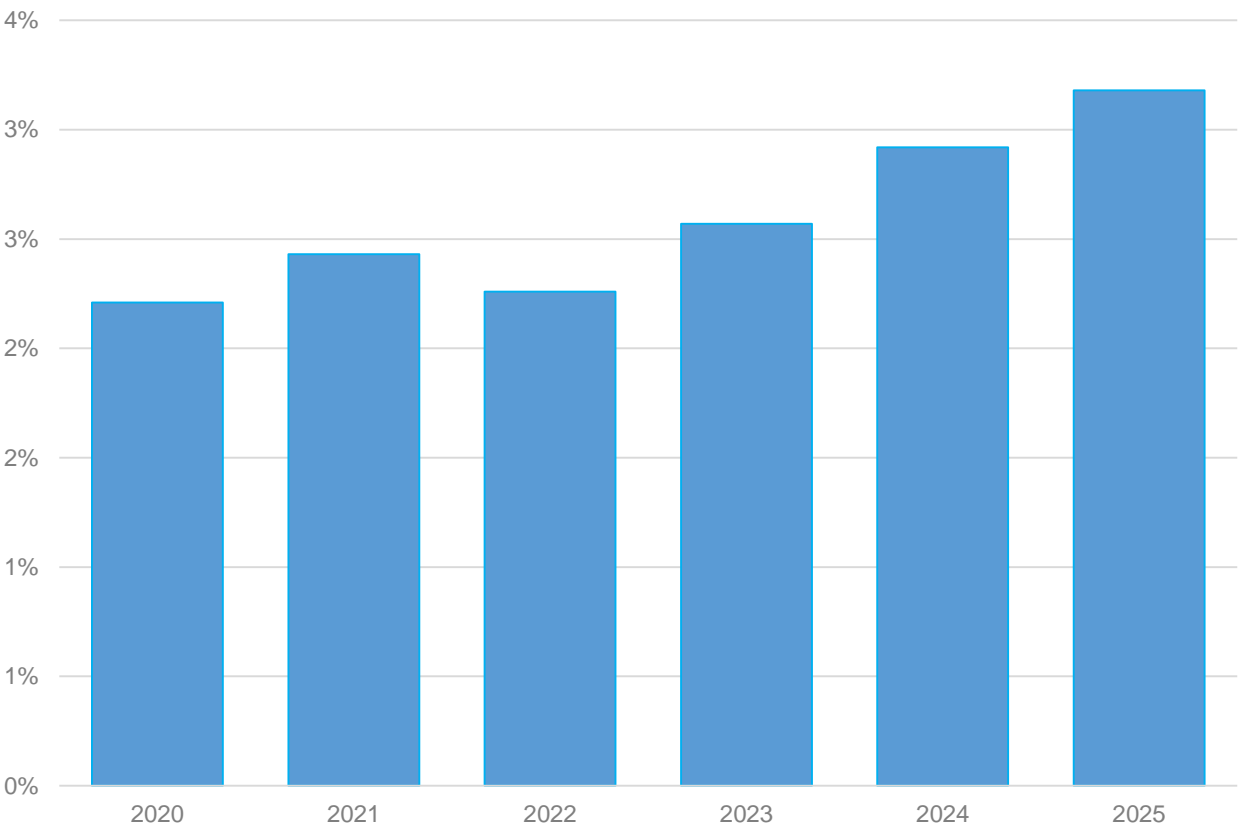


Source: Municipal Financial Information Returns
(Schedule 2, Nr of Households)
Regina - MBNC 2018 Performance Report)
Council members from municipality websites

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



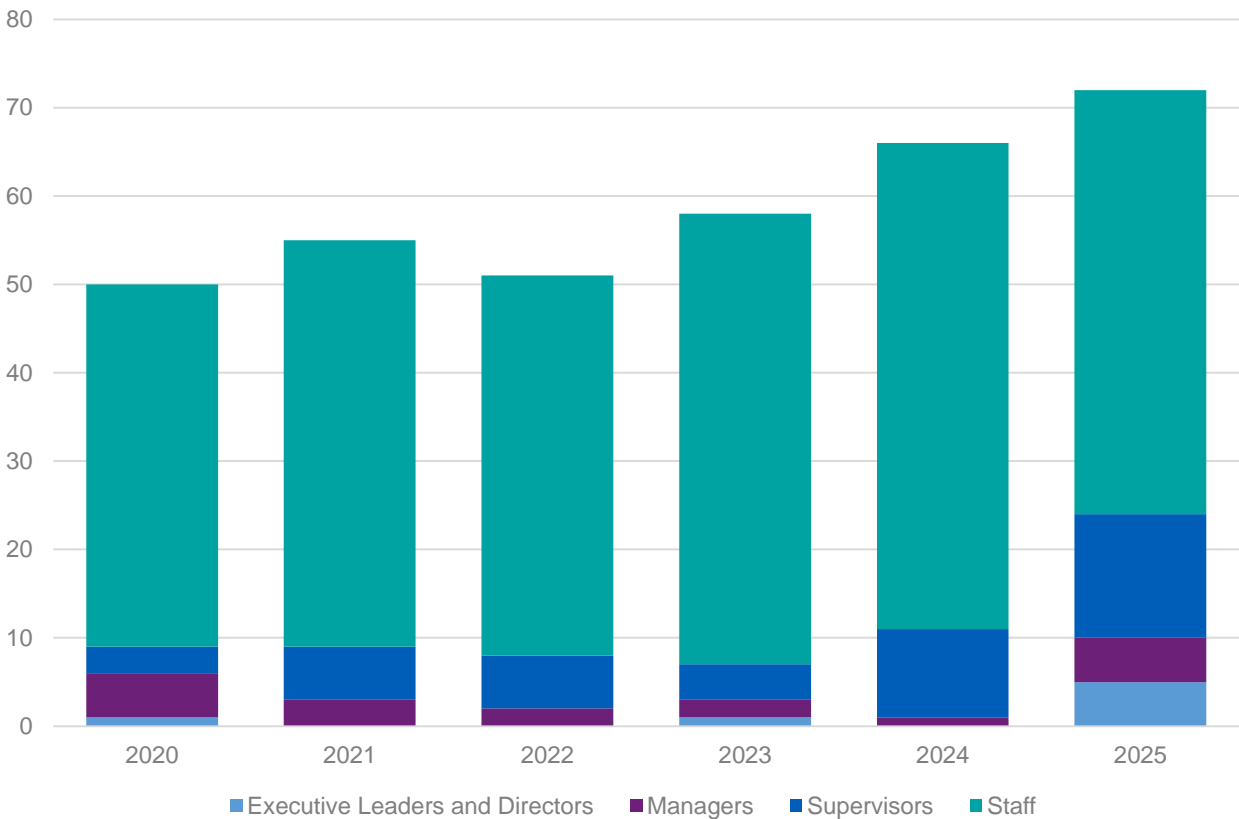
Source: City of Greater Sudbury Human Resources Division

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



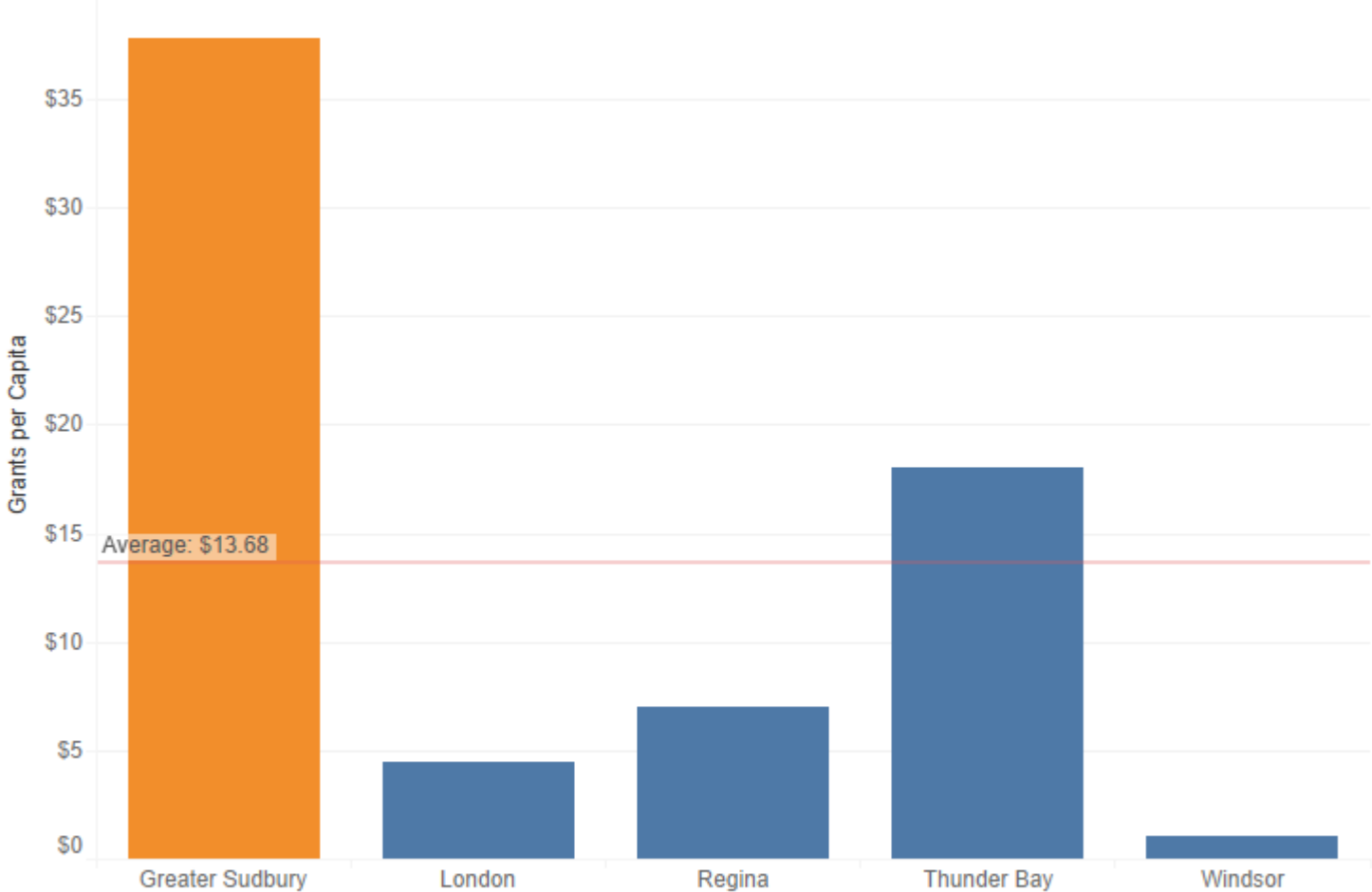
Benchmarking of Services

**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



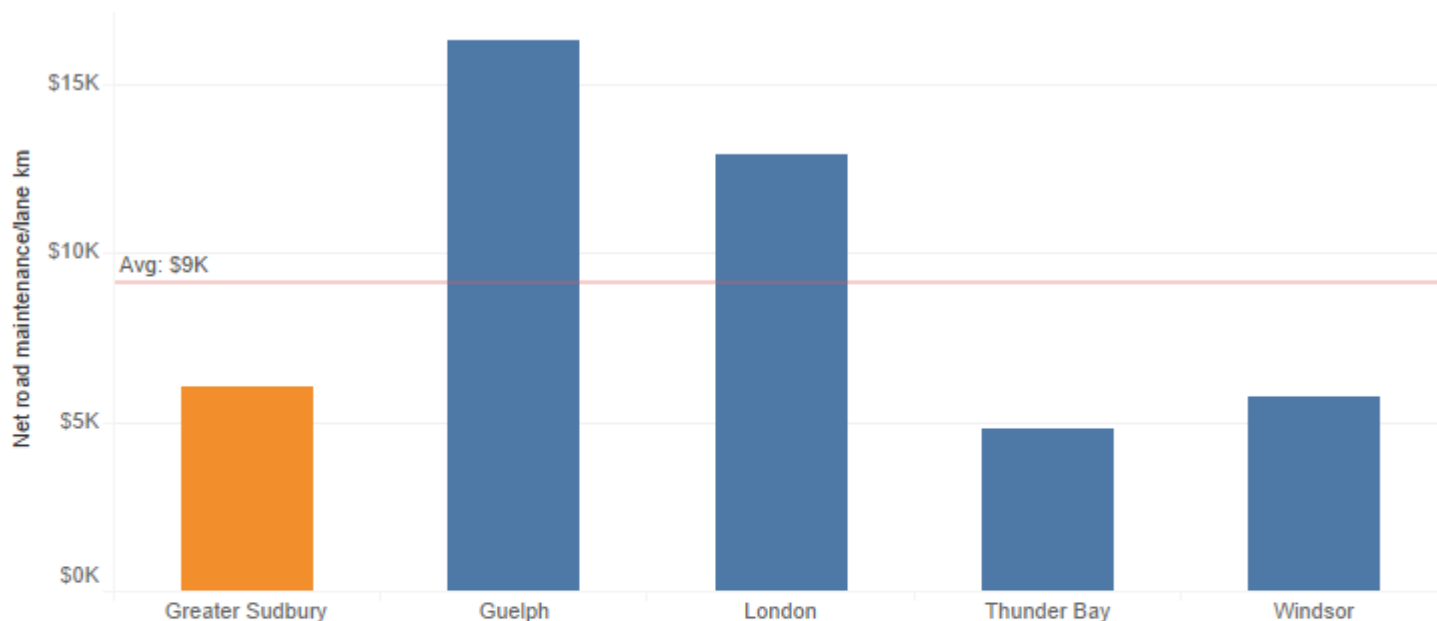
Source: MBNCanada

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:

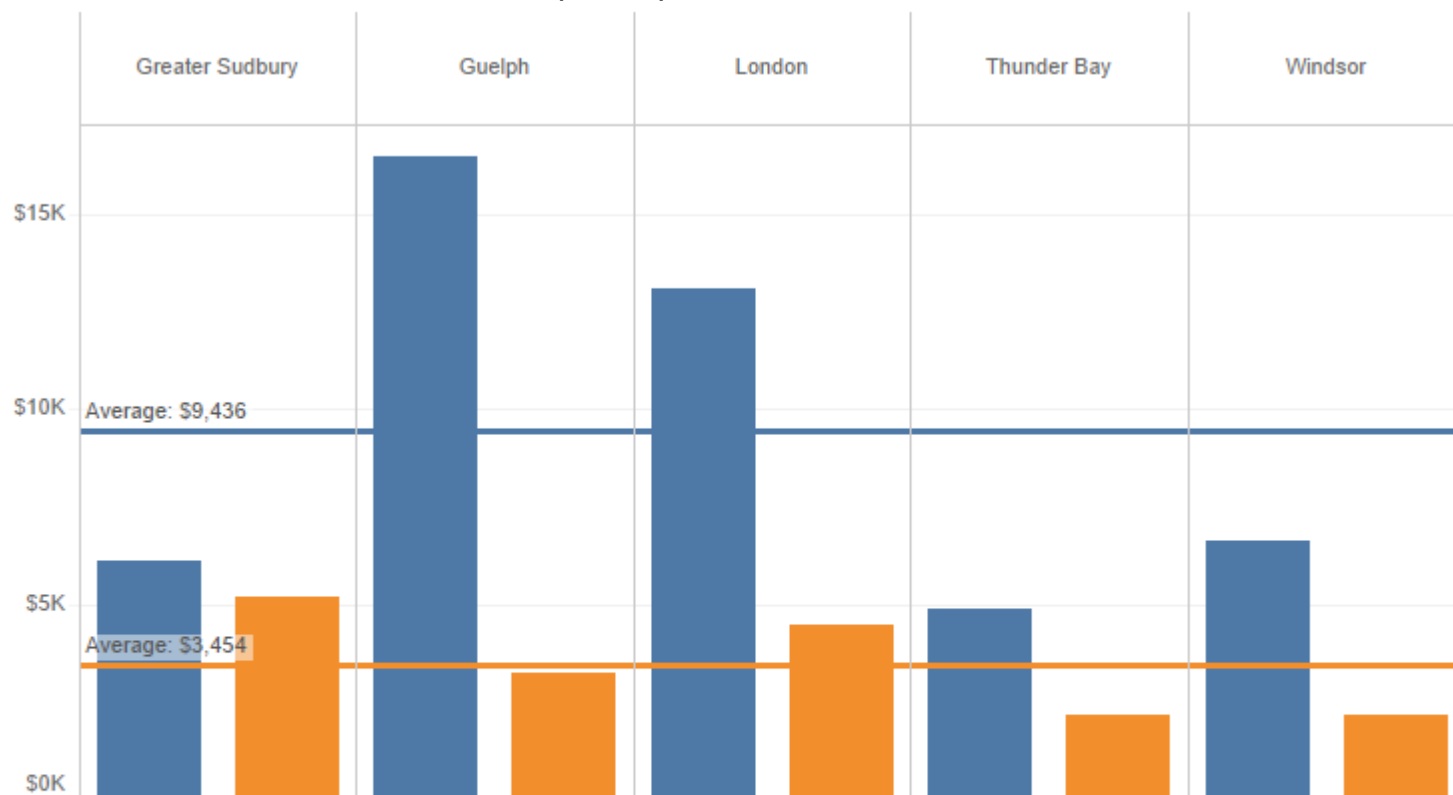
1710: Total Paved Lane Km + 1713: Total UnPaved Lane Km, from Schedule 80D

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

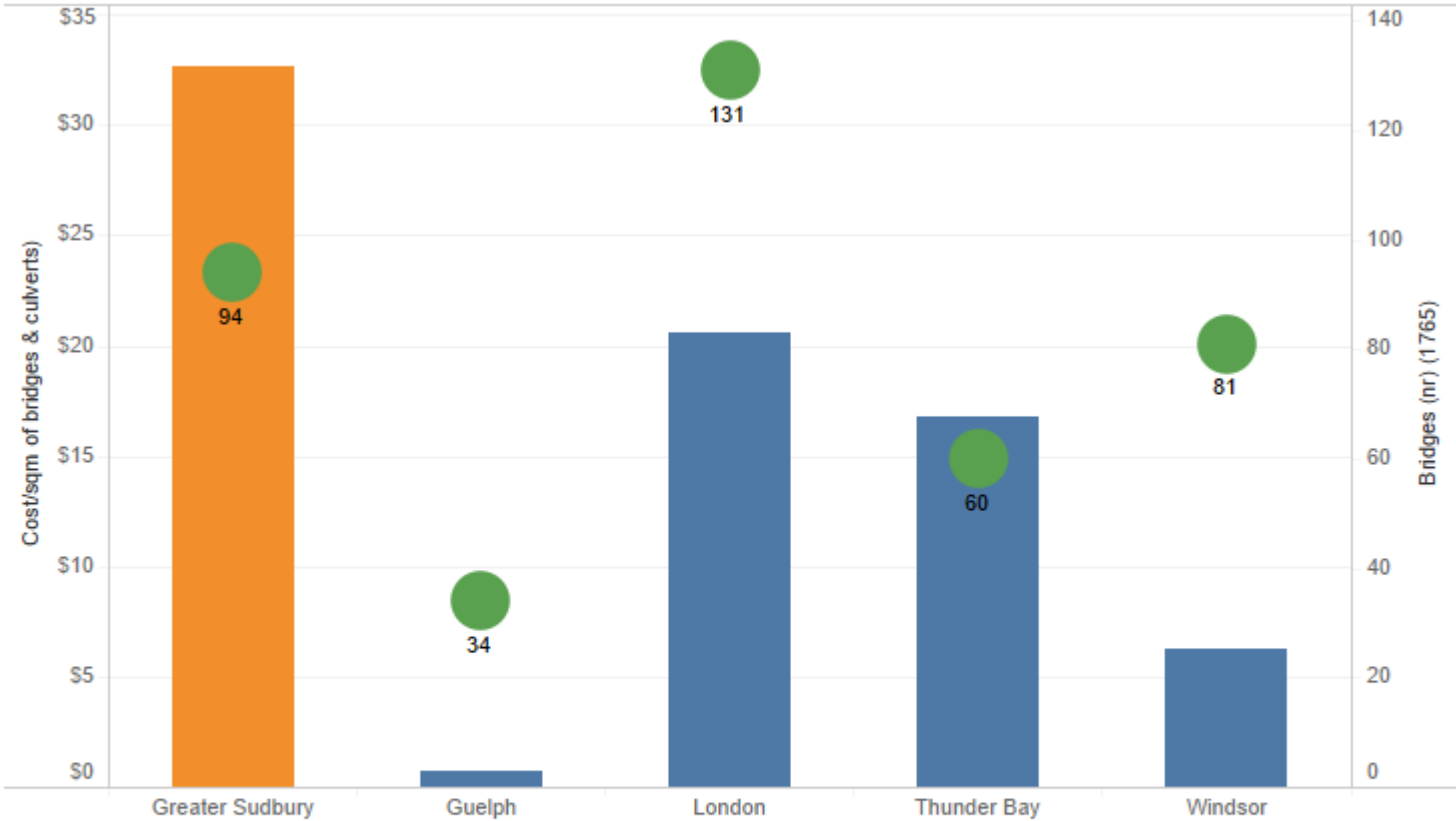
■ Winter maintenance/winter control km

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



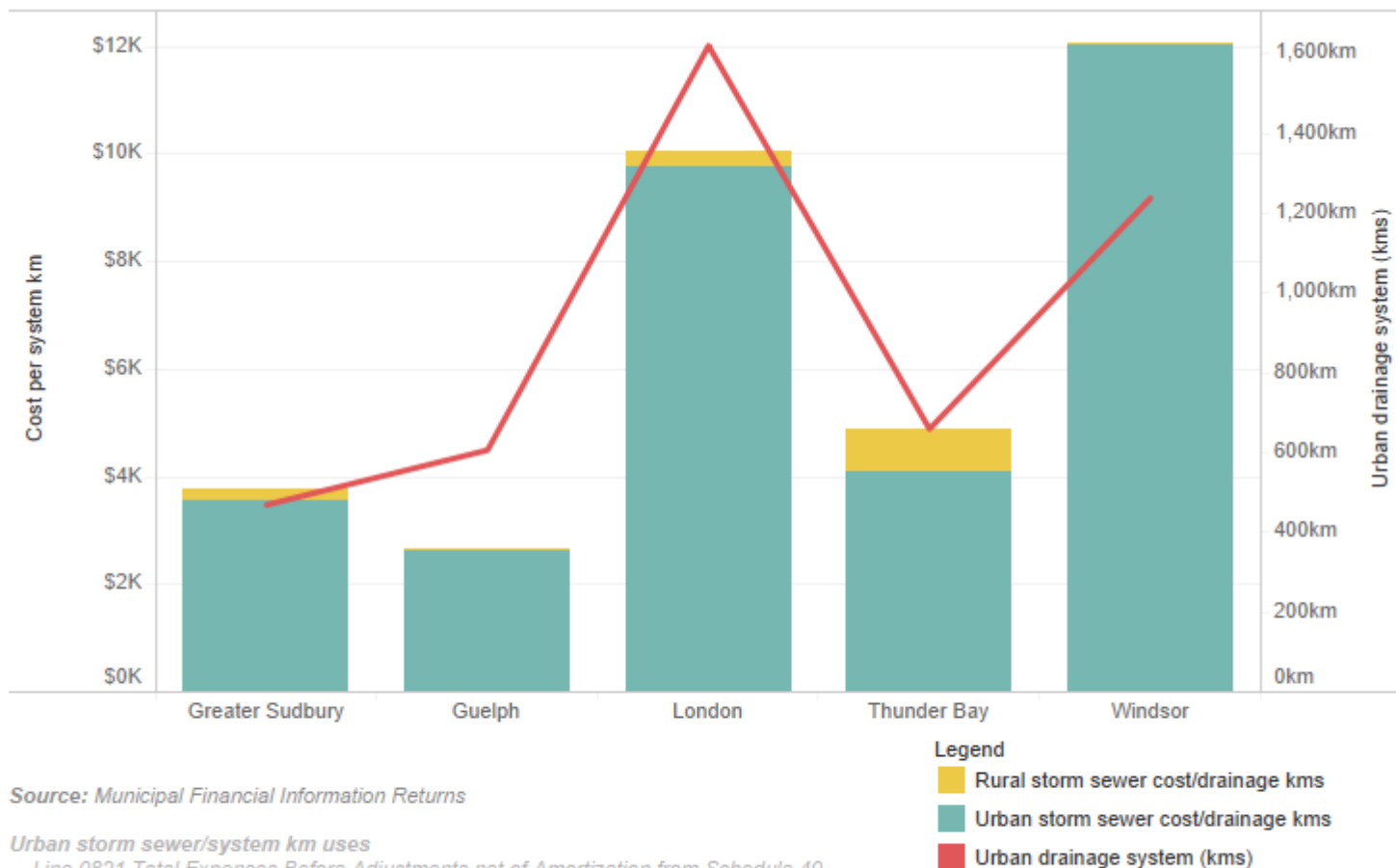
Source: Municipal Financial Information Returns
Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40,0613: Roads - Bridges and Culverts,
Nr of bridges from line 1760 from Schedule 80D
Sqm of bridges and culverts from line 1760: Total Square Metres of Surface Area on Bridges 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

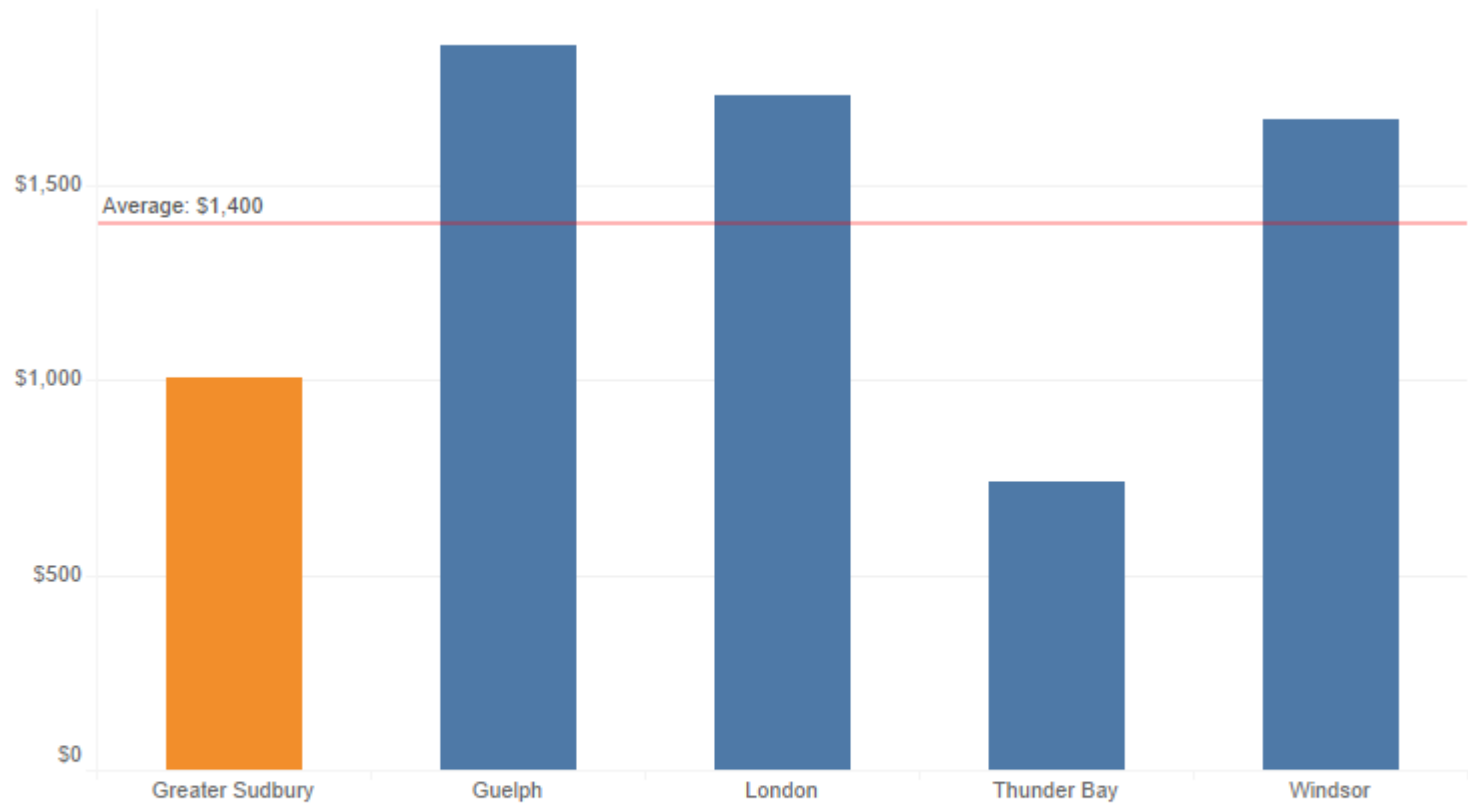
Rural storm sewer/system km

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



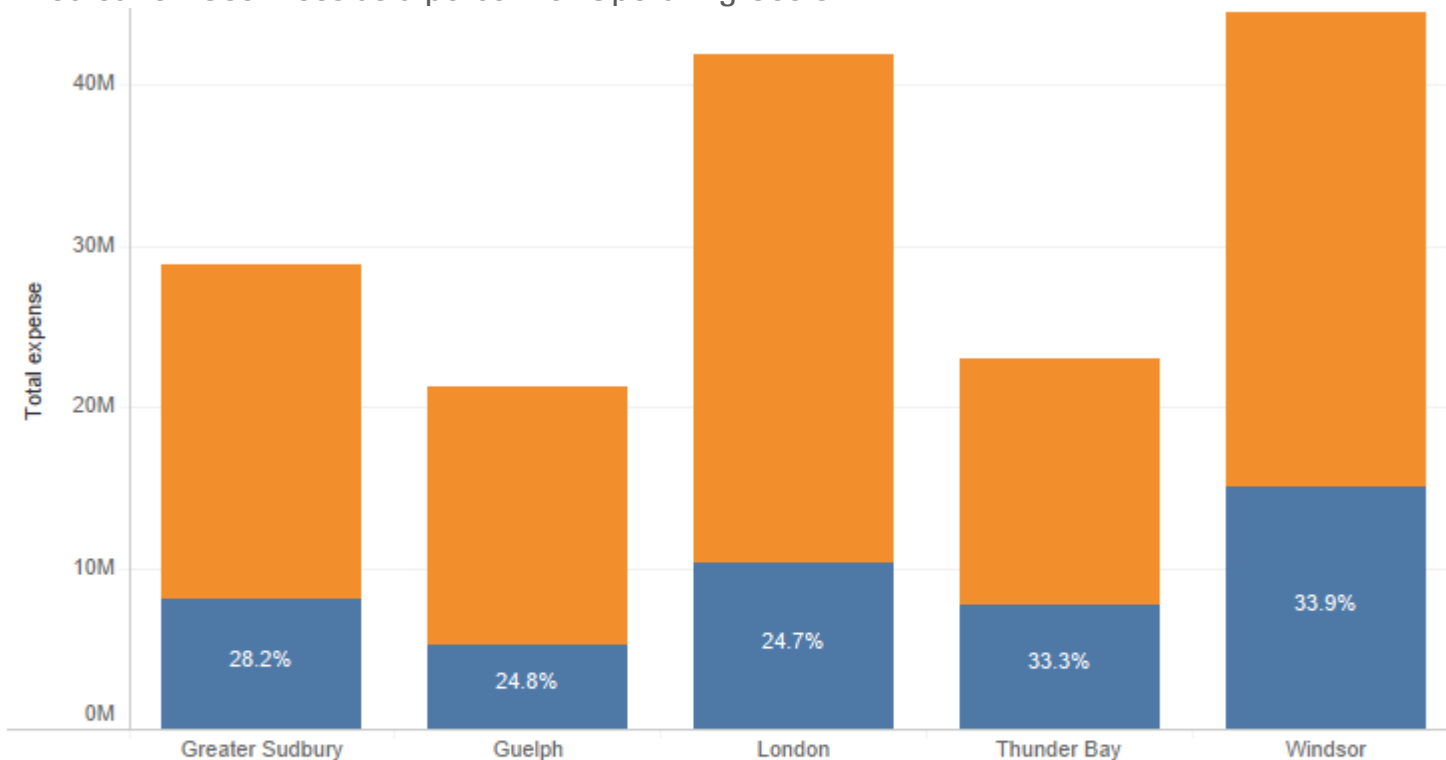
Source: Municipal Financial Information Returns
Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40, from line 0650 Street lighting
Total paved lane kms from line: 1710: Total Paved Lane Km, from Schedule 80D

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

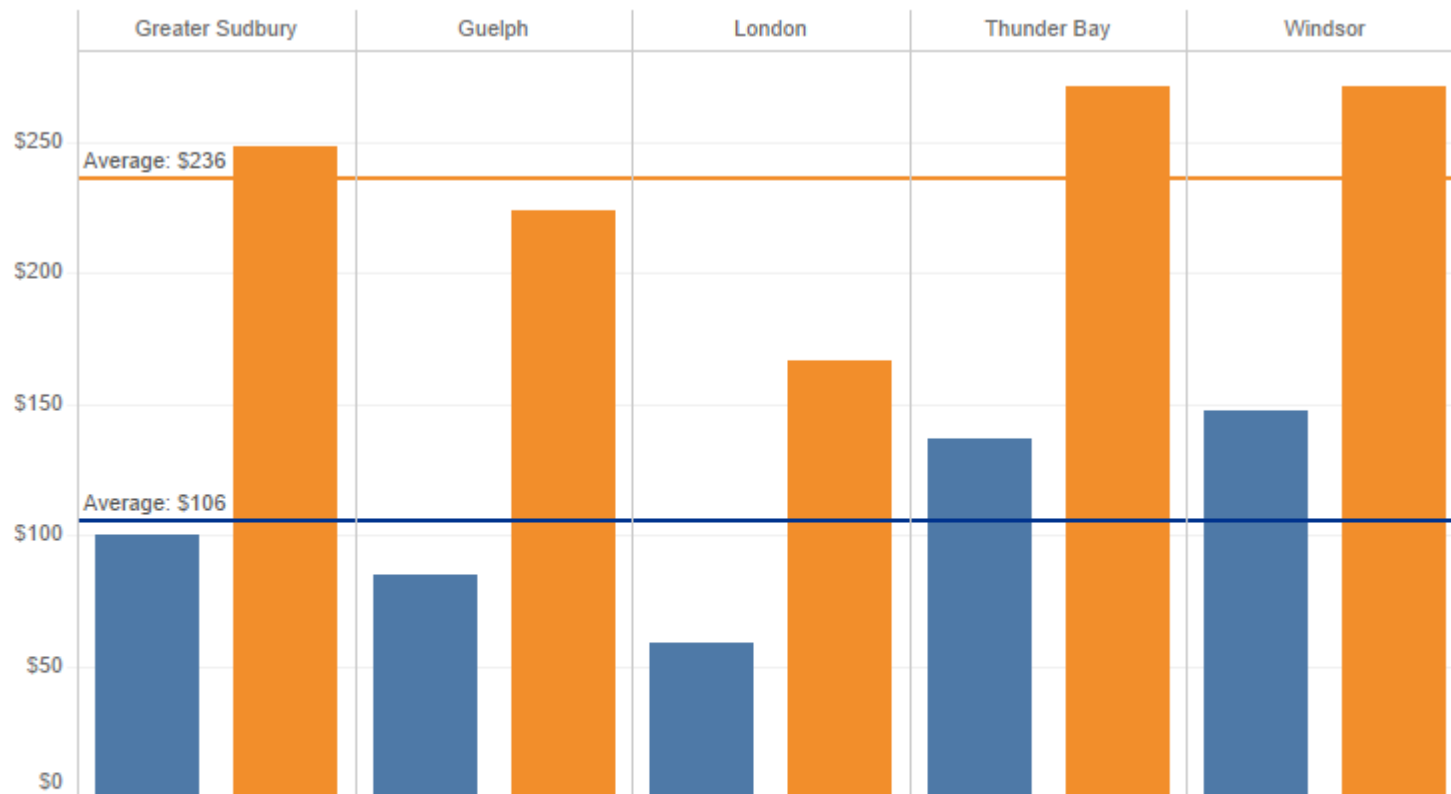
Recreation - Revenue and Expenses

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

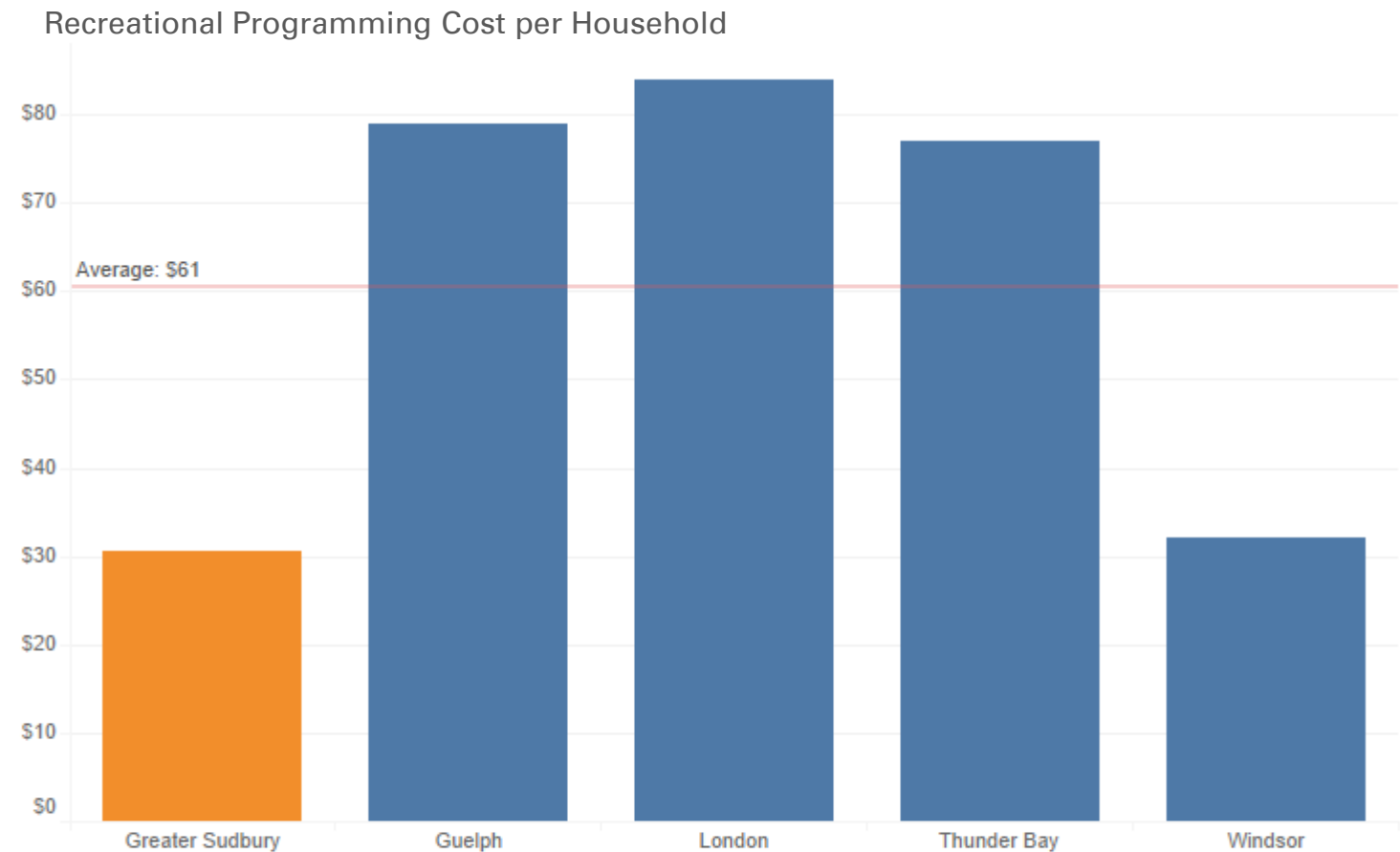
Revenues per household

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

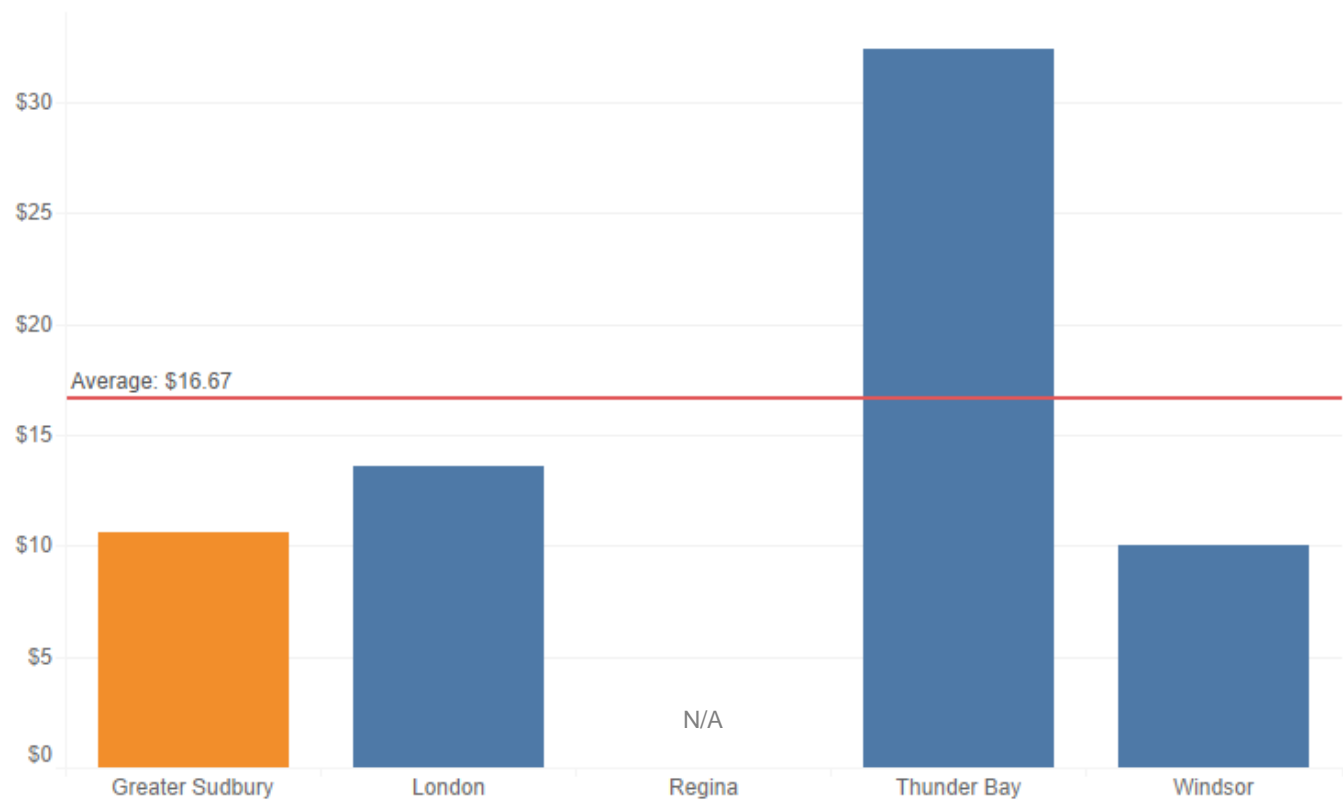
Benchmarking & Performance Perspectives

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

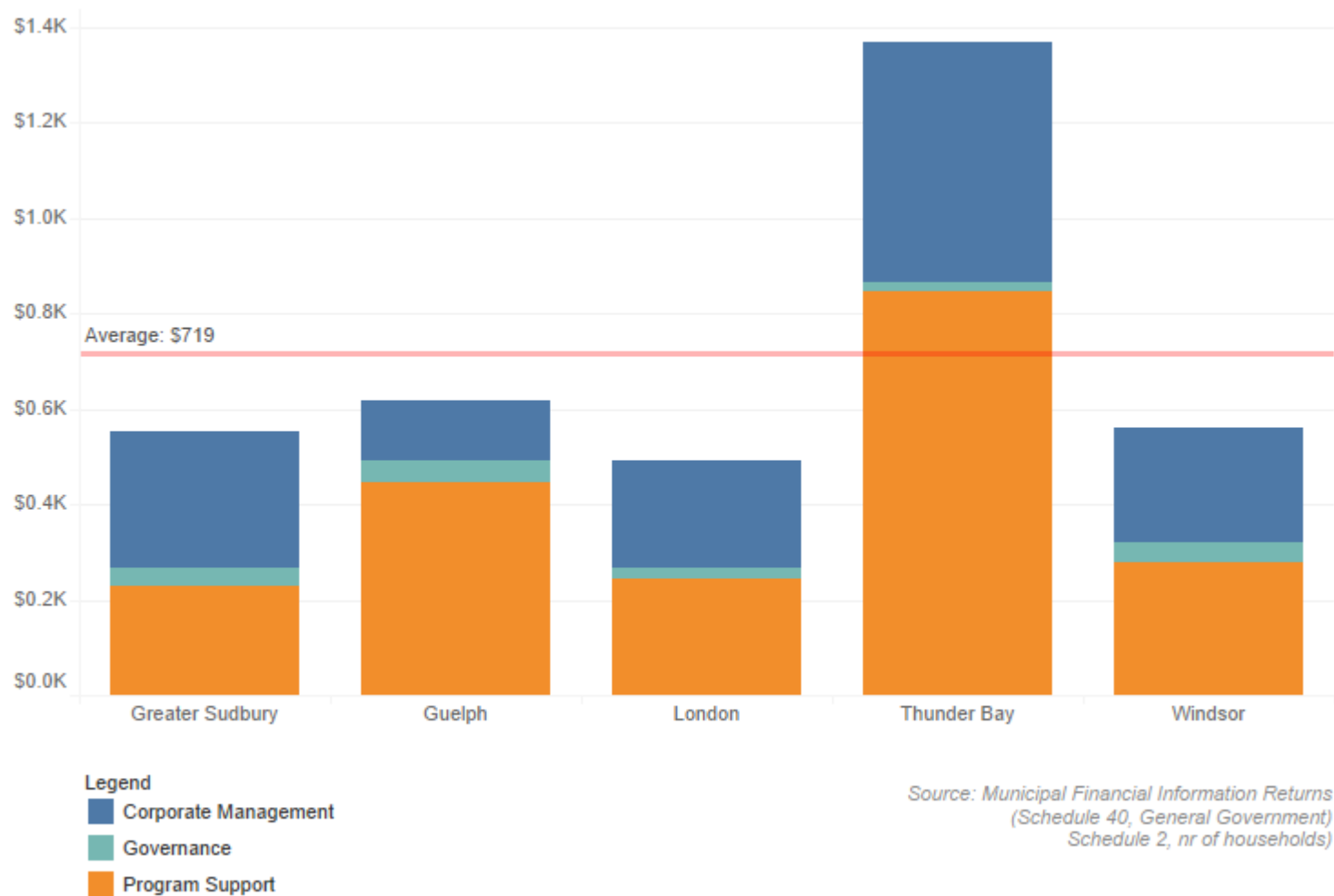
Benchmarking & Performance Perspectives

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



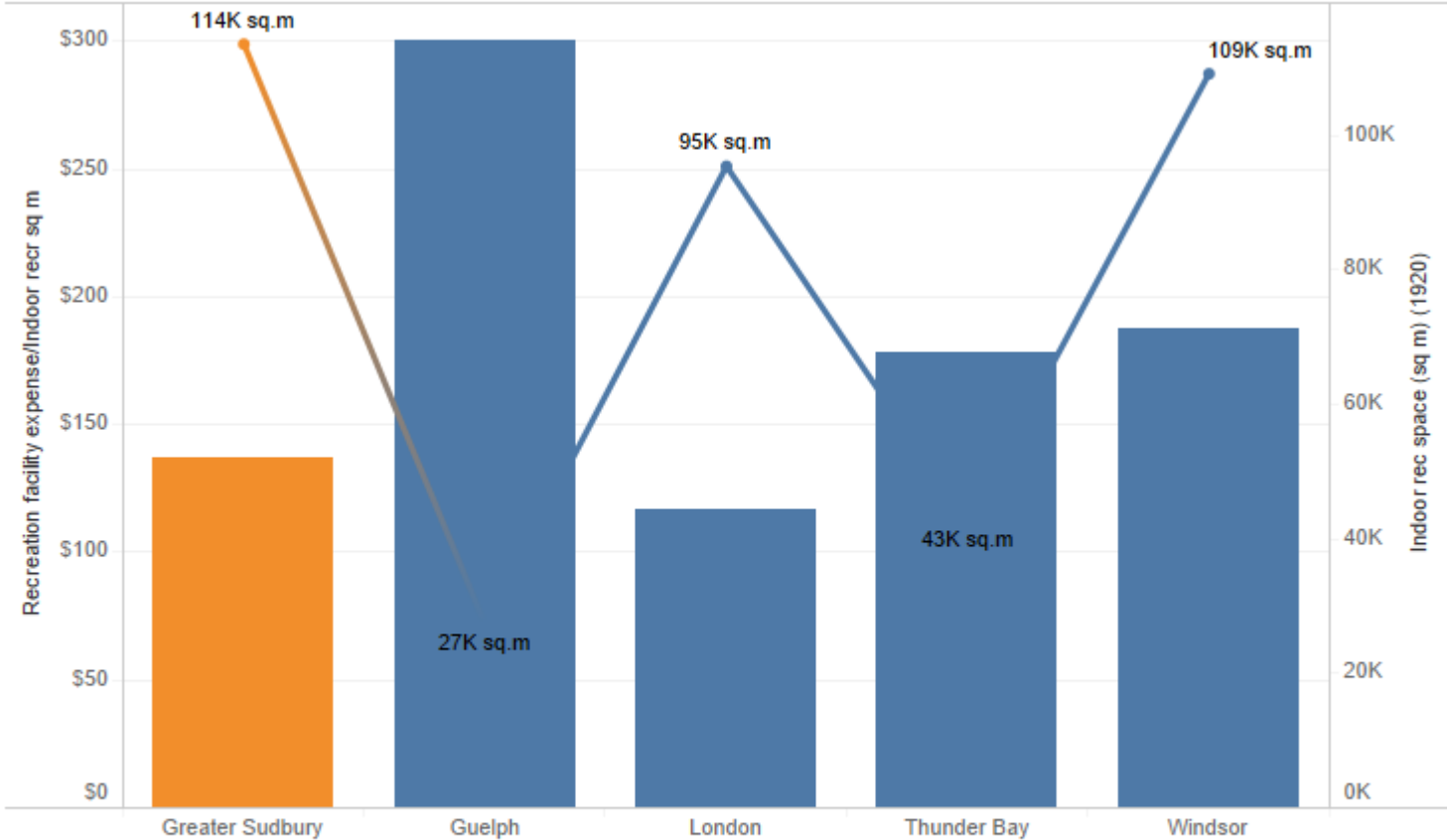
Benchmarking & Performance Perspectives

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.

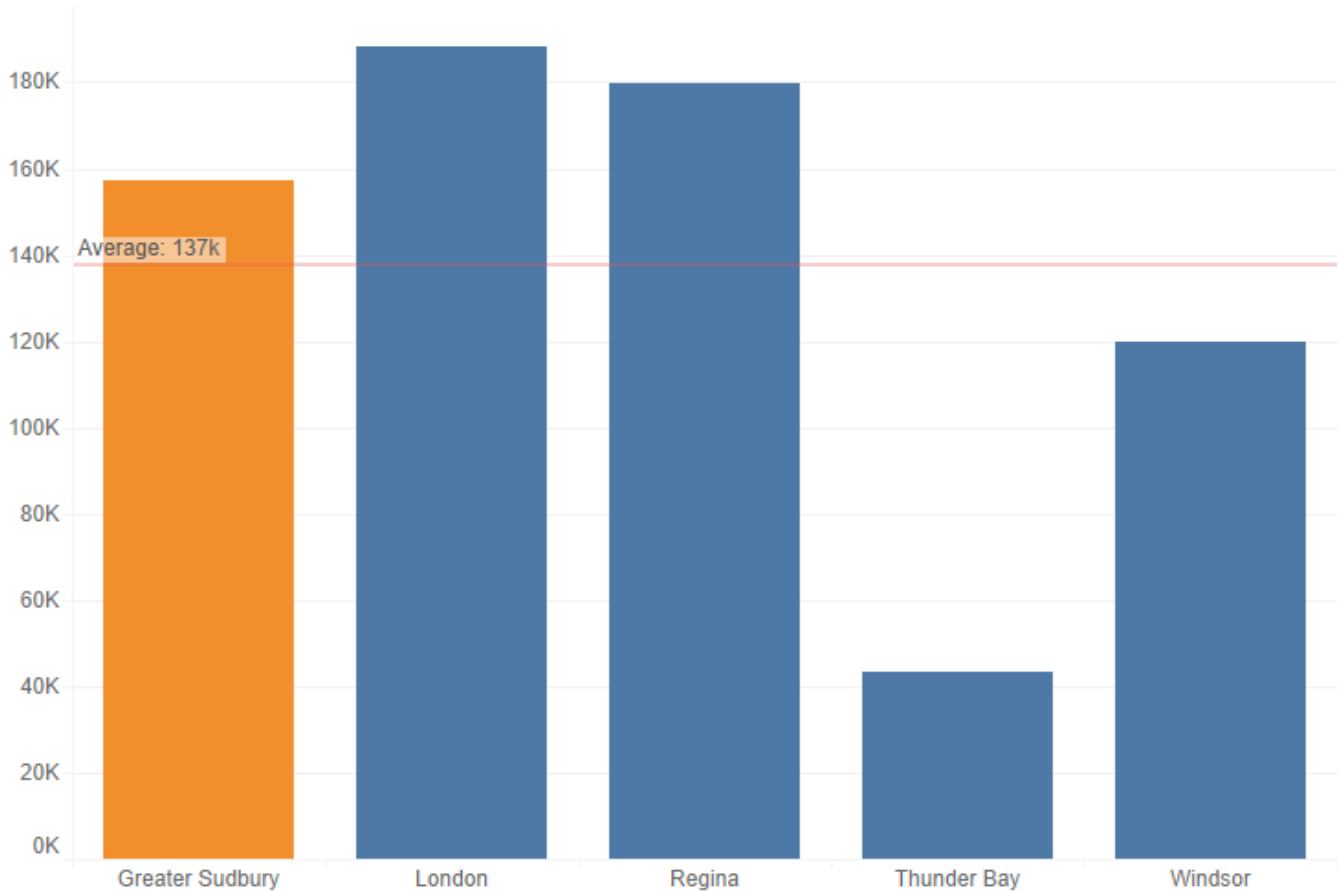
Recreation Facilities Expense per Indoor Square Meter



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.

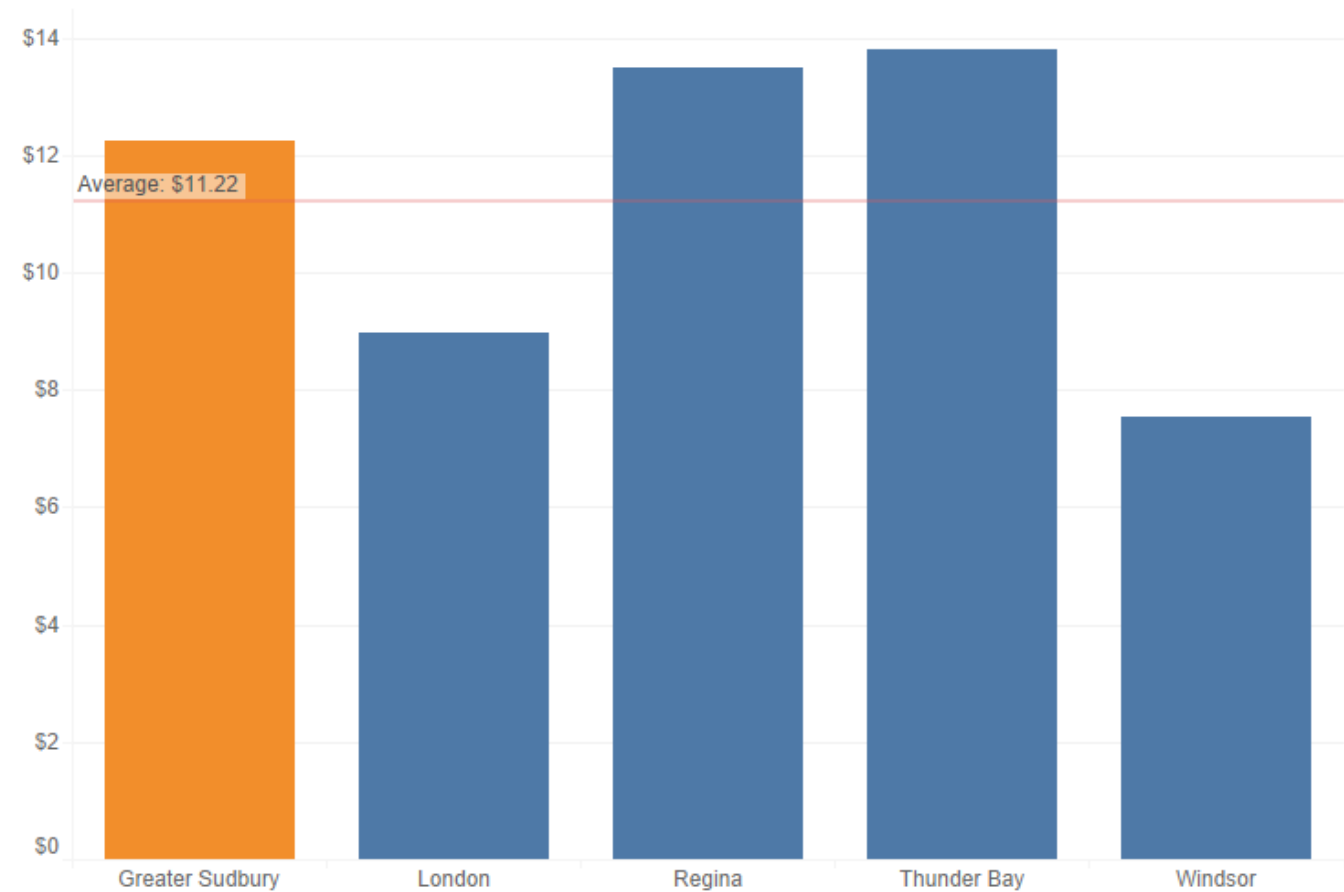
Gross Square Footage of Headquarter (HQ) Building



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.

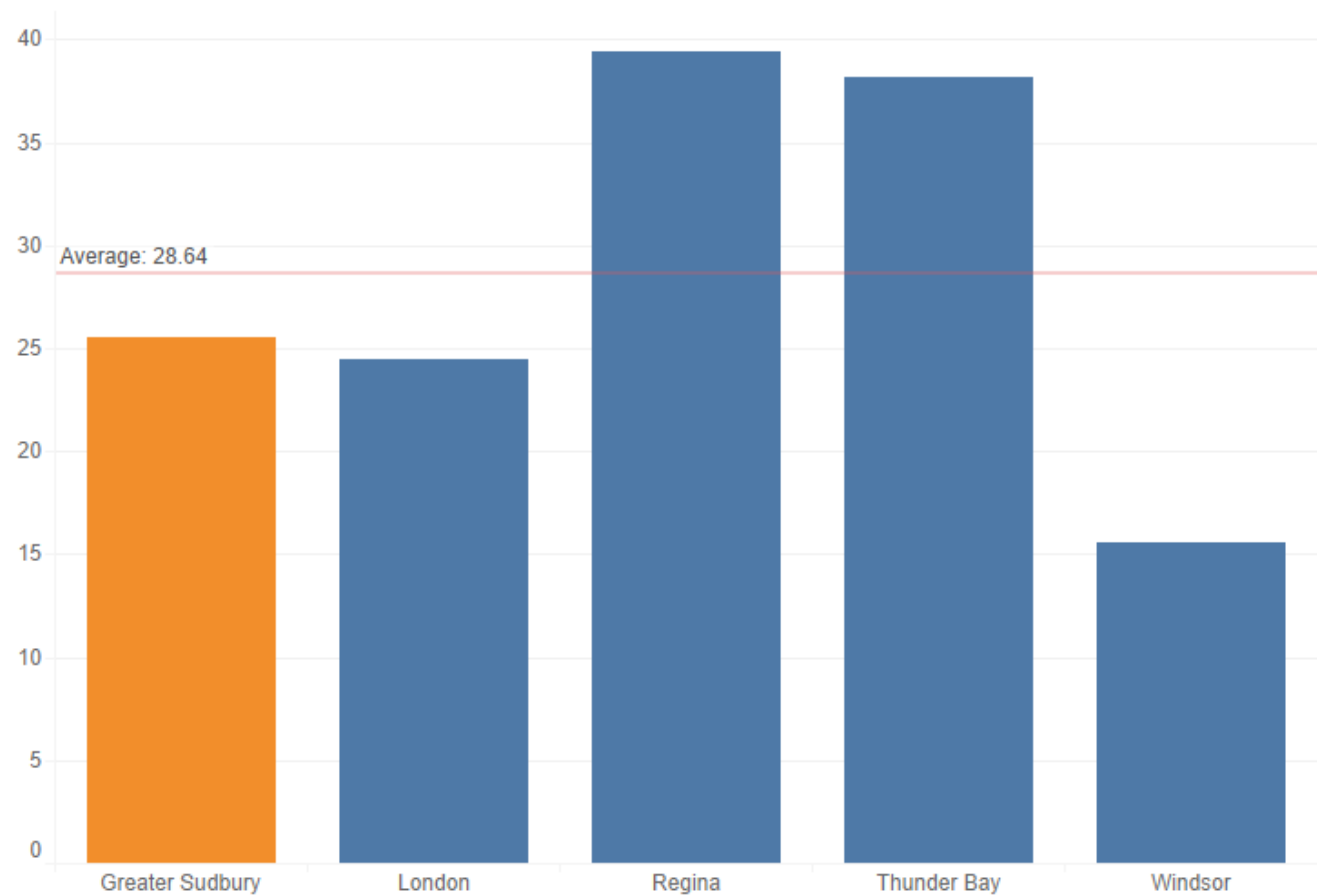
Direct Cost of Facility Operations per Square Foot of HQ Building



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.

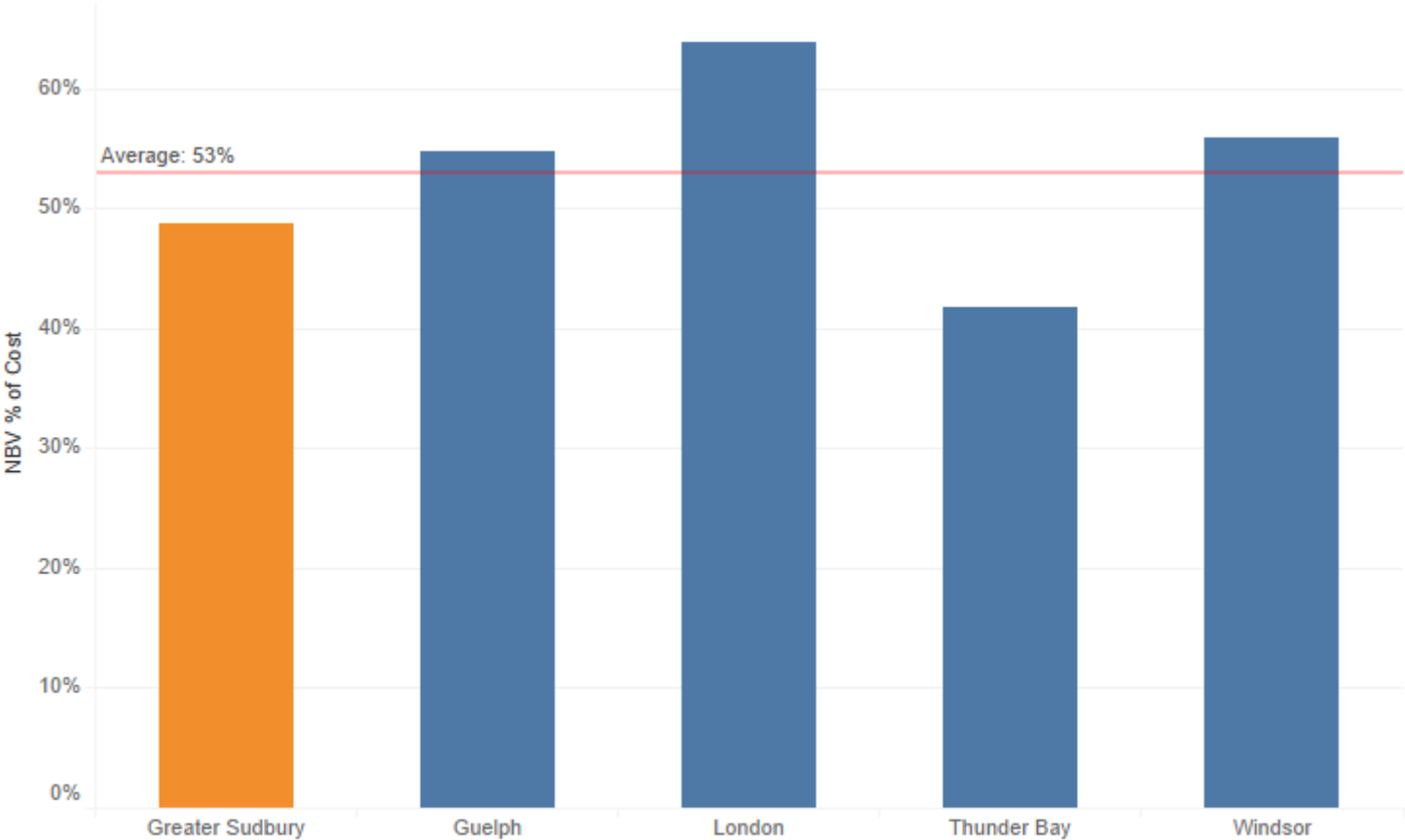
Equivalent kWh Energy Consumption per Square Foot of Headquarter Building



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

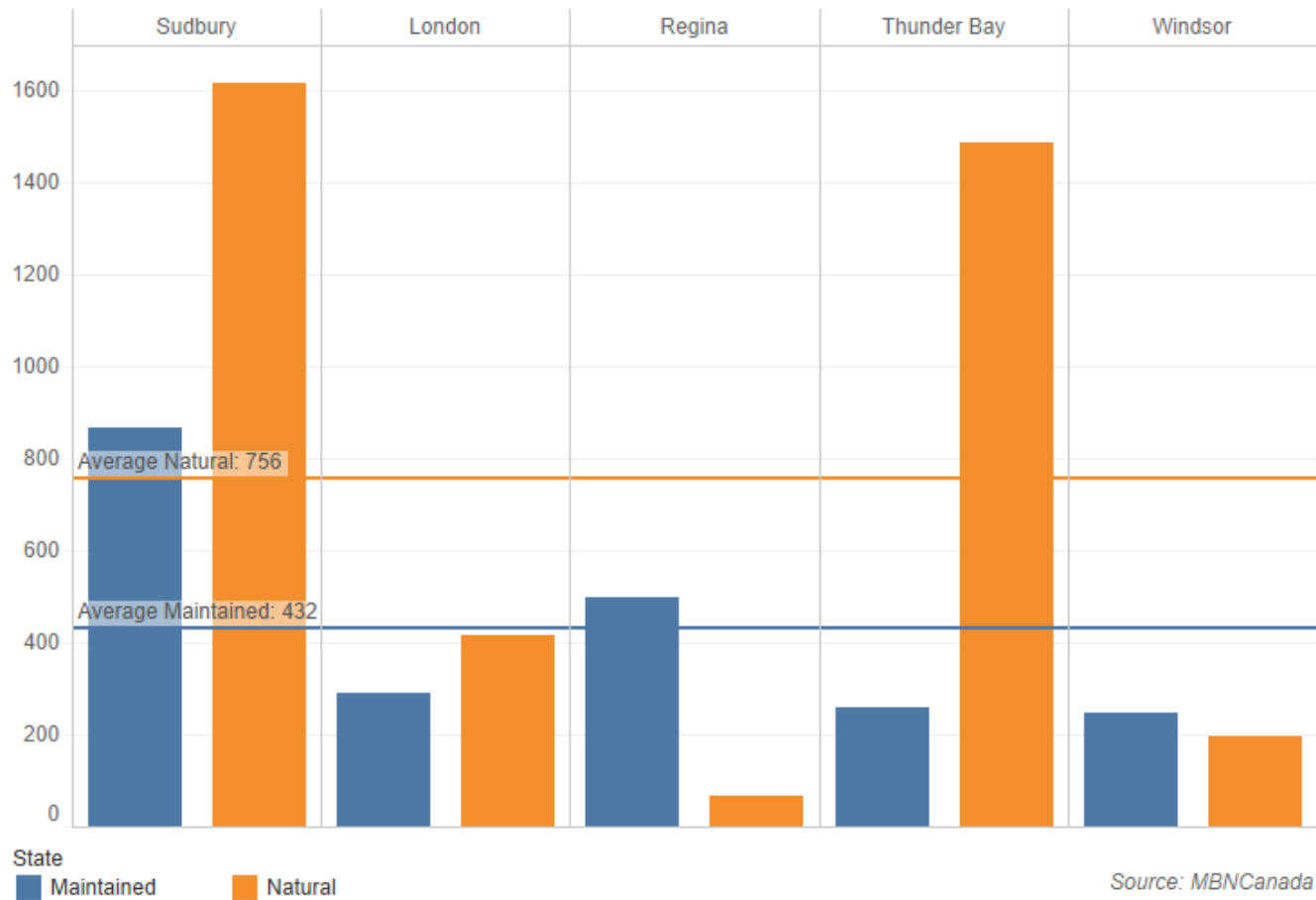


Source: Municipal Financial Information Returns
(Schedule 51A line 9910: Total Tangible Capital Assets
Columns: Closing Net Book Value & Closing Cost Balance)

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

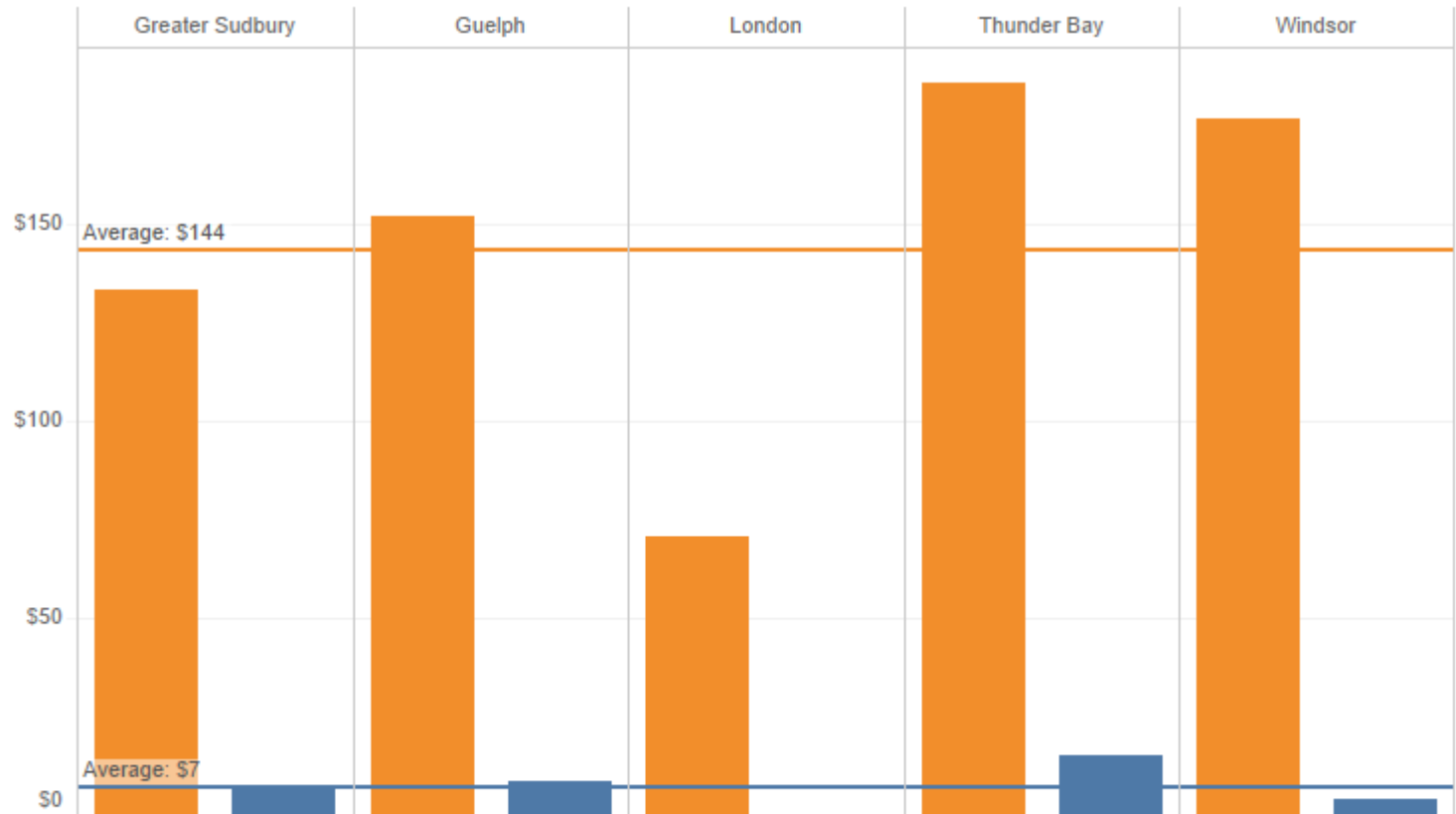


Benchmarking & Performance Perspectives

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

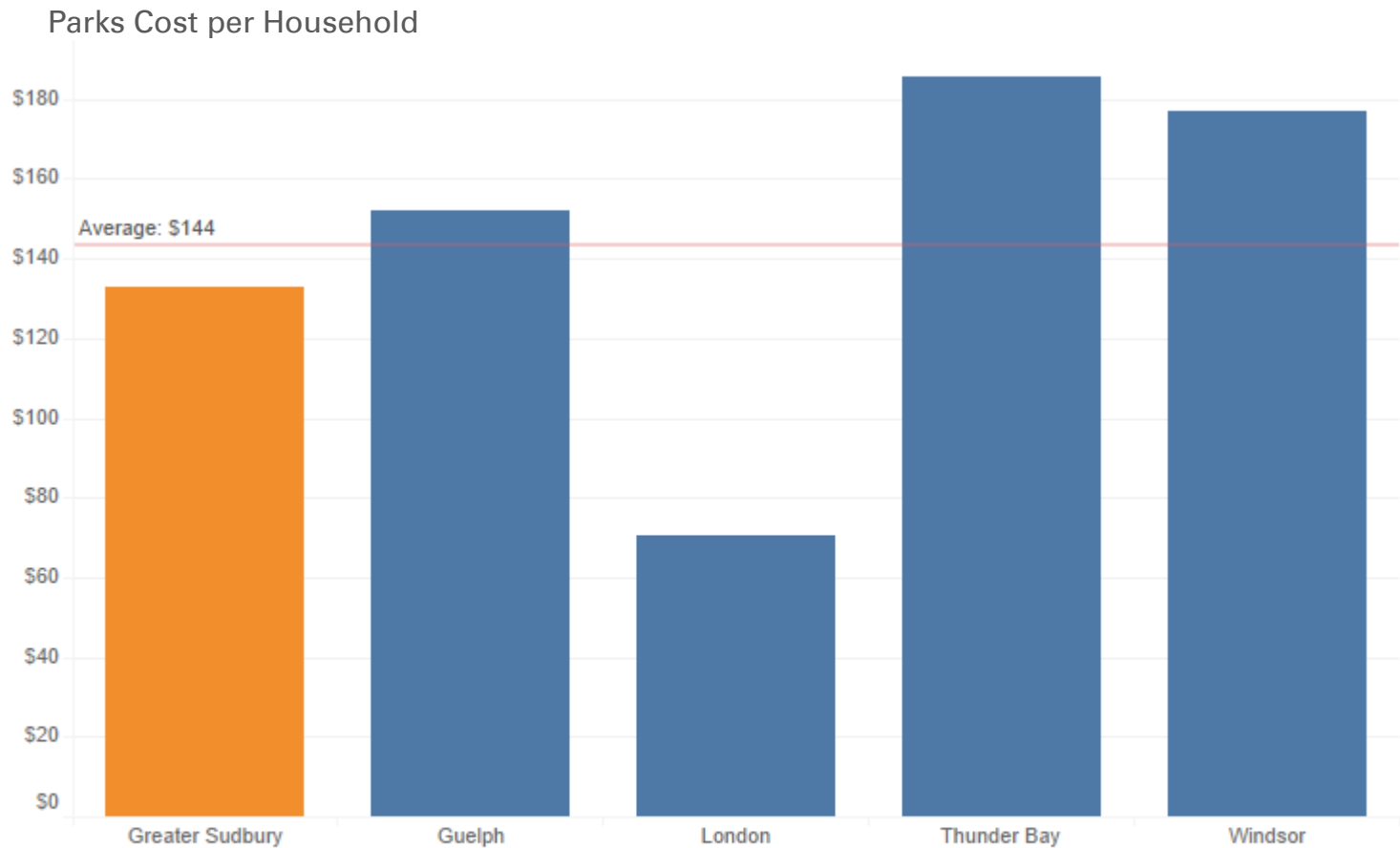
Orange bar: Total expense per household

Blue bar: 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
	Outdoor Rinks
Long Term Care	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.

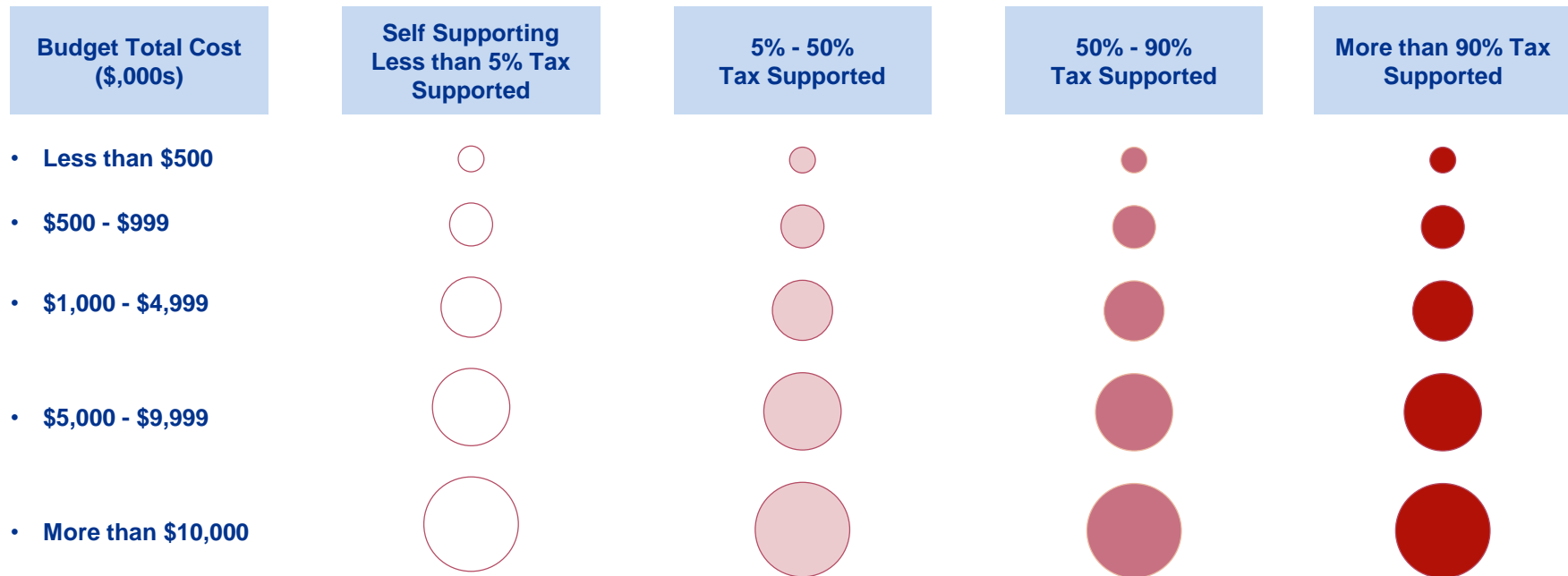
Service Level	Service Type
<p>A = Above standard</p> <p>S = At standard</p> <p>B = Below standard</p> <p>Service level is assessed against service level source category of legislative requirements, council policies, industry standards, etc.</p>	<ol style="list-style-type: none">1. Mandatory – Legislatively 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

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- 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		
	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.

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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.

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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.

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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.

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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.

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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	Community Arenas	
	Other Discretionary		

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.

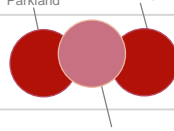
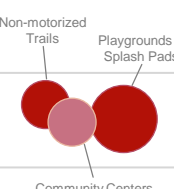
Service and activity levels

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.

306 of 390

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.

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.



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City of Greater Sudbury Time & Activity Tracking Assessment Final Report

December 20, 2019



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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.

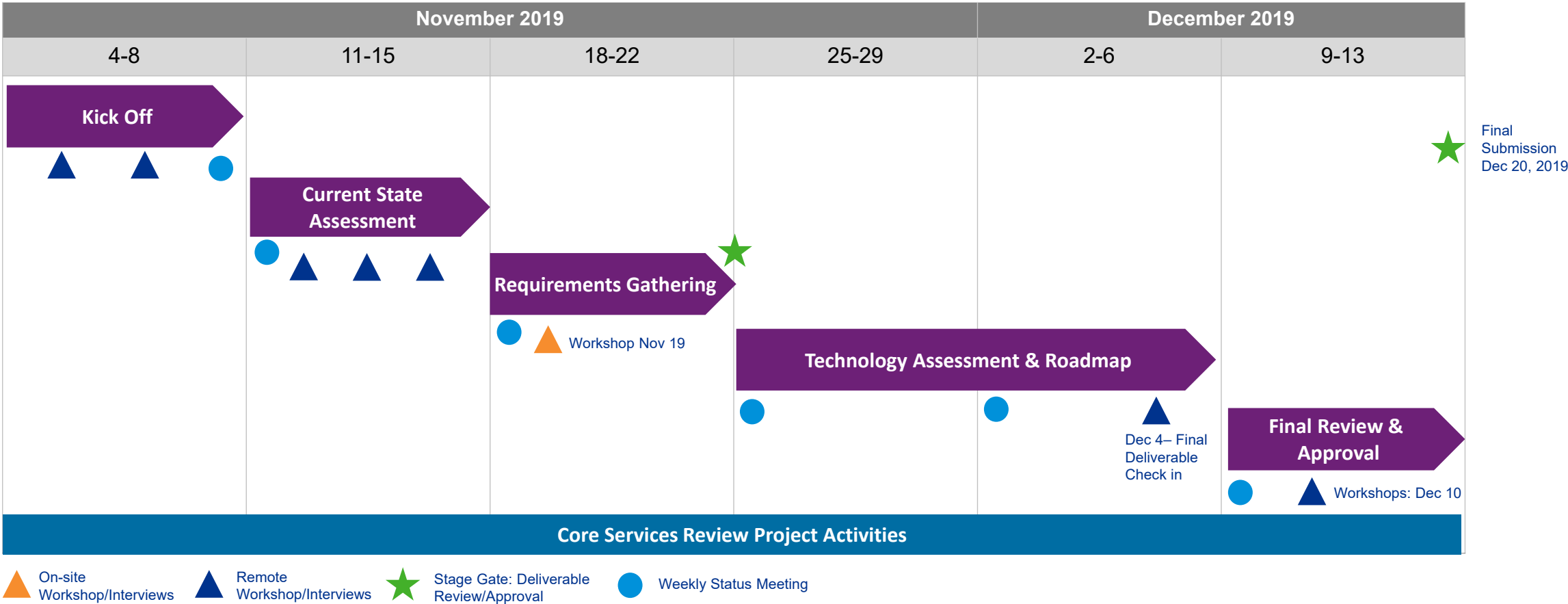
Deliverables include an implementation roadmap for time and attendance and will include recommendations regarding changes to enterprise systems that took the following into consideration:

- 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.

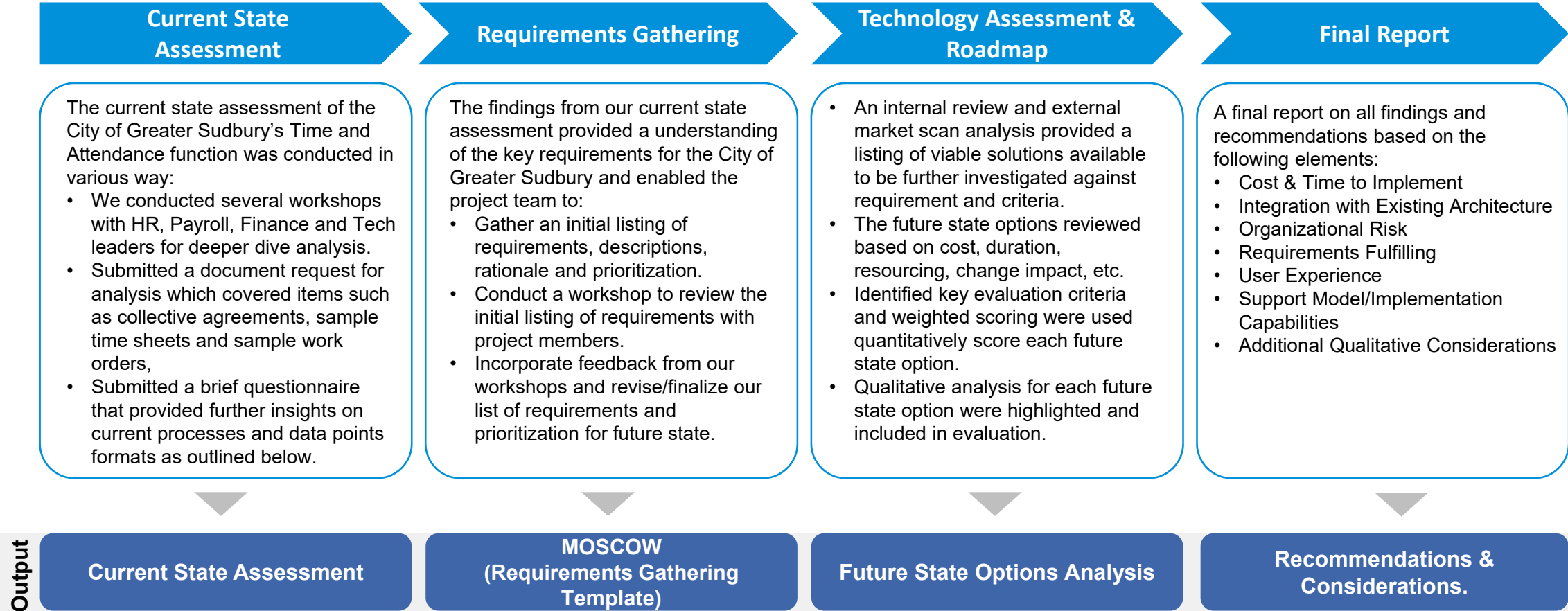




Future State Methodology and Evaluation Approach

Evaluation Approach

The below outlines our approach used to validate our future state options against all requirements gathered during our assessment.





Implementation Approach

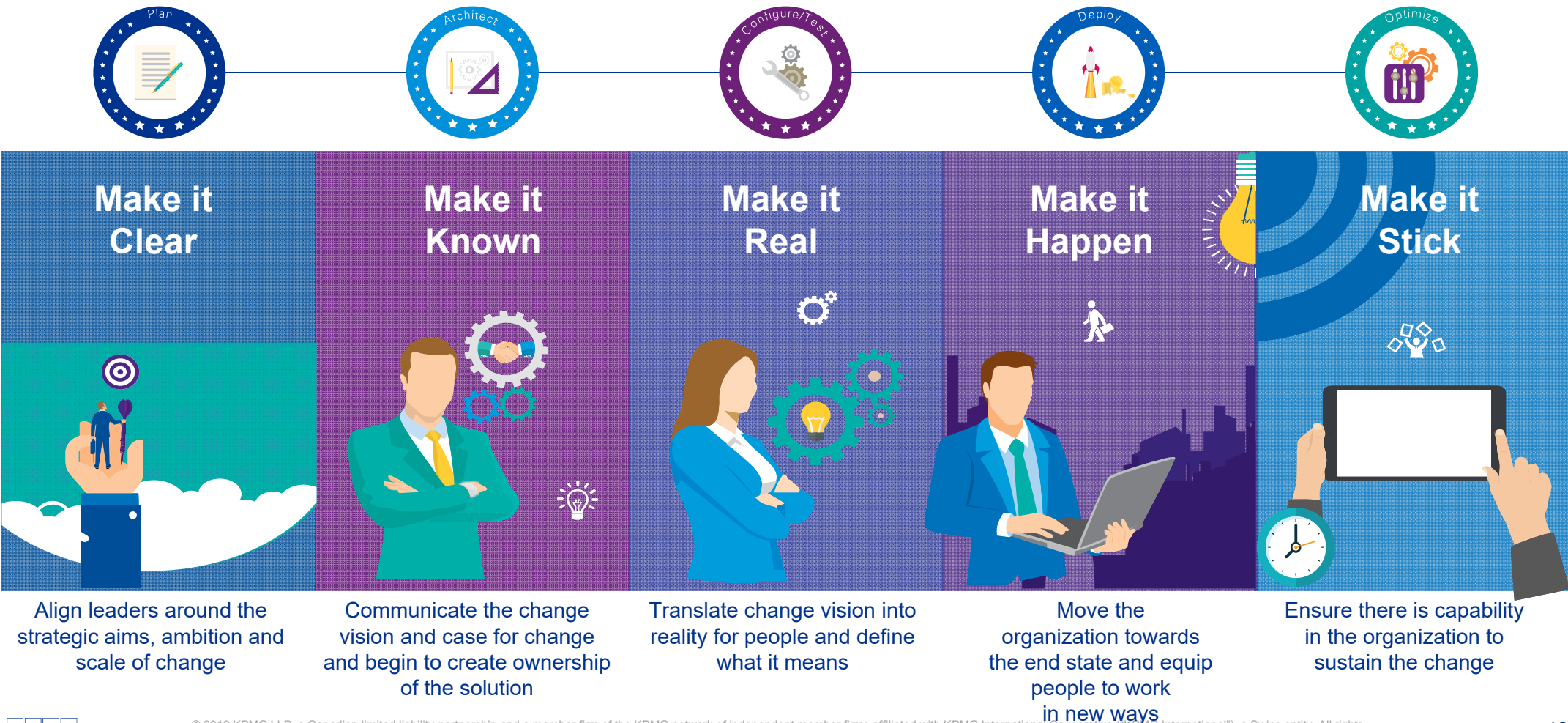
What we achieve in each Phase

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.










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	
	Ideal Experience: Entering Time through Self-Service Timesheets	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>		<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>	
	Group Overview Exception Time Entry Staff currently enter time through a timesheet recording activity time against scheduled and exception hours.		<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		
	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.		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		
	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		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> <div>Group Overview Shift from keying paper timesheets to supporting the new optimized activity based time and attendance system.</div> <div>Objectives Self-Service time entry change timekeeper role. 1) Provide support for worker's entering time. 2) Utilized in providing support for activity based reporting and testing. 3) Investigate discrepancies in activity reporting.</div> <div>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</div>		<div>Level of Frequency: L M H</div> <div>Level of Depth: L M 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</div>	<div><div> In-Person Meetings & Workshops</div><div> Time Attendance Exposure</div><div> Demos</div></div> <div><div> Intranet/Portal updates</div><div> Change Frame engagement</div><div> Written Communications</div></div>
		Key Themes	Change Activities
		<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	<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



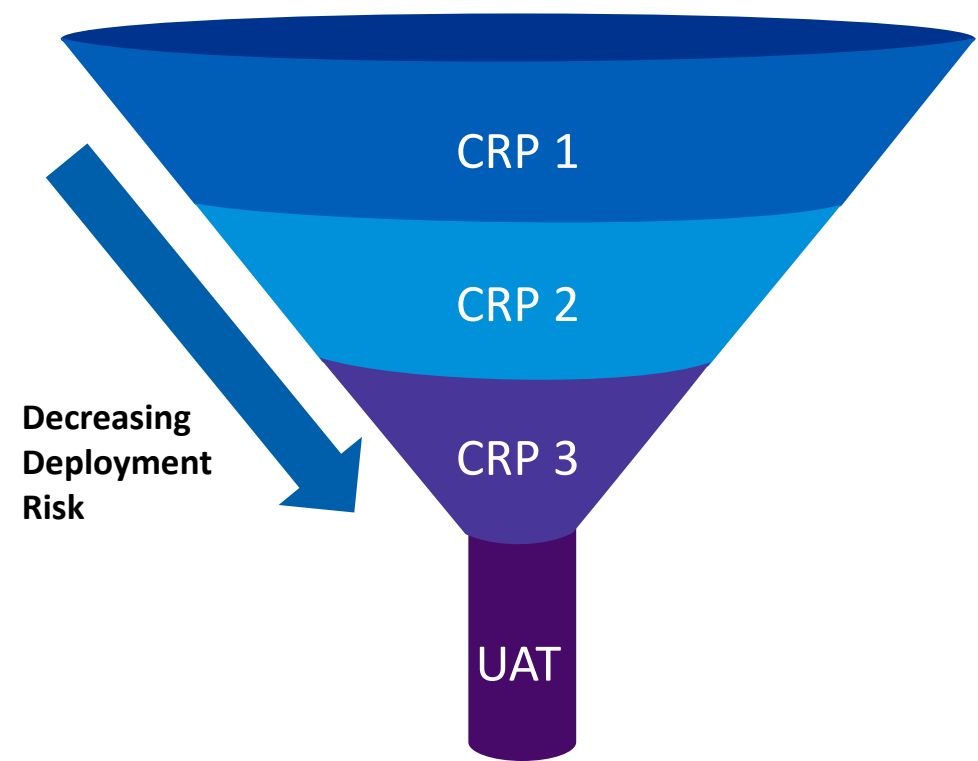
Persona Sample - Manager

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>Manager</div> <div>Ideal Experience: Approving time and ensuring accurate activity reporting</div> <div>Group Overview Manager review and approve time entered. Need to be key change agents in accurate and effective activity tracking.</div> <div>Objectives Approving time, and ensuring activity properly tracked: <ol style="list-style-type: none">1) Approve time hours prior to submission to payroll.2) First level approval of activity based reporting.3) Key in creating the activity reporting culture.</div> <div>Future Experience for Managers<ul style="list-style-type: none">▪ Review of activity time will increase review of employee timesheet▪ More long term benefits around analytics & improved reporting</div>	<div>Communication & Training Needs</div> <div><div>Level of Frequency:</div><div><div>L</div><div>M</div><div>H</div></div><div>Level of Depth:</div><div><div>L</div><div>M</div><div>H</div></div></div> <div><ul style="list-style-type: none">▪ Managers are the key change agents in the transition to activity tracking▪ Ensure compliance, and assist with creating a culture shift towards activity tracking▪ Understand how to delegate approvals when away▪ Work closely with timekeepers, when discrepancies arise</div> <div>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 time▪ Need support from timekeeper for investigating and reviewing data▪ Input required when designing how activities are tracked and identify the level of granularity▪ Agents of change who need to comply with their own time entry</div>	<div>Engagement Strategies</div> <div><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></div> <div>Change Activities<ul style="list-style-type: none">▪ Job Aids/SOP's▪ Instructure Led Training opportunities▪ Perspective on granularity of activity tracking▪ Support from executives, and time keepers</div>
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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.



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Option A: Enhance PeopleSoft Time & Labor

Legend:

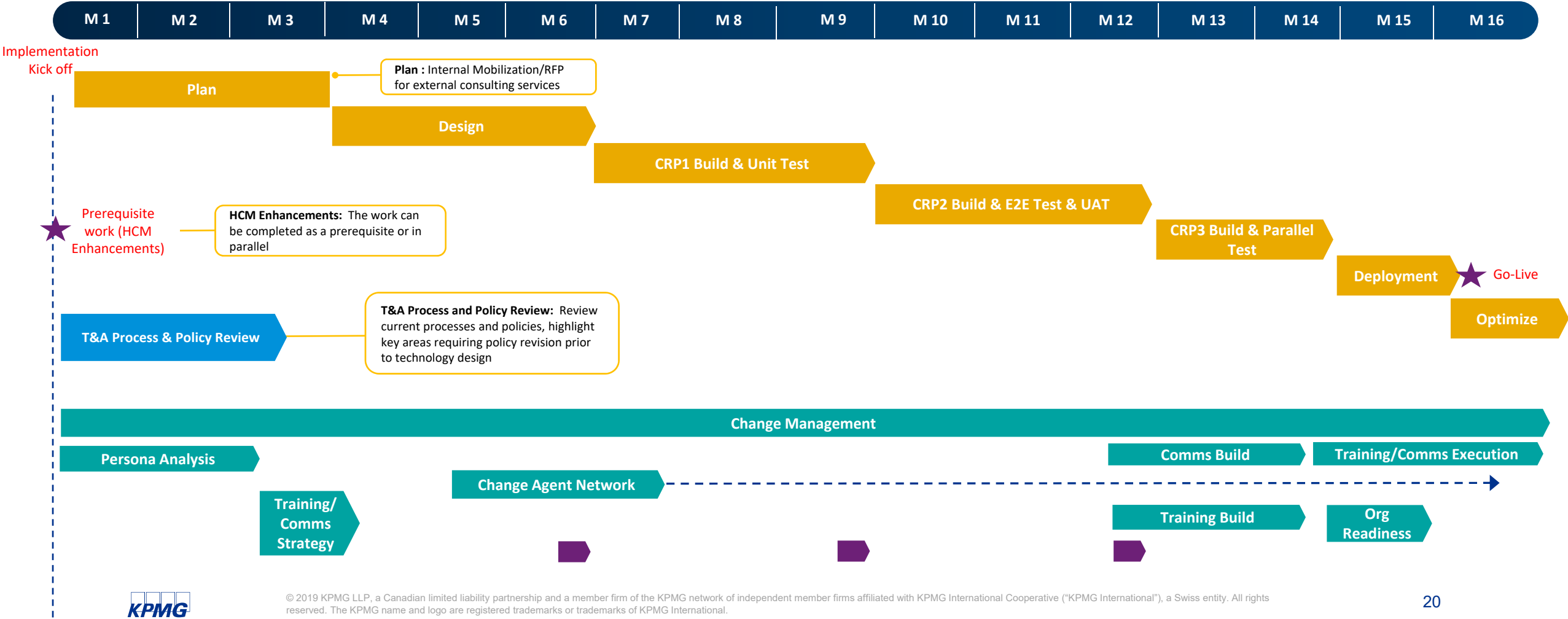
T&A Process Review & Prep work

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:

	Implementation Months															
Phase	Plan			Design			CRP1 & Unit Test			CRP2 & E2E Test			CRP3 / Parallel		Deploy	Test
Duration	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
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.



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	• 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	• 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	• Current PeopleSoft modules are owned
Total	\$0	\$0	\$0	

Grand Total	\$2,168,522	\$1,971,384	\$1,774,245
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* +/- 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	



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* +/- 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.
	Implementation capability	<ul style="list-style-type: none">▪ Representative Canadian Clients:<ul style="list-style-type: none">▪ City of Windsor▪ CAE▪ Canadian Automobile Association (CAA)



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

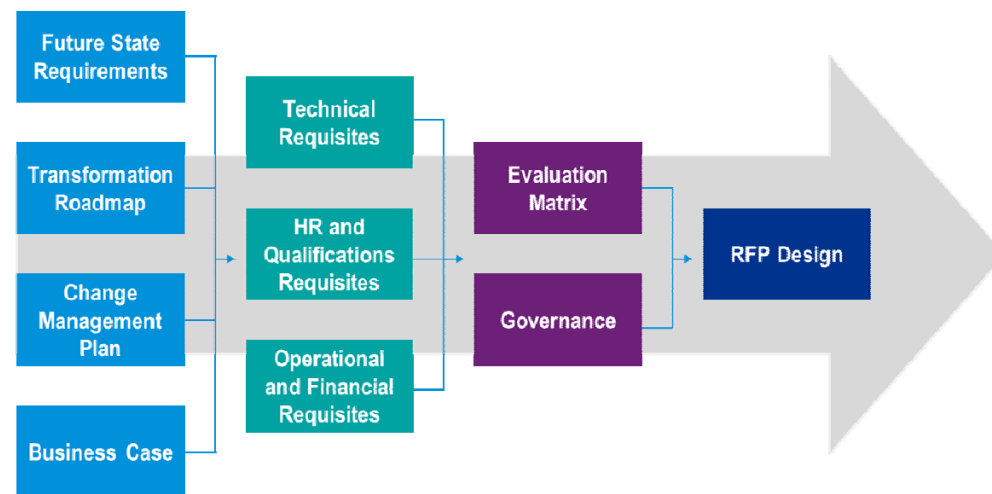
- Top industries served:
- Health Systems, Manufacturing, Retail, State and Local Government, Distribution, Police and Corrections, Higher Education
- Representative Canadian Customers:
 - Staples
 - Vancouver Airport Authority
 - University of Toronto
 - Canadian Federal Government



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Vendor Selection Approach

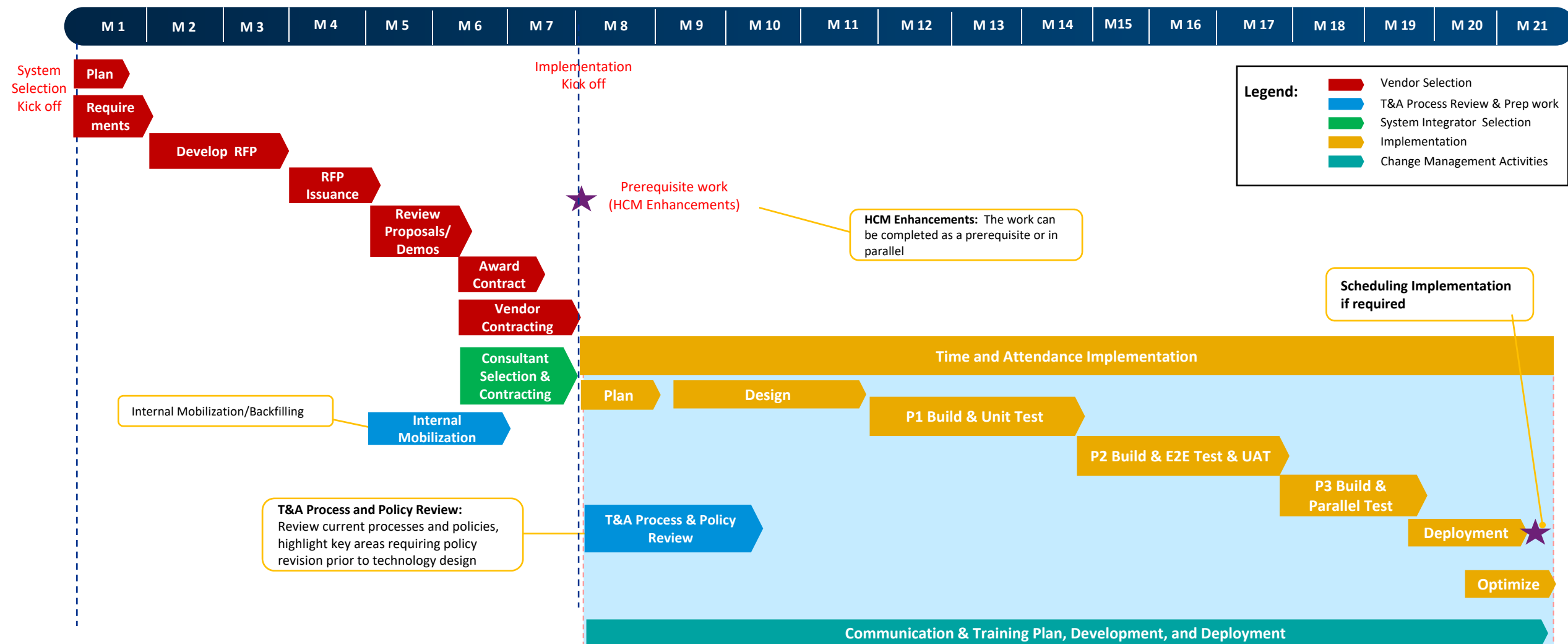
We appreciate that vendor selection is a key activity when evaluating Option 2. The Request for Proposal (RFP) process the first step in framing future transformation requirements. The key is to take and convert all future state requirements, transformational roadmap, change plan and the expected outcomes 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 text case scenarios and priority defects
- External Change Management SME will be in an advisory capacity only during strategy/design sessions.



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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..



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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





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For Information Only

Amend Water Wastewater By-law

Presented To:	City Council
Presented:	Tuesday, Jan 21, 2020
Report Date	Monday, Dec 30, 2019
Type:	By-Laws
By-Law:	2020-06

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report identifies several changes to the Water Wastewater Policy and Rate By-law relating to the Automated Meter Reading/Advanced Metering Infrastructure Project, as well as other incidental fees.

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 Dec 30, 19

Division Review

Ed Stankiewicz
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Financial Implications

Apryl Lukezic
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Digitally Signed Dec 30, 19

Recommended by the Department

Kevin Fowke
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Digitally Signed Jan 7, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 7, 20

SUMMARY

The 2020 Water and Wastewater rates will be increased to reflect the rates approved by the Finance and Administration Committee during budget deliberations. Water and wastewater consumption related rates were increased to reflect an overall rate increase of 4.8% as recommended in most recent Water and Wastewater Long Range Financial Plan.

All other miscellaneous rates were increased by a maximum of 3% in accordance with the Rates By-Law. The exceptions to this are noted in this report.

REPLACEMENT OF WATER METERS

The purpose of this proposed change to the Water / Wastewater Rates By-law 2018-45, as amended by 2019-28, is to allow the AMI Project to move forward without any restrictions or complications. The proposal is that in early 2020, a contractor working on behalf of the City will be entering Residential, Industrial, Commercial and Institutional properties, to remove our old water meters and install new Advanced Meter Infrastructure (AMI) water meters on an area by area basis. The contractor will be scheduling installations of the new AMI water meter and will require access inside each property in order to install and meet the set target dates for completion of this project. The AMI water meter replacement program is expected to take 2.5 years to complete.

The present Water/Wastewater Rates By-law 2018-45 addresses damaged water meter fees according to the size and age of the water meter. We are concerned that should the contractor, or a CGS water meter installer, discover a damaged water meter during the installation process of a new AMI water meter, an invoice to the property owner for the replacement of said damaged water meter, as per the Rates By-law, may result. This practice may in turn result in difficulties accessing City water meters as the project unfolds resulting in an extension of the project timeline and budget. In order to alleviate concerns property owners may have in receiving an invoice for a damaged meter we are recommending the practice be suspended until such a time as the new water meter is installed and operating under the new AMI structure, at which time the existing bylaw will return to effect, including enforcement. Additionally, any property owners who have not and/or refuse to participate in the meter change out during the project will be charged an additional trip charge and manual meter read charge, similar to our current practice for reading meters and the homeowner will be charged a fee for this service. The proposed changes to the Water/Wastewater Rates By-law will alleviate access issues and assist in successful completion of the City wide meter replacement program.

Commencing with the passing of this By-law, for those residents and owners that have participated in the update to the new AMI system, a new policy will remove the replacement costs for all existing water meters, replacing all existing water meter remote and all trip charge fees. The Rates By-law will address the zero fees to the property owner for existing or older water meters and their appurtenances, but any

damaged (new) AMI water meters or new appurtenances discovered the Rates fees will apply.

The changes to the fees are incorporated into Schedule A of the Bylaw under Section 7.

Wording has been added to the Bylaw in Subsection 12(3) to reflect the owner's responsibilities relating to private plumbing and fixtures and compliance to the Building Code Act (Ontario) and regulations.

The City may request the owner to repair, at their cost, plumbing that may interfere with the safe removal, repair, replacement or testing of a water meter. Non-compliance with this request may result in shut off of the water supply during the aforementioned procedures and the City will not be held responsible for damages to the owner's property arising from such work.

PRIVATE SEWER LATERAL BLOCKAGE FEES

Currently the City charges a fee for the clearance of a private sewer lateral blockage when requested by the owner and performed by the City's vendor of record. That fee is being reduced from \$654 to \$542 to reflect the current tendered price for that service.

There have been instances where the owner has not attended when the contractor has arrived on site or the owner has cancelled an appointment with less than 24 hour notice. In these cases the contractor has billed the City for its time.

Staff is proposing a missed /cancelled appointment fee in the amount of \$50 in the event that the owner does not attend which is consistent with fees in this Bylaw.

BACKFLOW PREVENTION RATES

During 2018 budget deliberations certain user fees were approved through a Business Case. One of those fees was for the supply of Backflow Preventer Test tags to qualified plumbers or back flow prevention plumbers. This would allow for the proper and consistent application of test tags.

The current Backflow Preventer Test Tag rate of \$43 per package in Schedule C-1, Section 12(1)(a) is being increased to \$119, which is the cost to the City. Previously the \$43 covered the cost of 100 tags but now the kit includes 100 tags, seals and seal wires. This increase is reflected in Schedule C-1 of the Bylaw.

HAULED LIQUID WASTE RATES

As part of the Biosolids Plant project, the City built a Hauled Liquid Waste Receiving station to receive septage from septic tanks and holding tanks from customers who are not connected to the City's wastewater infrastructure.

The City charges a fee for the receipt of Hauled Liquid Waste at the Sudbury Wastewater Treatment plant from private systems pursuant to the Sewer Use Bylaw 2010-188 as amended.

A fee was established for waste received from a septic tank and a rate of 50% of that amount for waste from a holding tank. The owner of a holding tank is entitled to apply for a 50% rebate of the per cubic metre fee.

There was a clerical error in the 2019-28 amendment to the bylaw. The rate for Hauled Liquid Waste was input at \$34 per cubic meter for 2019 when it was actually frozen at \$33 pending a review of the rates. As was previous practice all Hauled Liquid Waste from a holding tank will continue to be eligible for a rebate of 50% of said fee.

Staff is currently undergoing a study and analysis of these rates and will bring a report of findings and any recommendations back to Council for consideration at that time.

UNINHABITABLE PROPERTIES

Prior to 2016, uninhabitable properties were granted exceptions to fixed service charges. In 2016 the By-law was revised to charge all vacant lots, including uninhabitable, fixed service charges. That was repealed in 2019. Staff is proposing a friendly amendment to the By-Law that would reflect the pre-2016 situation.

For Information Only

Gas Prices

Presented To:	City Council
Presented:	Tuesday, Jan 21, 2020
Report Date	Tuesday, Jan 07, 2020
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This is a report for information only with no direct connection to the Strategic Plan.

Report Summary

This report responds to Council's direction for a report about gas prices in the City of Greater Sudbury. The analysis describes factors influencing fuel prices and the extensive regulation applied to the fuel industry. It shows local gas prices, while higher than provincial averages, reflect price movements aligned with changes that occurred across the province and have been lower than the northern Ontario average. A municipality has no ability to regulate retail gas prices and limited ability to influence changes. Should Council wish to pursue additional steps, it would likely be most effective to ask the province to take additional steps to mitigate the effect of input costs on retail gas prices in northern Ontario.

Financial Implications

There are no financial implications as this report is for information only.

Signed By

Report Prepared By

Shannon Allen
Coordinator of Financial Services
Digitally Signed Jan 7, 20

Financial Implications

Steve Facey
Coordinator of Budgets
Digitally Signed Jan 7, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 7, 20

Retail Price of Gasoline in the City of Greater Sudbury

Purpose

The purpose of this report is to respond to direction provided by City Council regarding gas prices in the City of Greater Sudbury. At the August 13, 2019 Council Meeting, the following motion was passed *“THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs the Chief Administrative Officer to present a report for Council’s consideration, at the earliest possible time, which would set out the following: a) An explanation as to why the retail price level in Greater Sudbury is higher than the provincial average; b) Options designed to put downward pressure on the local retail price of gasoline; and c) The possibility of imposing some form of price control on retail gasoline establishments operating in the City of Greater Sudbury”*

Background

Recently there has been extensive inquiry into the retail gas prices throughout Canada with the rising prices of fuel. Multiple politicians across the north, including the Minister of Energy, Mines, Northern Development and Indigenous Affairs, Greg Rickford, have attempted to explain the retail pricing structure of the gasoline market and why the price varies by region. In order to provide a fulsome analysis of retail gasoline prices in the City of Greater Sudbury, a history on gasoline regulation within Canada is required.

Federal Regulation

For a brief period, the Federal government of Canada regulated crude oil and gas prices. From 1974 to 1985, federal legislation and agreements from the oil-producing provinces placed crude oil prices under government regulation. The results of this complex system of oil export controls, export taxes and oil import subsidies, was less incentive for new business investment in crude oil supplies and for consumers and businesses to consume fuels more efficiently. Although gasoline prices are not currently federally regulated in Canada, provincial governments have the authority to do so at their discretion.

Provincial Regulation

There are several provinces within Canada that have regulated the price of gasoline, diesel and other petroleum products. The following provinces have various regulations on gasoline, diesel, propane and heating fuels; Prince Edward Island, Québec, Newfoundland and Labrador, New Brunswick, and Nova Scotia. The regulations include a mix of price ceilings and price floors, which set a minimum and/or maximum retail price based on rack prices, wholesale margins, taxes and retail margins. The maximum and minimum prices, or price ceiling and floors are designed to reduce price volatility and to protect smaller independent retailers.

Currently, the Province of Ontario does not regulate the retail price of gasoline.

The effectiveness of price regulation in Canada is open to interpretation, as the controls were put in place for several reasons. Generally, the provincial governments identified specific issues that they intended to rectify, whether that was controlling price volatility or protecting smaller independent retailers. According to Jason Parent, Vice-President of the Kent Group Ltd., an independent data and analytics firm, gas prices in regulated and unregulated markets across Canada are generally the same. Price volatility in the market place is indicative of aggressive price competition, where retailers are willing to drop the retail margin on gasoline in order to draw customers into their convenience store, where higher retail margin products are sold.

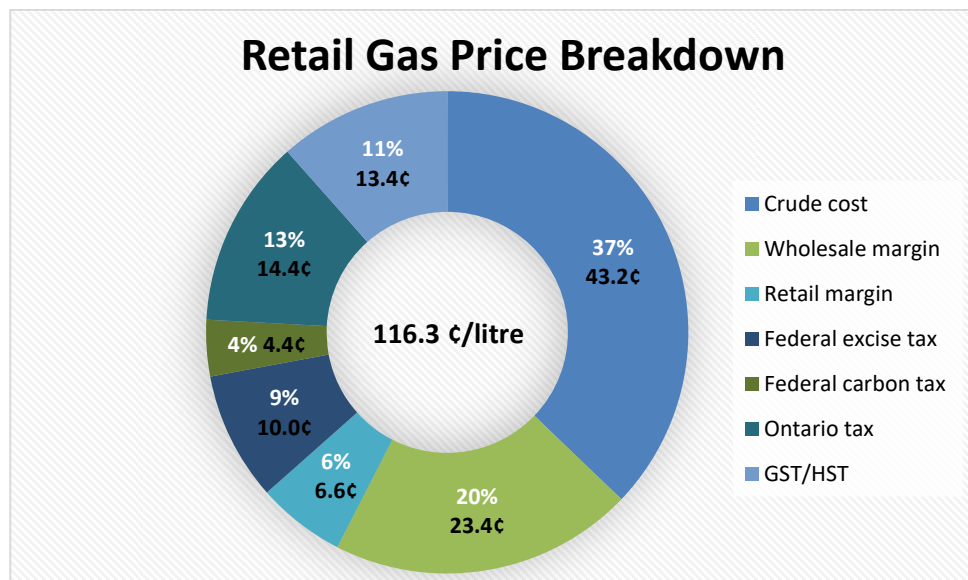
Competition Bureau

The Competition Bureau is an independent law enforcement agency that enforces Canada's competition laws as set out in the *Competition Act*. The Competition Bureau does not regulate the retail price of gasoline, however it does investigate any instances of price-fixing and other anti-competitive behaviours in any gasoline market. Investigations are divided into two categories; cartels, and mergers and acquisitions. When businesses act together instead of against one another, a cartel is formed. This cartel can behave in several ways including, price fixing, allocating markets, restricting outputs and rigging bids. Price fixing can be difficult to prove, as clear evidence that competitors have agreed with one another to set prices is required. In 2012 & 2013 the Bureau was successful in exposing two significant cartels in Quebec and Ontario, resulting in fines exceeding \$6 million and terms of imprisonment totaling 54 months. In 2018, Greg Rickford, the Minister of Energy, Mines, Northern Development and Indigenous Affairs, called on the Competition Bureau to review gasoline and diesel retail prices in northwestern Ontario. In April 2019, the Competition Bureau wrapped up this investigation in northwestern Ontario after conducting field interviews with 50 gas stations in the communities of Thunder Bay, Fort Frances, Dryden and Kenora, analyzing pricing data from multiple sources and examining the regional market characteristics. The Bureau did not uncover evidence of anticompetitive agreements, or price fixing, among competitors in the wholesale or retail gasoline markets.

Analysis

Historically there has been the belief that the retail price of gasoline has been consistently higher in the City of Greater Sudbury than other communities within Ontario. There are multiple factors that affect the retail price of gasoline.

The Ontario average retail gas price in November 2019 was 116.3 cents per litre. This price is made up of various components, including the cost of crude oil, the wholesale margin, the retail margin, federal excise and carbon taxes, provincial taxes and sales tax. Outlined in the chart below is the percentage distribution of each component reflective of the 116.3 cents per litre retail price.



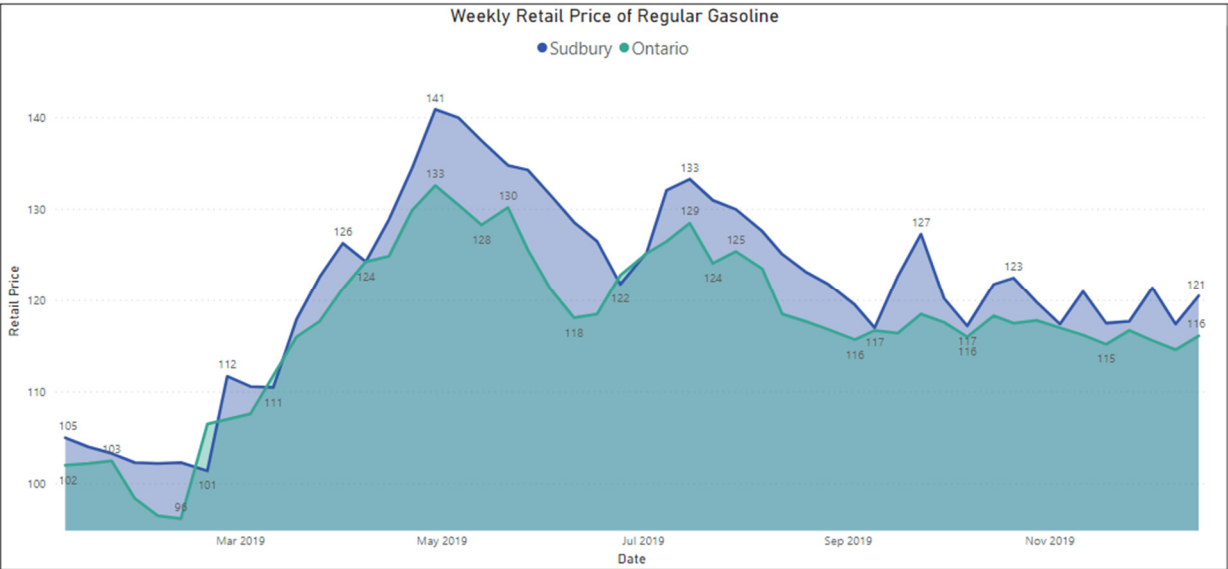
The components of retail gas prices are the same across the Province, however retail prices vary from region to region. There are several component prices that fluctuate depending on location within Ontario. For example the retail margin changes based on differences in competition throughout the Province. Generally speaking, retail margin will be lower in regions where there is strong competition, such as “gasoline alley”, located on 2 kilometer stretch of highway 11 just north of Barrie, where there are multiple gas stations in a limited geographical region. There is a common belief among City of Greater Sudbury resident that North Bay has consistently lower gas prices than the City of Greater Sudbury. Throughout 2019, North Bay on average was 2.5 ¢ lower than Sudbury. North Bay also appears to have much steeper peaks and valleys in the retail price of gasoline. This is indicative of increased competition in North Bay. One possible explanation is the proximity of First Nation on-reserve gas stations. First Nations individuals do not have to pay the Ontario gas tax when purchasing gasoline for their own use from an authorized on-reserve gasoline retailer. Therefore the posted retail price of gasoline at the on-reserve gas station is much lower than the off-reserve gas stations. This puts downward pressure on all gas stations looking to compete for business, therefore lowering the retail price throughout the City.

Retail margin is also affected by the sales volume at a site. Higher volume gas stations have lower operating costs per litre than lower volume or remote gas stations. Lower operating costs may result in high-volume gas stations offering reduced prices. Since the retail margin on the sale of gasoline is minimal, 6% as outlined above, many gas stations rely on the sale of higher margin products to subsidize the cost of wholesale gasoline. Therefore, if a gas station is operating a successful convenience store or mechanic shop, they have the ability to sell gas at a lower price to draw in customers.

The wholesale margin and crude oil costs also fluctuate based on the grade of crude oil, refinery utilization, and exchange rates. The grade and price of crude oil varies based on the refinery, therefore if a refinery in western Canada is supplying gas stations in northwestern Ontario, all else equal, the western refinery would charge more for its gasoline than the eastern refinery supplying the remaining regions of Ontario. When refineries are running at high capacity, higher prices typically result. As demand nears the limit of supply, the market price will increase as the commodity is now a limited resource. The U.S. dollar exchange rate has an impact on the market price of gasoline in Ontario as Canadian wholesalers compete for supply with U.S. wholesalers. Therefore if the Canadian dollar is worth less than the U.S. dollar, Canadian wholesalers will have to pay relatively more for gasoline than would their U.S. counterpart. A weaker currency means that the domestic price of gasoline rises. The most common factor cited for increased retail prices in northern Ontario is distribution costs. Typically, the greater the distance from the refinery or terminal to the gas station, the greater the distribution or transportation costs. The end users bear the brunt of this increase in costs, through higher retail gasoline prices.

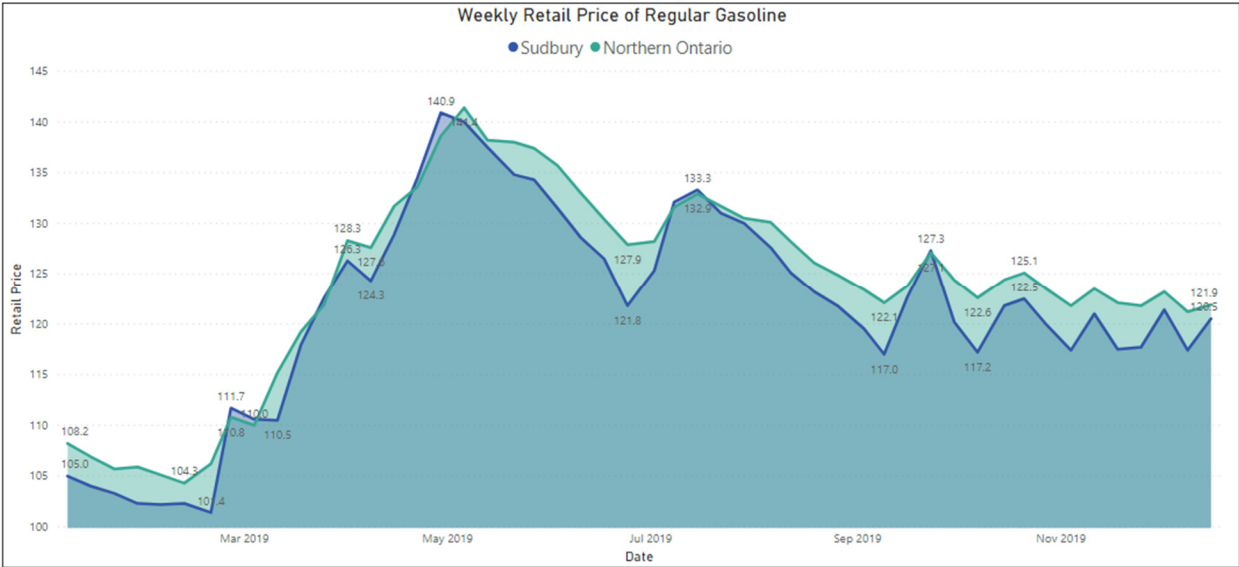
Historic weekly retail prices of three grades of gasoline, diesel, auto propane and compressed natural gas in 10 Ontario markets is maintained by the Provincial government in a public database. The 10 Ontario markets include Ottawa, Toronto West, Toronto East, Windsor, London, Sudbury, Sault Saint Marie, Thunder Bay, North Bay and Timmins. This database was utilized to analyze the City of Greater Sudbury's retail price of regular unleaded gasoline compared to the northern Ontario average and Ontario average.

The first graph outlines the difference in weekly retail price over the 2019 year as compare to the Ontario average.



The weekly retail price of regular unleaded gasoline in the City of Greater Sudbury was consistently higher than the Ontario average throughout 2019.

The second graph outlines the difference in weekly retail price over the 2019 year as compared to the northern Ontario average. The northern Ontario average includes, Sudbury, Sault Saint Marie, Thunder Bay, North Bay and Timmins.



The weekly retail price of regular unleaded gasoline in the City of Greater Sudbury was consistently lower than the northern Ontario average throughout 2019. When the City of Greater Sudbury is compared to Timmins & Thunder Bay solely, the weekly retail price is consistently lower throughout 2019. This analysis supports the belief that the one significant difference in retail price among northern Ontario is distribution or transportation costs. The southern Ontario markets included in the Ontario average, Ottawa, Toronto West, Toronto East, Windsor and London, are larger in population and closer to refineries/terminals. They not only reap the benefits of lower distribution costs due to their geographical location, but also benefit from a higher level of competition and higher volume sales potential per gas station.

Powers of the Municipality

There are significant limitations in regards to the ability of the City of Greater Sudbury to put downward pressure on the local retail price of gasoline. As outlined in section 10(4) & 10(5) of the *Municipal Act, 2001*, the powers of a municipality to pass a by-law respecting the matter set out in paragraph 7 of subsection (2) does not include the power to pass a by-law respecting services or things provided by a person other than the municipality or municipal service board of the municipality. In other words, the municipality cannot pass a by-law intended to put downward pressure on the retail price of gasoline in the City of Greater Sudbury.

There is no direct method for the City of Greater Sudbury to affect the retail gas prices, as the regulating power rests with the provincial government.

Conclusion / Next Steps

There are several options available to City Council in order to lobby the Provincial government for the regulation of retail gas prices across Ontario.

These options include, engaging peer municipalities through the various municipal associations to engage the Province in discussions regarding retail gas price regulations, requesting the Association of Municipalities of Ontario (AMO) to engage in further dialogue about the potential for change in the market and, sending a letter on behalf of Council to the Minister of Finance expressing concern with the retail gas price trends in Greater Sudbury and northern Ontario and requesting further review.

Resources Cited

Northern Ontario Pump Prices Explained – By Kent Group

<https://www.cipma.org/2019/03/27/northern-ontario-pump-prices-explained-by-kent-group/>

Natural Resources Canada - Why Canada Doesn't Regulate Crude Oil and Fuel Prices

<https://www.nrcan.gc.ca/energy/fuel-prices/4601>

Consumers Council of Canada – Price Regulation

<https://www.consumerscouncil.com/index.cfm?id=13904>

Government of Canada - A Guide to Retail Gasoline Pricing in Canada

<https://www.nrcan.gc.ca/energy/fuel-prices/4601>

British Columbia Utilities Commission – Inquiry into Gasoline and Diesel Prices in British Columbia

https://www.b cuc.com/Documents/Proceedings/2019/DOC_55251_BCUC-Inquiry-Gasoline-Diesel-Report-FINAL-web.pdf

Ontario – Motor Fuel Prices

<https://www.ontario.ca/page/motor-fuel-prices>

Competition Bureau – Factors that affect gas prices at the pumps

<https://www.competitionbureau.gc.ca/eic/site/cb-bc.nsf/eng/02926.html#sec03>

Municipal Act, 2001

<https://www.ontario.ca/laws/statute/01m25>

First Nation Purchases of Tax-Exempt Gas

https://www.ontario.ca/page/first-nation-purchases-tax-exempt-gas?_ga=2.162107836.1493644196.1577997338-1791120596.1573135141