



# FINANCE AND ADMINISTRATION COMMITTEE AGENDA

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Finance and Administration Committee Meeting  
**Tuesday, July 9, 2019**  
Tom Davies Square - Council Chamber

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**COUNCILLOR MIKE JAKUBO, CHAIR**

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**Deb McIntosh, Vice-Chair**

10:00 a.m. FINANCE AND ADMINISTRATION COMMITTEE MEETING  
COUNCIL CHAMBER

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## **DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

## **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 ITEM C-1)**

### **ROUTINE MANAGEMENT REPORTS**

- C-1. Report dated June 14, 2019 from the Interim General Manager of Community Development regarding Healthy Community Initiative Fund Applications.  
**(RESOLUTION PREPARED)**

**4 - 9**

(This report is requesting approval(s) of eligible Healthy Community Initiative Fund application(s) in accordance with By-law 2018-129.)

### **MEMBERS' MOTION**

#### **M-1. Northern Water Sport Centre**

As presented by Councillor Landry-Altmann:

WHEREAS the Northern Water Sport Centre has been identified as a municipal asset;

AND WHEREAS part of agreeing to extend the lease, direction was given by the City of Greater Sudbury to have staff and the Northern Water Sport Centre develop a community program for the vulnerable population by summer 2019;

AND WHEREAS this has not occurred to Council's satisfaction;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to work with the Northern Water Sport Centre to develop community programs at no cost to eligible community members;

AND THAT the Northern Water Sports Centre come back to the Community Services Committee with a report detailing the program, annually, starting in the fall of 2019 for review.

### **CORRESPONDENCE FOR INFORMATION ONLY**

I-1. Report dated June 26, 2019 from the Chief Administrative Officer regarding Update on Core Service Review.

**10 - 15**

**(FOR INFORMATION ONLY)**

(This report provides an update on the work that responds to Motion CC2019-156 regarding a core service review.)

## **ADDENDUM**

## **CIVIC PETITIONS**

## **QUESTION PERIOD**

## **ADJOURNMENT**

## Request for Decision

### Healthy Community Initiative Fund Applications

Presented To: Finance and  
Administration  
Committee

Presented: Tuesday, Jul 09, 2019

Report Date Friday, Jun 14, 2019

Type: Routine Management  
Reports

### Resolution

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 Interim General Manager of Community Development, presented at the Finance and Administration Committee meeting on July 9, 2019;

AND THAT any necessary by-laws be prepared.

### Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place as it aligns with the Population Health Priorities of Building Resiliency, Investing in Families, Creating Play Opportunities, and Promoting an Age-Friendly Strategy. The Healthy Community Initiative funds support community-based projects and initiatives that are affordable and promote inclusiveness for the benefit of citizens.

### Report Summary

By-law 2018-129 requires Council's approval for all eligible Healthy Community Initiative Capital fund requests exceeding \$10,000, and Grant requests exceeding \$1,000. The General Manager of Community Development is recommending that funding requests identified in the report be approved as proposed.

### Financial Implications

The Healthy Community Initiative (HCI) Fund is allocated within prescribed budgets. Approval of an HCI

#### Signed By

##### **Report Prepared By**

Lyne Côté Veilleux  
Co-ordinator of Community Initiatives &  
Quality Assurance  
*Digitally Signed Jun 14, 19*

##### **Division Review**

Jeff Pafford  
Director of Leisure Services  
*Digitally Signed Jun 19, 19*

##### **Financial Implications**

Jim Lister  
Manager of Financial Planning and  
Budgeting  
*Digitally Signed Jun 19, 19*

##### **Recommended by the Department**

Ian Wood  
Interim General Manager of Community  
Development  
*Digitally Signed Jun 20, 19*

##### **Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Jun 25, 19*

capital project includes approval of operating costs to be provided in the base budget in subsequent budget years for the operating department.

## **Background**

By-law 2018-129, requires Council's approval for all Grant requests which meet Healthy Community Initiative (HCI) funding criteria and exceed \$1,000 and all Capital requests which meet HCI funding criteria and exceed \$10,000. Eligible applications for Grant requests of \$1,000 or less, and eligible Capital requests of \$10,000 or less may be approved by the General Manager of Community Development.

## **HCI Fund Applications and Financial Summary**

Appendix A - Healthy Community Initiative Fund - Applications, lists HCI Fund requests by Ward as recommended by the General Manager of Community Development for approval by Council. All projects listed in Appendix A have been evaluated against By-law 2018-129 and its related criteria and have been verified to ensure sufficient funds are available within each Ward's funding allocation.

Appendix B – Healthy Community Initiative Fund – Application Outcomes, provides a list of HCI Fund applications that were approved or denied by the General Manager of Community Development since the last report presented at the Finance and Administration Committee meeting on June 4, 2019.

Appendix C – Healthy Community Initiative Fund Financials, includes the recommended approvals contained in this report as well as a summary of HCI Fund allocation balances up to July 9, 2019. The amounts may increase due to reimbursement of under-spent funds from completed and reconciled projects/initiatives.

## **Next Steps**

Upon Council approval, applicants will receive written notification confirming their approved funding and the intended use of funds and grant recipients will also receive a Final Report form. The Final Report form is to be completed by the applicant and returned post-event/project completion for reconciliation by Financial Services. Grant recipients will receive funding via electronic fund transfer or by cheque (where applicable) for the approved amount, whereas a capital funded project will be managed by the City of Greater Sudbury, working closely with the applicant.

Should an HCI fund request not be approved, the applicant will be notified of same.

## **Resources Cited**

Healthy Community Initiative Fund, By-law 2018-129  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=24310.pdf>

## Healthy Community Initiative (HCI) Fund

### Applications for Council Approval – July 9, 2019

#### CAPITAL FUNDS

Ward	Recipient/ Project/ Location	Purpose for Funds	Amount Requested	Amount Recommended for Approval by the GM
9	Coniston Playground Association / Skate park / Centennial Park, Coniston	To assist with purchasing and installing skate park equipment and other related costs. Annual operating costs estimated to be approximately \$1,200/yr.	\$18,000	\$18,000

#### GRANTS

Ward	Recipient/Initiative	Purpose for Funds	Amount Requested	Amount Recommended for Approval by the GM
5	Councilor-led event with Prism Co-operative Board of Directors / Christmas in July event (Jul. 20/19)	To assist with the costs of event rentals, food, refreshments, children's activities.	\$1,500	\$1,500
9	Wahnapitae Improvement Group / Wahnapitae Days event (Jun. 7-9/19)	To assist with the costs of event rentals, security, licensing fees and prizes.	\$4,000	\$3,000 (HCI Fund policy's recommended threshold for an application towards a major community event.)
9	Wahnapitae Youth Association / Wahnapitae Days event (Jun. 7-9/19)	To support the free children's activities component of the event.	\$1,000	\$1,000
10	Northern Lights Festival Boréal / Northern Lights Festival Boréal (Jul. 4-7/19)	To support the family area activities and programming component of the event.	\$3,000	\$0 (Applicant received multiple HCI grants in the past; has secured significant funding from other City sources; and the admission fee per person to accompany children may be cost prohibitive for families to participate.)

## Healthy Community Initiative Fund

### Applications: Approved/Denied by the General Manager, Community Development

For the period of May 18, 2019 to June 21, 2019

#### Successful Applications

<i>Capital Funds</i>			
Ward	Group / Project	Amount Requested	Amount Approved
No items to report			
<i>Grants</i>			
Ward	Group / Project	Amount Requested	Amount Approved
2	Walden Mountain Bike Club / Take a Kid Mountain Biking Day events (Jun. 9 & Sept. 22/19)	\$550	\$550
5	Carol Richard Park Association / Summer community BBQ event (Jun. 21/19)	\$1,000	\$1,000
10	Canadian Cancer Society / Relay For Life event (Jun. 21/19)	\$500	\$500
10	Greater Sudbury Environmental Network / 2019 Sudbury Earth Festival event (Jun. 8/19)	\$700	\$700
10	NEO Kids Foundation / 2019 NHL vs Docs for NEO Kids event	\$500	\$500
All	N'Swakamok Native Friendship Centre / National Aboriginal Day event (Jun. 21/19)	\$1,000	\$1,000 (\$83/ward)

#### Unsuccessful Applications

Ward	Group / Project	Amount Requested	Reason(s) for Denial
No items to report			



## Healthy Community Initiative (HCI) Fund Financials for the Period Ending July 9, 2019

### Schedule 1.1 – Capital Funds

Capital	2019 Allocation	Uncommitted Funds from 2018 (carry forward)	Approved by Community Development GM 2019	Approved by Council 2019	Proposed for Approval by Council	End Balance of Uncommitted Funds After Resolution*	Pending HCI Funding Requests (to Jun. 14/19)
Ward 1	\$ 24,500	\$ 18,487	\$ 0	\$ 0	\$ -	\$ 42,987	\$ 0
Ward 2	\$ 24,500	\$ 12,417	\$ 0	\$ 30,000	\$ -	\$ 6,917	\$ 2,700
Ward 3	\$ 24,500	\$ 39	\$ 0	\$ 24,500	\$ -	\$ 39	\$ 0
Ward 4	\$ 24,500	\$ 618	\$ 0	\$ 0	\$ -	\$ 25,118	\$ 0
Ward 5	\$ 24,500	\$ 14,154	\$ 0	\$ 0	\$ -	\$ 38,654	\$ 0
Ward 6	\$ 24,500	\$ 40,068	\$ 0	\$ 20,000	\$ -	\$ 44,568	\$ 3,763
Ward 7	\$ 24,500	\$ 15,774	\$ 0	\$ 0	\$ -	\$ 40,274	\$ 0
Ward 8	\$ 24,500	\$ 39,224	\$ 970	\$ 7,000	\$ -	\$ 55,754	\$ 0
Ward 9	\$ 24,500	\$ 26,454	\$ 4,000	\$ 0	\$ 18,000	\$ 28,954	\$ 5,500
Ward 10	\$ 24,500	\$ 35,993	\$ 0	\$ 0	\$ -	\$ 60,493	\$ 0
Ward 11	\$ 24,500	\$ 29,263	\$ 0	\$ 0	\$ -	\$ 53,763	\$ 90,000
Ward 12	\$ 24,500	\$ 8,662	\$ 0	\$ 0	\$ -	\$ 33,162	\$ 5,000

### Schedule 1.2 – Grants

Grant	2019 Allocation	Uncommitted Funds from 2018 (carry forward)	Approved by Community Development GM 2019	Approved by Council 2019	Proposed for Approval by Council	End Balance of Uncommitted Funds After Resolution*	Pending HCI Funding Requests (to Jun. 14/19)
Ward 1	\$ 12,250	N/A	\$ 898	\$ 0	\$ -	\$ 11,352	\$ 500
Ward 2	\$ 12,250	N/A	\$ 3,133	\$ 0	\$ -	\$ 9,117	\$ -
Ward 3	\$ 12,250	N/A	\$ 2,583	\$ 7,000	\$ -	\$ 2,667	\$ -
Ward 4	\$ 12,250	N/A	\$ 583	\$ 6,000	\$ -	\$ 5,667	\$ 4,000
Ward 5	\$ 12,250	N/A	\$ 1,583	\$ 1,250	\$ 1,500	\$ 7,917	\$ -
Ward 6	\$ 12,250	N/A	\$ 583	\$ 0	\$ -	\$ 11,667	\$ -
Ward 7	\$ 12,250	N/A	\$ 1,083	\$ 0	\$ -	\$ 11,167	\$ -
Ward 8	\$ 12,250	N/A	\$ 1,083	\$ 3,500	\$ -	\$ 7,667	\$ -
Ward 9	\$ 12,250	N/A	\$ 333	\$ 1,650	\$ 4,000	\$ 6,267	\$ 1,950
Ward 10	\$ 12,250	N/A	\$ 3,533	\$ 500	\$ -	\$ 8,217	\$ 1,500
Ward 11	\$ 12,250	N/A	\$ 333	\$ 500	\$ -	\$ 11,417	\$ 500
Ward 12	\$ 12,250	N/A	\$ 1,328	\$ 2,200	\$ -	\$ 8,722	\$ 500

\* The amounts may increase due to reimbursement of under-spent funds from completed and reconciled projects/initiatives.

## For Information Only

### Update on Core Service Review

Presented To: Finance and  
Administration  
Committee

Presented: Tuesday, Jul 09, 2019

Report Date Wednesday, Jun 26,  
2019

Type: Correspondence for  
Information Only

### Resolution

For Information Only

### Relationship to the Strategic Plan / Health Impact Assessment

This report describes work that responds to Motion CC2019-156. It is directly related to Council's "Asset Management and Service Excellence" priority, as the work described here aligns with efforts to address Action 1.5, "Demonstrate Innovation and Cost-Effective Service Delivery".

### Report Summary

Since Council provided direction to undertake a service review, staff have been compiling the required information to support informed decisions regarding whether, or to what extent, more detailed work should be undertaken to change service levels. Staff indicated the work would be ready for Council's review by the end of the third quarter. The work remains on schedule.

### Financial Implications

There are no direct financial implications associated with this report.

#### Signed By

**Report Prepared By**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Jun 27, 19*

**Financial Implications**

Jim Lister  
Manager of Financial Planning and  
Budgeting  
*Digitally Signed Jun 27, 19*

**Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Jun 27, 19*

## BACKGROUND

On May 14<sup>th</sup>, 2019, Councillor Sizer introduced a motion calling for a core service review. Council passed an amended motion on May 28<sup>th</sup>, 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. When it receives this interim report, anticipated by the end of the third quarter, Council will decide whether to proceed with detailed service reviews and, if so, which services to include in such reviews.

The idea that municipal services would be subject to periodic review and change is not new. The City of Greater Sudbury has, for most of the last decade, published various annual comparisons of service performance compared to other municipalities. Further, for each of the last three budgets a series of potential service adjustments were presented by staff, following Council's direction to identify adjustments that would reduce the annual tax levy.

At the same time, the Executive Leadership Team has been directing changes to the way the corporation plans, resources and manages its work to address the continuous need for information about service levels, service costs and performance. Its ultimate goal is to have a series of administrative policies and systems that produce real-time, on-demand information about actual performance compared to Council-approved service levels. Generally, this resembles private sector approaches that use activity-based cost information to support assessments of organization performance.

The corporation faces several challenges to successfully complete this work. First, its history of focusing first on cost control, rather than service outcomes, requires training and development among the leadership team about the relationships between service levels and the corporation's costs. By understanding and managing service levels, managers can achieve better results, still manage cost, and avoid the risk that cost reductions in one part of the corporation have a significant and unintended effect on another part. Efforts to reorient the entire management team to this view have been underway for several years and include:

- Changes to the annual budget process to emphasize service and expected performance, not just cost control
- Individual performance management processes that emphasize the achievement of significant objectives and competencies designed to manage the way work is performed
- Corporate policy guidance designed to introduce standards and consistent workflows that emphasize an enterprise-wide view of results, such as the IT Strategy and Customer Service Strategy, both approved in 2018
- The introduction of a standard, enterprise-wide work planning process, intended to raise awareness about the required, inherent collaboration between responsibility centres throughout the organization and to match expected workloads with available resources
- The formation of new interdivisional work groups, such as the Capital Budget Prioritization Committee, the IT Governance Team, and the Enterprise Performance Planning Working Group, to build capacity and accelerate the adoption of enterprise-wide standards
- Introducing a variety of public performance reporting initiatives to share information about municipal performance with the entire community in digestible, easy-to-understand

formats that not only demonstrate accountability and transparency, but also offer opportunities for fact-based discussions about municipal programs and services

Second, the pace of change buffeting the municipal sector is fast. While undertaking this work, staff are also preparing a 2020 budget that needs to incorporate solutions that address significant reductions in annual provincial funding. As this report is being written, it remains unclear whether more changes will be announced that will exacerbate known funding gaps.

Third, like society as a whole, Greater Sudbury is experiencing a higher turnover level than historical annual averages as long-serving employees retire. Replacing these workers is challenging, as competition for the needed skills is strong and/or the time required to develop the specialized skills associated with some municipal services reduces the corporation's capacity to deliver planned service levels.

## **ANALYSIS**

The Enterprise Performance and Planning (EPP) Working Group has conducted a review of existing models for measuring municipal performance and similar service level exercises undertaken by other municipalities. The Municipal Reference Model (MRM) provides a systematic approach for documenting service information to facilitate some objective comparisons. It has been widely used by municipalities, and not only provides a platform to inventory and describe municipal services, but also provides an opportunity for comparability and benchmarking.

The EPP Working Group will coordinate efforts to develop service profiles for the approximately 60 lines of business the corporation regularly performs. This group is working with operating divisions/units and, based on the MRM, building a robust dataset for each of the services provided by the City that will describe connections between expected service levels, actual performance, resource requirements and other details to support discussions about whether more detailed reviews would be desirable. The service profiles will provide information about all of the municipality's services, their cost, existing service levels and service activity. Appendix A provides the service list that will guide the preparation of service profiles.

It is anticipated that the EPP Working Group will provide the operating divisions with a standard report that will describe their respective services, provide some budget information and will align with the Municipal Reference Model. The completed profiles will provide Council with a fulsome inventory of municipal services and establish the foundation for more extensive and detailed analysis. Service profiles will be shared in draft by the end of June. Operating divisions must provide the required details by the end of August 2019. Appendix B provides an example.

On May 21<sup>st</sup>, 2019, the Province of Ontario announced that large municipalities and school boards could apply to access a share of \$7.35M through a special "Audit and Accountability Fund". The province states its purpose is to "help municipalities become more efficient and modernize service delivery while protecting front line jobs." The funding is available to allow municipalities to "undertake independent third-party reviews".

Many details about this program remain unclear. For example, it is not known whether the third party report must recommend changes that produce "efficiencies", or if it may simply provide information that allows Council to determine such efficiencies or cost reductions. Also, there is no definition for what constitutes "front line jobs" or what type of protection the fund is designed

to provide for them. At this stage of the work, staff would not recommend placing any constraints on its scope and would instead prefer to focus on identifying potential changes that respond to Council's directions.

Nonetheless, staff signalled the City of Greater Sudbury's intent to pursue funding and submit a proposal to the province. If approved, the funding will be used for engaging the services of a third party to assist in:

- Developing service profiles
- Assessing the City of Greater Sudbury's enterprise systems so they can be sufficiently, appropriately integrated and support routine time, attendance and staff activity reporting
- Performing analysis and research to identify services that could be the subject of further, detailed review and assess the potential financial implications

## **NEXT STEPS**

Subject to several influencing factors, work will proceed on completing the service profiles. Proposals will be invited from qualified firms, although the cycle time for completing the necessary due diligence to make an award and still meet the province's requirement for a final report by November 30 may make this step impractical.

As the work is being undertaken over the summer and was unplanned, the risk of vacation schedules extending the deadlines for this work is higher than it would have been if we had planned to do this work as part of the 2019 Budget. Nevertheless, staff will make every effort to ensure sufficient, appropriate coordination occurs so that Council has a solid foundation for decision making about next steps in September.

A caveat associated with all of this work relates to ongoing CUPE negotiations. As this report was being prepared, negotiations remained ongoing. If there is a labour interruption that requires the corporation to initiate some or all of its BATNA plans, this work will likely be postponed until working conditions return to normal.

## Appendix A - Lines of Business

Service	
Internal Audits	Engineering Design
Value-For-Money and Performance Audits	Engineering Project Delivery
Communications and Engagement	Construction Services
311	Capital Planning
Investment and Business Development	Transportation and Innovation
Tourism and Culture	Roads Maintenance
Clerk's Services	Distribution and Collection
Regulated Services	Solid Waste Management
Legal Services	Water/Wastewater
Council Support	Community and strategic planning
Security Services	Development Approvals
By-law Services	Environmental Planning
Animal Control and Shelter Services	Building Permits and Approvals
Municipal Parking Services	Plans Examination
IT Infrastructure and Help Desk	Building Inspections
IT Project Management and Delivery	Housing Operations
IT Business Systems	Housing Services
Human Resources and Labour Relations	Long Term Care
Compensation and Benefits	Ontario Works Program Delivery
Organizational Development, Safety, Wellness and Rehabilitation	Emergency Shelters and Homelessness
Taxation	Children Services
Accounting	Citizen Services
Payroll	Libraries
Financial Planning and Budgeting	Museums
Financial Support Services	Cemetery Services
Asset Management	Arenas
Facilities Management	Parks
Fleet Services	Recreation programming
Energy Initiatives	Community Grants
Fire Services Emergency Response	Transit
Public Safety, Planning and Prevention	Handi Transit
Fire Services Training	
Fire Safety Education and Prevention	
Paramedic operations	
Paramedic Services training	
Logistics	
Professional Standards	

## Appendix B - Service Level Profile Template

<b>Organizational Unit</b>	
<b>Enterprise Program</b>	
<b>Service</b>	
<b>Service Type</b>	
<b>Service Category</b>	

Service Overview
Brief description of the service (s)

Service Value
Statement reflecting the value added for the service (i.e. RBA style comment)

Service Category Overview
Brief description of "basis for delivery" (ie why is service deemed mandatory)

Budget	
Operating Costs	
Revenue	
Net Levy	\$ -

Staffing	
Full Time	
Part Time (Hrs)	

Performance Measures
i.e. MBN Can Measures

Service Level
What is the prescribed service level?

Activity Level
How much do you actually do?

Notes / Assumptions: