



# OPERATIONS COMMITTEE AGENDA

---

Operations Committee Meeting  
**Monday, June 3, 2019**  
Tom Davies Square - Council Chamber

---

**COUNCILLOR DEB MCINTOSH, CHAIR**

---

**Mark Signoretti, Vice-Chair**

4:00 p.m. OPERATIONS COMMITTEE MEETING  
COUNCIL CHAMBER

City of Greater Sudbury Council and Committee Meetings are accessible and are broadcast publically online and on television in real time and will also be saved for public viewing on the City's website at:  
<https://agendasonline.greatersudbury.ca>.

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

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

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

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

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

## **PRESENTATIONS**

1. Winter Control Operations Update for May 2019  
**(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)**

- Randy Halverson, Director of Linear Infrastructure Services

(This presentation provides the financial results of the 2019 Winter Roads Operations up to and including the month of April 2019.)

## **MANAGERS' REPORTS**

- R-1. Report dated May 21, 2019 from the General Manager of Growth and Infrastructure regarding Traffic Calming – 2019 Ranking. **4 - 15**  
**(RESOLUTION PREPARED)**

(Each year, the City of Greater Sudbury reviews various roads under the City's Traffic Calming policy. This report provides an overview of the City's Traffic Calming policy, roads where the policy has been applied and the update ranking for 2019.)

## **MEMBERS' MOTIONS**

## **CORRESPONDENCE FOR INFORMATION ONLY**

- I-1. Report dated May 8, 2019 from the General Manager of Growth and Infrastructure regarding Communication Plan: Change in the Garbage Bag Limit. **16 - 34**  
**(FOR INFORMATION ONLY)**

(This report describes the communication plan related to the change in the garbage bag limit. The garbage bag limit is changing from two garbage bags per week to one garbage bag limit per week on October 1, 2019).

- I-2. Report dated May 21, 2019 from the General Manager of Growth and Infrastructure regarding Transportation Demand Management Community Grant Program. **35 - 57**  
**(FOR INFORMATION ONLY)**

(This report outlines program requirements of the Transportation Demand Management Community Grant Program and describes how this funding will help to achieve the measures outlined in the Council-approved Transportation Demand Management Plan (2018).)

- I-3. Report dated May 2, 2019 from the General Manager of Growth and Infrastructure regarding Drinking Water Quality Management System Annual Report. **58 - 61**  
**(FOR INFORMATION ONLY)**

(This report outlines activities for the Drinking Water Quality Management System (legislated), including internal audits, supplier performance, risk assessment results, etc.)

## **ADDENDUM**

## **CIVIC PETITIONS**

## **QUESTION PERIOD**

## **ADJOURNMENT**

Presented To:	Operations Committee
Presented:	Monday, Jun 03, 2019
Report Date	Tuesday, May 21, 2019
Type:	Managers' Reports

## Request for Decision

### Traffic Calming – 2019 Ranking

#### Resolution

##### Resolution 1

That the City of Greater Sudbury approves the 2019 ranking list for traffic calming eligible roadways as outlined in the report entitled “Traffic Calming – 2019 Ranking”.

And that the City of Greater Sudbury initiates the public support component for the traffic calming process based on the ranking order.

And that the City of Greater Sudbury provides the results of the associated traffic studies to the Greater Sudbury Police Services, and requests increased enforcement on roadways identified with speeding concerns as outlined in the report entitled “Traffic Calming – 2019 Ranking”, from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on June 3, 2019.

##### Resolution 2

That the City of Greater Sudbury amends the traffic calming policy by lowering the required minimum response rate to advance a traffic calming project to have a traffic calming plan developed to 25% as outlined in the report entitled “Traffic Calming – 2019 Ranking”, from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on June 3, 2019.

##### Resolution 3

That the City of Greater Sudbury initiates a two year pilot project to install temporary traffic calming measures on the top two streets (Riverside Drive and Michelle Drive) identified in the 2019 traffic calming ranking as outlined in the report entitled “Traffic Calming – 2019 Ranking”, from the General Manager of Growth and Infrastructure, presented at the Operations Committee meeting on June 3, 2019.

#### Signed By

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

Ryan Purdy  
Traffic and Transportation Engineering  
Analyst  
*Digitally Signed May 21, 19*

##### **Manager Review**

Joe Rocca  
Traffic and Asset Management  
Supervisor  
*Digitally Signed May 21, 19*

##### **Division Review**

Stephen Holmes  
Director of Infrastructure Capital  
Planning  
*Digitally Signed May 21, 19*

##### **Financial Implications**

Jim Lister  
Manager of Financial Planning and  
Budgeting  
*Digitally Signed May 22, 19*

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

Tony Cecutti  
General Manager of Growth and  
Infrastructure  
*Digitally Signed May 22, 19*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed May 22, 19*

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

This report refers to operational matters.

## **Report Summary**

Each year the City of Greater Sudbury reviews various roads under the City's traffic calming policy. This report will provide an overview of the City's traffic calming policy, roads where the policy has been applied and the updated traffic calming ranking for 2019.

## **Financial Implications**

Recommendations of this report may be carried out within the existing approved budget and staffing resources. The cost to implement the 2 year pilot project to install temporary traffic calming measures is estimated at \$25,000. Staff recommends the pilot project costs be funded from the 2018 Traffic Calming capital account.

# **2019 Traffic Calming Update**

## **Background**

The City's Transportation and Innovation Services section receives numerous requests each year to install traffic calming measures such as speed humps, pavement markings and additional signage to reduce speeding and improve safety on its roadways. In February, 2008, the City of Greater Sudbury retained IBI Group to develop a traffic calming policy to aid staff in evaluating requests and the application of traffic calming devices. This policy was adopted by City Council on May 12, 2010.

## **What is Traffic Calming?**

The Institute of Transportation Engineering defines traffic calming as “the combination of mainly physical measures that reduce the negative effects of motor vehicle use, alter driver behaviour and improve measures that reduce the negative effects of motor vehicle use, alter driver behaviour and improve conditions for non motorized street users.”

## **Traffic Calming Warrant**

The City's traffic calming warrant is based upon the review of the best practices of over twenty (20) jurisdictions throughout North America. In addition, public input was solicited through surveys posted on the City's website and at the Citizen Services Centres. Two (2) stakeholder workshops were also held with City departments and agencies including City Councillors, Police, Fire, EMS, Planning, Roads and Engineering.

The traffic calming warrant consists of an initial screening where a combination of requirements must be met for a site to be eligible for traffic calming. The threshold criteria and screening process can be found in the attached Exhibits “A” and “B”.

Sites that pass the initial screening are then ranked against each other using a weighted point criteria based on the classification of the road. Each eligible site is awarded points based on its score for each factor, with a maximum score of 100 points. A score of 30 points has been established as a minimum threshold to qualify for traffic calming consideration. The scoring criteria for local and collector roads is outlined in the attached Exhibit “C”.

## **Initial Screening and Ranking of City of Greater Sudbury Roads**

Over the past year, residents requested six locations to be evaluated for traffic calming. Three locations met the minimum criteria and have been added to the final ranked list (see Exhibit “E”) while three locations did not. See Exhibit “D” for the list of road segments which did not qualify.

Overall the initial screening process has been completed for 291 road segments on 184 different roads. Of the 291 road segments reviewed, 31 qualified for the ranking process and scored more than 30 points to qualify for traffic calming consideration. As part of the final ranking process, any abutting road segments that each scored greater than 30 points were combined into one segment and assigned the higher score of the two abutting road segments.

### **Final Ranking**

As indicated in the attached Exhibit “E”, a total of 31 roadways qualify for traffic calming. Depending on the calming devices chosen and the length of the project, the City's traffic calming budget of \$175,000 should be enough to complete one major roadway, similar in size to Southview Drive or Attlee Avenue. This cost would only cover the proposed traffic calming measures.

In addition to the eligible roadways, Exhibit “E” shows the project length and indicates whether the road is a transit route or primary emergency services route. It is noted that the cost estimates may vary greatly depending on the devices preferred by the residents. For example, on a 1 km road, you could add pavement markings for bicycle infrastructure for \$10,000 or construct physical devices for \$150,000. Roadways that are not transit routes or primary emergency service routes may qualify for vertical traffic calming measures such as speed humps. Speed humps are not only effective in reducing vehicle speed but are also less expensive to construct than many other calming devices.

Roadways that are eligible for traffic calming and are also identified under the Roads Capital Program for infrastructure improvements, will have the recommended traffic calming measures incorporated as part of the design and construction. Kathleen Street is an example of where traffic calming was incorporated as part of the capital contract.

### **Initiated Projects**

Since 2010, staff has initialized several traffic calming projects throughout the City, some of which were stand-alone projects and others which were incorporated into other infrastructure improvements carried out under the Roads capital program. The April 2016 report entitled “[Traffic Calming – 2015 Ranking](#)” contains more information on completed projects. In addition, the report entitled “[Southview Traffic Calming Update](#)” contains a history of traffic calming on Southview Drive and how the current traffic calming plan was created and implemented.

## Project Updates

In May 2018, staff began the public consultation process in advance of 2019 infrastructure improvement capital projects proposed on York Street and Auger Avenue.

In accordance with the traffic calming policy, staff polled residents on both York Street and Auger Avenue to see if there was support for traffic calming. Public information sessions were held for both locations to inform and consult with residents.

As per the traffic calming policy, in order for a traffic calming plan to be developed, a minimum 50% response rate was required from residents, with a minimum 60% support rate of all respondents. In both cases, less than 50% of residents responded which meant staff did not proceed with developing a traffic calming plan for these locations.

## Future Projects

As shown on Exhibit "E", Riverside Drive is the top priority on the traffic calming ranking. Staff will begin the public consultation process for Riverside Drive during 2019.

## Traffic Calming Policy Review

Since the implementation of the traffic calming policy there have been eight locations that have gone to the public consultation/survey stage to determine if residents support the development or implementation of a traffic calming plan on their street. As summarized in the table below, of the eight locations, only two achieved the minimum response and support rate to proceed with a traffic calming plan.

Location	Response Rate (50% required)	Support Rate (60% required)
Jean Street	33%	58%
Niemi Road	68%	84%
King Street	19%	63%
Robinson Drive	60%	48%
Attlee Avenue	60%	90%
Ontario Street	36%	70%
York Street	48%	66%
Auger Avenue	42%	60%

Residents have expressed frustrations with City staff regarding the process to advance traffic calming projects while their concerns regarding speeding on the road continue. With these concerns in mind, staff are proposing a change to the



minimum response rate required to proceed with developing a traffic calming plan and a pilot project for temporary traffic calming measures. These changes are outlined below.

### **Minimum Response Rate**

In order to determine if the minimum response and support rates were comparable in the province, staff researched other municipality's traffic calming policies. The table below shows the majority of municipalities have stopped polling residents or have lowered the minimum thresholds.

Municipality	Minimum Response Rate	Minimum Support Rate
City of London	25%	25%
City of Ottawa	N/A	N/A
City of Kingston	N/A	N/A
City of Barrie	N/A	N/A
City of Brampton	N/A	N/A
City of Burlington	50%+1	N/A
City of Guelph	60%	60%
City of Kitchener	50%	60%
City of Windsor	N/A	60%
City of Vaughn	75%	75%

Since public support is paramount when considering traffic calming initiatives, staff recommends the traffic calming policy be amended so that the required minimum response rate to have a traffic calming plan developed be lowered to 25% and while keeping the required minimum support rate at 60%. If the minimum response rate is revised as recommended above, it is anticipated that more traffic calming projects will move to the development and implementation stage where residents will have the opportunity to provide feedback to help develop and vote on whether they support the final traffic calming plan. Staff recommend the required 50% response rate and 60% support rate remain the same for voting on the final traffic calming plan to ensure there is strong support from the residents for traffic calming measures to be constructed.

### **Proposed Pilot Project – Temporary Traffic Calming Measures**

Residents who live on roads which have qualified for traffic calming measures have expressed concerns with the length of time it takes for their road to begin the public consultation process. In order to address these concerns, staff are proposing a two year pilot project to install temporary traffic calming measures on the top two streets (Riverside Drive and Michelle Drive) identified on the traffic calming ranking.

Staff are proposing the use of temporary flexible bollards as a traffic calming measure. These bollards would be installed for the duration of the summer and removed in the fall. The City of Kingston recently piloted temporary flexible bollards as a traffic calming measure and achieved speed reductions of 8 to 10 km/h. A picture of the temporary flexible bollards utilized by the City of Kingston can be seen below. To achieve these speed reductions, the City of Kingston installed the bollards every 100 to 125 m. Based on this spacing, staff estimate the cost for purchasing, installing and removing the bollards for the proposed two year pilot will be \$25,000.

To measure the success of the pilot project, staff will conduct traffic studies to determine the effectiveness of the bollards, survey area residents to measure their satisfaction with the temporary measures and to review the costs of the project. The results of the pilot project will be included as part of the 2020 report on traffic calming along with a recommendation on whether to implement the temporary traffic calming measures on all roads which qualify for traffic calming.



### Resources Cited

Canadian Institute of Transportation Engineers and Transportation Association of Canada, *Canadian Guide to Neighbourhood Traffic Calming*, 1998

City of Greater Sudbury, *Traffic Calming Policy*, Accessed online:  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=1993.pdf>

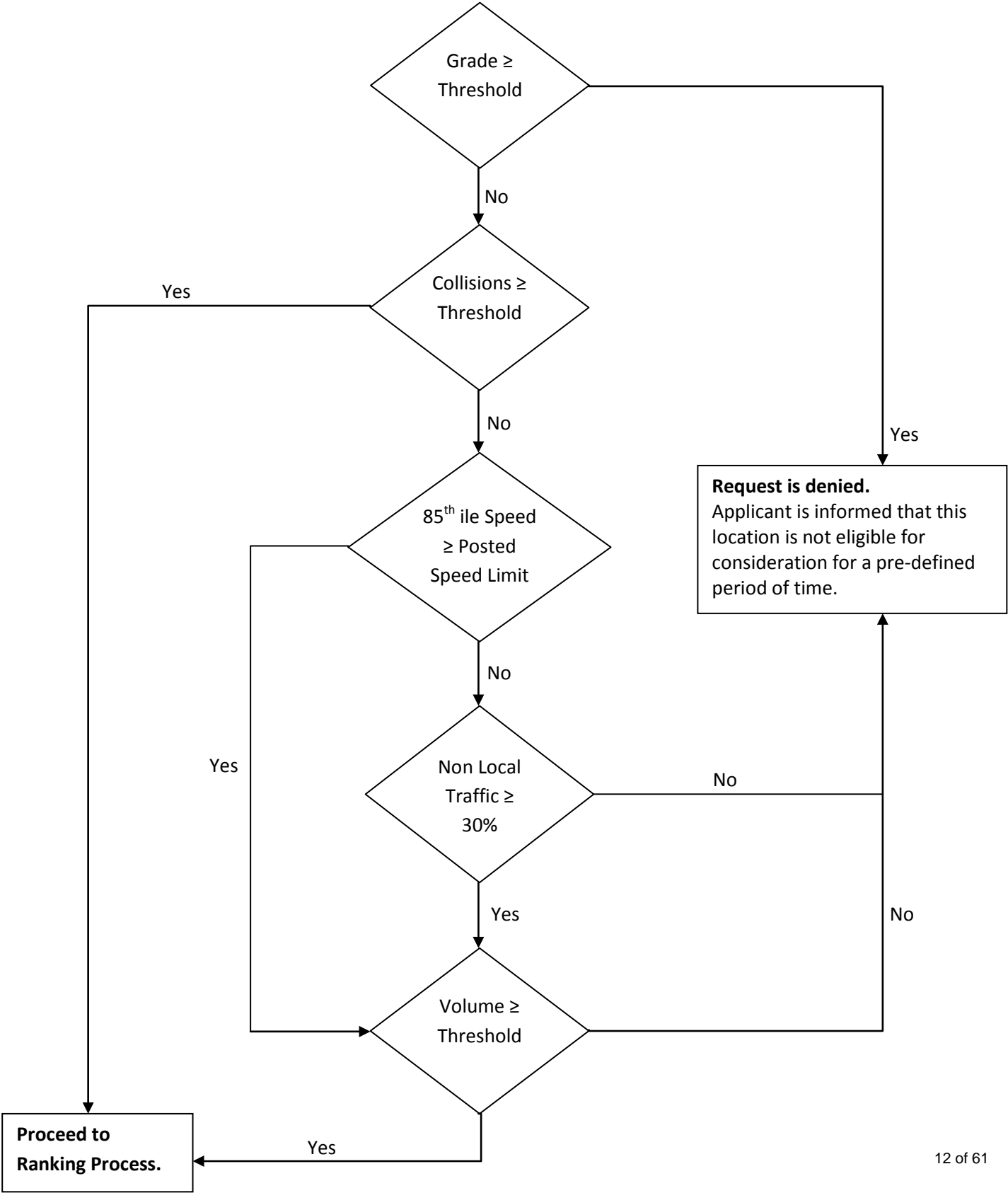
# EXHIBIT: A

## Traffic Calming Criteria

Criteria	Threshold		Notes
	Local Road	Collector/Tertiary Arterial	
Grade	< 8%		If the grade is equal to or greater than 8%, traffic calming is not permitted
Collision History	≥ 6	≥ 12	Number of collisions within the last three years involving vulnerable road users and/or which may be potentially corrected by traffic calming measures.
Volume	≥ 900	≥ 3,000 vpd (Collector) ≥ 5,000 vpd (Tertiary Arterial)	Two-way AADT Volumes
Speeds	≥ posted speed limit		85 <sup>th</sup> percentile speed
Non-Local Traffic	≥ 30%		'Cut-through traffic'

# EXHIBIT: B

## Screening Process



# EXHIBIT: C

## Scoring Criteria

### Local Roads

Factor	Point Criteria	Maximum Points
Collision History	4 points for each qualifying collision in the past three years	20
Traffic Speeds	1 point for each km/h above posted speed limit	15
Non-Local Traffic	3 points for each 10% of non-local traffic above 20% (maximum reached at 60% non-local traffic)	15
Traffic Volumes	1 point for each 50 vehicles above 900	20
Pedestrian Generators	5 points for each school or park within the study area (other Pedestrian Generators may be defined by City staff)	10
Pedestrian Facilities	5 points if there are no sidewalks in the study area	5
Emergency Services and Routes	- 4 points if the study area is a primary Emergency Services route	0
Transit Services and Routes	- 2 points if the study is an existing or planned transit route	0
Block Length	1 point for each 50 metre increment between stop-controlled points	10
Adjacent Land Uses (residential)	1 point for each 20% of residential land use	5
		<b>100</b>

### Collector and Tertiary Arterial Roads

Factor	Point Criteria	Maximum Points
Collision History	3 points for each qualifying collision in the past three years	15
Traffic Speeds	1 point for each km/h above posted speed limit	20
Non-Local Traffic	2 points for each 10% of non-local traffic above 20% (maximum reached at 60% non-local traffic)	10
Traffic Volumes	1 point for each 100 vehicles above 3,000 for Collector roads and 5,000 for Tertiary Arterials	20
Pedestrian Generators	5 points for each school or park within the study area (other Pedestrian Generators may be defined by City staff)	10
Pedestrian Facilities	10 points if there are no sidewalks in the study area, 5 if only on one side	10
Emergency Services and Routes	- 6 points if the study area is a primary Emergency Services route	0
Transit Services and Routes	- 4 points if the study is an existing or planned transit route	0
Block Length	1 point for each 50 metre increment between stop-controlled points	10
Adjacent Land Uses (residential)	1 point for each 20% of residential land use	5
		<b>100</b>

**Road Segments Evaluated between 2018-2019 Which Do Not Qualify for Traffic Calming**

<b>Street</b>	<b>From</b>	<b>To</b>	<b>Reason</b>
Courtland Drive	Auger Avenue	East Limit	Non-Local Traffic Percentage, Speed & Volume do not meet the minimum requirements
Armstrong Street	Kaireen Street	Hunter Street	Non-Local Traffic Percentage, Speed & Volume do not meet the minimum requirements
Holland Road	Woodbine Avenue	Lillian Boulevard	Does not meet the minimum score threshold

## Traffic Calming Final Street Ranking - 2019

Rank	Location	Score	Length (m)	Transit or ES Route?
1	Riverside Drive (Regent Street to Broadway Street)	74.2	960	Yes
2	Michelle Drive (Municipal Road 80 to Ivan Street)	71.6	1100	Yes
3	Brenda Drive (Moonrock Avenue to St Charles Lake Road)	69.8	1300	No
4	Lansing Avenue (LaSalle Boulevard to Maley Drive)	63.4	1750	Yes
5	Grandview Boulevard (Montrose Avenue to Wedgewood Drive)	63.1	290	Yes
6	Kelly Lake Road (Southview Drive to Copper Street)	59.3	490	Yes
7	<b>Robinson Drive (Kelly Lake Road to Southview Drive)</b>	<b>59</b>	<b>1000</b>	<b>Yes</b>
8	Hawthorne Drive (Barry Downe Road to Auger Avenue)	54.3	860	Yes
9	<b>Bancroft Drive (Dundas Street to Kingsway)</b>	<b>53</b>	<b>450</b>	<b>Yes</b>
10	Arnold Street (Barbara Street to 400 m West of Skyward Drive)	51.4	515	Yes
11	Demarais Road (Municipal Road 80 to Talon Street)	51.2	647	No
12	Morin Avenue (Dell Street to Tedman Avenue)	50.5	460	Yes
13	Balsam Street (Garrow Road to Nickel Street (East Leg))	49.1	1200	Yes
14	Hawthorne Drive (Auger Avenue to Claudia Court (East Leg))	48.2	300	No
15	Meehan Street (Dennie Street to Coulson Street)	47.4	330	No
16	Valleyview Road (Municipal Road 80 to L'Horizon Secondary School)	47.0	180	No
17	Dublin Street (Attlee Avenue to Arthur Street)	46.5	540	No
18	Cote Avenue (Highway 144 to Hill Street), Chelmsford	44.8	450	No
19	Whittaker Street (Douglas Street to Haig Street)	43.3	365	Yes
20	Hillcrest Drive (Brian Street to Mikkola Road)	42.0	710	Yes
21	Beaumont Avenue (Woodbine Avenue to Moss Street)	41.6	180	Yes
22	<b>Leslie Street (Notre Dame to Murray Street)</b>	<b>41</b>	<b>103</b>	<b>Yes</b>
23	Second Avenue (Highway 17 to Government Road), Coniston	39.8	940	Yes
24	Gemmell Street (Attlee Avenue to Downland Avenue)	39.2	200	No
25	Edward Avenue (Highway 144 to Falcon Street)	37.3	570	Yes
26	Woodbine Avenue (Agincourt Avenue to Roy Avenue)	37.1	450	Yes
27	Greenbriar Drive (Scarlett Road to Highgate Road)	36.7	160	Yes
28	<b>Paquette Street (Lasalle Blvd to Lamothe Street)</b>	<b>35.9</b>	<b>380</b>	<b>Yes</b>
29	Mackenzie Street (Baker Street to Elgin Street)	35.6	380	Yes
30	Loach's Road (Oriole Drive to Cerilli Crescent)	32.6	660	Yes
31	Stonegate Drive (Beatrice Crescent to Attlee Avenue)	31.7	250	No

## For Information Only

### Communication Plan: Change in the Garbage Bag Limit

Presented To: Operations Committee

Presented: Monday, Jun 03, 2019

Report Date: Wednesday, May 08, 2019

Type: Correspondence for Information Only

### Resolution

For Information Only

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

This report supports the "Quality of Life and Place" and the "Responsive, Fiscally Prudent, Open Governance" pillars of the Corporate Strategic Plan.

### Report Summary

This report provides an update on the implementation of the one bag limit change scheduled for October 1, 2019 and how it will be communicated with citizens. The report identifies risks and strategies that will be employed to mitigate them. Statistical data on current (2018) solid waste programming are presented and establish a baseline that will be used to measure and evaluate progress following the one bag limit change.

### Financial Implications

There are no additional financial implications at this time. The costs associated with the previous Council approved implementation plan have been incorporated within the 2019 budget.

#### Signed By

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

Renee Brownlee  
Manager of Collection & Recycling  
*Digitally Signed May 8, 19*

##### **Division Review**

Chantal Mathieu  
Director of Environmental Services  
*Digitally Signed May 8, 19*

##### **Financial Implications**

Jim Lister  
Manager of Financial Planning and Budgeting  
*Digitally Signed May 9, 19*

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

Tony Cecutti  
General Manager of Growth and Infrastructure  
*Digitally Signed May 22, 19*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed May 22, 19*



## Introduction

This report provides an update on the implementation of the one bag garbage limit change and how the change will be communicated with citizens.

The planned change from a two garbage bag limit to a one garbage bag limit per week is scheduled for October 2019. This is the next transitional step in garbage collection leading to the final change in 2021 with every other week garbage collection.

## Background

In 2016, City Council approved changes in the garbage collection limit and the garbage collection frequency in order to reduce landfill space consumption and to improve waste diversion and recycling program effectiveness, especially in the Green Cart organic program.

There are three phases in the plan to increase diversion and reduce household garbage disposal:

### Phase 1 - October 2016 – Completed



Garbage bag limit changed from three bags per week to two bags per week.

### Phase 2 - October 2019 – Coming Soon



Garbage bag limit changes from two bags per week to one bag per week.

### Phase 3 – February 2021

**Future**

Garbage and leaf and yard trimmings collection frequency changes to every other week with a garbage bag limit of two bags every other week.

In all three phases, the collection of leaf & yard trimmings will continue to be unlimited and there will be no change in the weekly collection frequency of unlimited Blue Box recyclables, Green Cart organics and large furniture, appliances and electronics.

In order to ensure a seamless transition for residents in the upcoming implementation of phase 2, a number of existing programs are being maintained and new programs and tools will be made available, including:

- Promoting reduction and reuse of waste.
- Promoting external diversion and disposal programs (e.g. take it back programs for tires, pharmaceuticals, sharps, electronics, etc.) – these programs are expected to expand over time as the Province transitions to full producer responsibility.
- Maintaining the new drop-off depots within the Azilda and Hanmer landfill sites.
- Maintaining the weekly 50 kg landfill tipping fee residential exemption.
- Maintaining the Spring and Fall Residential Tipping Fee Exemption weeks.
- Maintaining a garbage bag tag program to allow residents to place extra garbage out for collection if required.
- Maintaining collection services for small businesses on a residential collection route.
- Maintaining the home visit and field inspection program.
- Maintaining the 'no charge' fee for Blue Boxes and Green Carts.
- Maintaining the subsidy on the large capacity "Big Blue" recycling container.
- Maintaining the Waste Wizard and the Waste Wise app.
- Maintaining school programs and program mascots.
- Maintaining special support programs to provide assistance for:

- children's disposal diapers and cloth diapers;
- assistance for citizens with additional waste due to medical circumstances;
- pet waste digesters for pet owners
- Implementing a program to provide assistance for citizens with additional dog and cat waste. This will be launched in September 2019.
- Developing waste storage options or disposal opportunities prior to the changes in 2021. These options will be tabled to the Operations Committee in 2020.
- Developing additional opportunities to divert construction and demolition waste once the Construction & Demolition Material Recycling Area is completed at the Sudbury Landfill. These options will be tabled to the Operations Committee in 2021.

Staff will also continue to recommend additional waste diversion program such as mattress and textile recycling as new opportunities develop.

## **Evolving Waste Management Practices**

In national and provincial contexts, waste management views and practices are being reshaped and redesigned. The focus is shifting from a linear approach of production, consumption and disposal to a circular economy approach that keeps products and materials at their highest utility level.

Governments at all levels are paving the way for more responsible waste management practices, increased waste diversion and waste prevention. Provincially, this is being done through the Waste Free Ontario Act, the Resource Recovery and Circular Economy Act and the Waste Diversion Transition Act.

At a municipal level, it is important that we align our own waste management views and practices with those that support a circular economy. Landfill space must be used optimally and valued as a scarce resource. Our waste management policies and practices should reflect the new era of regarding waste as a potential resource which can be re-integrated back into the economy as a new product or reintroduced into the natural environment with benign and beneficial impacts. Our City will benefit from diverting materials that can be reused or recycled and minimizing the inefficient use of landfill capacity by postponing the expensive cost for closing landfill sites and constructing new sites. These funds can then be diverted to the maintenance of other important infrastructure requirements.

## **Phase 1 Post Implementation Review (three garbage bags to two garbage bags)**

The implementation of the Phase 1 change from a 3 garbage bag limit per week to a 2 garbage bag limit per week was a smooth transition. This can be attributed to the fact that the majority of households were already only generating 2 garbage bags or less.

Meeting with and providing training to 3-1-1 Call Center Representatives prior to the change proved to be beneficial, including the frequently asked questions and answers form.

Prior to the change, staff received feedback from residents that the special support program application forms should be made available prior to the change. Residents wanted to be ready and compliant with the change and staff agreed to move up the date. This was a lesson well learned and would be considered for future program changes.

## **Phase 2 Implementation and Communication Plan (Two garbage bags to one garbage bag)**

The change from a two garbage bag limit to a one bag limit per week will take effect on October 1, 2019. Prior to implementation, a number of activities are planned to ensure that our internal resources are equipped with the knowledge required to provide residents with information to ease them through the change.

Training will again be provided to 3-1-1 staff to ensure they can answer as many questions as possible. Additional part-time hours have also been budgeted for this area to handle the expected increase in calls.

In addition, there will be a number of expertly trained Environmental Services staff who will deal directly with residents to answer questions and provide solutions.

In the first 4 weeks of implementation (October 1 to October 25, 2019), flexibility will be employed in the return to collect policy to address issues during this transition period.

The new pet waste special support program application forms will be available one month ahead of the change. This will be in addition to the existing special support programs.

Staff is also reviewing the option of providing 10 free garbage bag tags for each residential property, expanding the locations where garbage bag tags are sold and selling garbage bag tags on-line.

### **Communications and Key Messaging**

The main objective of the communication plan is to make citizens aware that the next change is coming, encourage participation in diversion programs (in particular the Green Cart organics program) and provide information regarding the solutions that are available for them (refer to Appendix A for additional details).

### **Communication Activities, Events and Timelines**

Communications are planned in four phases. They will be developed and deployed in a joint collaborative effort between the Environmental Services Division and the Communications Section.

#### Phase 1: The Build-Up - January 1 to May 31, 2019

- Public communications focusing on waste reduction, reuse and diversion:
  - Earth Care Minute videos
  - Green Living advertisement
  - Social media posts
  - City Connect newsletter
- Reviewing and presenting information to internal staff
- Training for the 3-1-1 Call Center Representatives

#### Phase 2: Pre-Launch - June 1 to September 1, 2019

- Public communications announcing the change to a 1 garbage bag limit on October 1, 2019:
  - Newspaper advertisements – conventional and electronic
  - Social media advertisements (including paid push ads)
  - Waste Wise App notifications
  - Meetings and presentations with interest groups (e.g. Community Action Network Groups, environmental groups, etc.)
  - Posters at Citizen Service Centers
  - Direct mail City wide flyer
  - City website banner
  - Public service announcements
- City Connect newsletter
- Frequently asked questions and answers for website, internal staff and Councillors

- Continued weekly internal communication
- Invite Councillors to one on one meetings to review program plans

#### Phase 3: The Launch - September 1 to October 1, 2019

- Public service announcement
- Bell Park digital billboard advertisement
- Earth Care videos focusing on waste diversion programs
- Media interviews/media pitching
- Radio advertisements
- Newspaper advertisements
- Bus back advertisements
- Pet waste exemption support program posted on the City's website
- City Connect newsletter

#### Phase 4 - Post-Launch: Responding to Questions, Resolving Issues, and Celebrating Successes

- Continued focus on education and customer service
- Flexibility in the return to collect policy to address issues over a 4 week transition period
- Home visits and field inspections
- Collaboration with the By-law Section to resolve issues
- Collect statistical program data for 2019
- Conduct a second participation study in 2020 and collect 2020 program statistics to measure, evaluate and report progress

### **Risk and Mitigation Strategies**

It is expected that some citizens may not be immediately willing to change their waste disposal habits. Change can be difficult and therefore, it is important to identify risks and develop mitigative strategies that will reduce threats to success.

The flow chart in Appendix B illustrates the risks and mitigative strategies that will be employed prior to, during and preceding phase 2 implementation.

### **Measuring and Evaluating Effectiveness**

The last step in the implementation and communication plan will be to measure and evaluate results following the change. This information will be reported back to the Operations Committee on an annual basis.

The Communications Section will measure Facebook analytics on paid and non-paid ads, web analytics for web page clicks, media coverage and 3-1-1 statistics and data.

Statistics collected by the Environmental Services Division are presented in Appendix C. These 2018 statistics will form the baseline data prior to the implementation of phase 2 in October 2019. Participation rates, set-out rates and number of containers per household will be evaluated again after the 2020 participation study. All other statistics will be collected annually.

## Appendix A – Frequently Asked Questions

- Why did we reduce the bag limit from two bags to one bag?
  - We estimate that approximately 45% of residential garbage going to the landfill could have gone in the Blue Box, Green Cart or other divertible stream. These recyclable or compostable materials are valuable resources, and should not be buried in the landfill, even though our landfill capacity is over 25 years. Landfill space remaining should be reserved for non-recyclable or non-compostable materials. The cost of a new landfill site is currently estimated at \$40 to \$50 million (to replace the Sudbury Landfill) and could be up to \$100 million to replace the current three landfill sites. Increase that cost to \$200-\$300 million if waste to energy is selected rather than landfilling.
- Here we go again! The City is reducing services and not lowering my taxes!
  - Actually, we're not reducing services, we're just changing it. All we're asking is that you re-direct the waste to a different container. The reduction in the garbage bag limit is part of the transitional plan to ease residents to every other week garbage collection scheduled to commence in February 2021. If residents participate in all diversion programs, a minor portion of their waste material will be left for the garbage stream which makes weekly collection obsolete. Adapting to less frequent garbage collection, in turn, makes diversion programs, especially Green Cart organic collection more attractive even to program hold-outs. Reduction in garbage collection frequency has the added benefit of reducing garbage collection costs and postponing expensive landfill closure and new construction costs. Funds allocated for garbage collection can then be re-allocated to other priority services.
- Recycling is difficult and confusing!
  - There have been many changes to products and packaging over the years and we understand the confusion. This is one of the reasons that the Waste Wizard searchable tool was created. The tool allows you to search a particular item and then it tells you what container to place it in or whether it requires special disposal. You can access the Waste Wizard online on the City's website or download the Greater Sudbury Waste Wise app. If you're not fond of computers, just call City Services at 3-1-1.
- Using the Green Cart will attract bears.
  - Yes, bears and other wildlife are attracted to smelly items, such as food waste. But they will not be more attracted to the food waste if you place it in a Green Cart rather than a garbage bag. In fact, your food waste is better protected in the hard shelled lockable Green Cart than a garbage bag. Tips to prevent wildlife are available on the City's website.

- Why should I waste my time participating in the Green Cart program when the material will compost in the landfill.
  - Organic materials, such as food waste does not compost in the landfill. It will eventually rot, but this will produce methane. Methane is a significant contributor to global greenhouse gas emissions and all efforts should be made to minimize its production.
- I don't need to participate in the Green Cart program because I do backyard composting.
  - Great! We encourage you to continue with your backyard composting but you likely are not managing all you organic food waste and non-recyclable papers in your backyard composter. Did you know that the Green Cart program can divert all those food waste items that you can't manage in your backyard composter such as meat, bones, shells, pasta, sauce and gravy, bread and baked goods, cooking oils and dairy products. So, whatever you can't put in your backyard composter, we are happy to take in your Green Cart.
- The triplex next door already has garbage problems and this will just make it worse!
  - We understand that looking at the garbage mess next door is frustrating and we'll be paying particular attention to problematic properties. This will include educational resources and enforcement techniques. If you're concerned with a particular property or illegal dumping, please call City Services at 3-1-1.
- I don't have a car and you're just making my efforts more difficult to clean-up my property!
  - The City currently sells garbage bag tags and this allows residents to place additional garbage at the roadside for collection. To find locations where bag tags are sold, visit the City website or call City Services at 3-1-1.
- I have two children in diapers and there's no way I can meet the new one bag limit!
  - No worries. The City has developed a special support program to collect those bags of diapers as long as you participate in waste diversion and recycling programs. Better yet, you can apply to the City for a cloth diaper rebate of up to \$100 per household and create no waste at all. Application forms for both programs are available on the City's website.
- I have a medical circumstance that causes me to produce additional non-recyclable waste. Do you have any programs to assist me?
  - Yes, we do. We can provide garbage bag tags due to a medical circumstance for waste such as incontinence products or unrecyclable medical packaging. You must register for the program and agree to participate in the City's waste diversion and recycling programs. Further details are provided on the application form available on the City's website or pick up a print copy at any City Citizen Service Centre or Library.

- I have pets. Are there any programs for pet owners?
  - If you're unable to include your pet waste within your current garbage (10% pet feces to 90% garbage - we don't want our garbage collectors being sprayed with feces when they compact the waste in the garbage truck), you may qualify for the following programs:

Purchase a dog waste digester and manage your dog waste right at home. We'll provide a rebate of up to \$50 per household. Further details are provided in the dog waste digester rebate application form on the City's website.

If you have a licensed dog or cat and you participate in all of the City's waste diversion programs, you could be eligible for a garbage container limit exemption for pet waste. Approved applicants must place their waste in clear plastic bags (one small grocery bag size privacy bag allowed in each clear bag) to have up to 2 clear bags of garbage with no more than 10% pet feces in each bag collected every week. Further details are provided in the application form available on the City's website.

- Do you have any tips to reduce or re-use waste?
  - The first method in reducing your garbage is to try and reduce the amount of waste that is purchased. Companies that manufacture and sell products sometimes package items in ridiculously large and bulky packaging. If there's an alternative product with less packaging, consider buying that one. Certain retailers may even allow you to take the product without the packaging.

Following your attempt to reduce waste at the source, maybe consider a re-use opportunity. Greater Sudbury is host to a variety of reuse organizations and you could donate gently used items to those organizations. If you have the time, you can even hold a yard sale or try to sell the item online.
- You want me to participate more in recycling programs, but I'm tired of finding my empty Blue Boxes or garbage can in the middle of my driveway when I get home.
  - Waste collectors are trained to return empty containers in a certain manner and they regularly do so, but the process is not perfect. If you arrive home to find your containers in an awkward location, consider whether the wind pushed them over or whether your garbage can on wheels is tippy once emptied. If you don't believe this is the situation, please call City Services at 3-1-1 so we can monitor and rectify the situation.
- I may go over the garbage bag limit periodically and I don't mind driving it to the dump but I hate driving to the garbage pile especially when it's raining.
  - The City now has drop-off pads with containers at each landfill site. This will make it easier for you to drive and unload your waste material.

- How do I get a Blue Box?
  - You can get a Blue Box delivered to your home by calling City Services at 3-1-1 or filling out the online form on the City's website. Please allow up to 2 weeks for delivery.
- How do I get a Big Blue?
  - Big Blues are sold at a subsidized price of \$10. They can be purchased at the Recycling Center located at 1825 Frobisher Street in Sudbury or at any Citizen Service Center (call ahead to make sure they have them in stock).
- How do I get a Green Cart?
  - Simply Call City Services at 3-1-1 and we will deliver a Green Cart to your home at no charge. Please allow up to 2 weeks for delivery.
- How can I exchange my broken Green Cart?
  - You can exchange your broken Green Cart at the Recycling Centre located on Frobisher Street in Sudbury. Don't want to go to the Recycling Centre? No problem! You can call City Services at 3-1-1 to get a replacement cart delivered to your home (delivery can take up to 2 weeks) and you can place your broken Green Cart at the curb on your regularly scheduled collection day with a note "please collect broken cart". The recycling truck will then collect it.
- How can I discard of a broken Green Cart?
  - The most convenient way that you can discard of your broken Green Cart is by placing it at the curb with a note "please collect broken cart" and it will be collected by the recycling collection vehicle. Alternatively, you can deliver it to the Recycling Centre on Frobisher Street in Sudbury.
- How much garbage can I bring to the landfill site every week?
  - There's no limit on the amount of garbage that can be delivered to your landfill site. You can reduce tipping fees if you segregate your waste and we do have a weekly 50 kg allowance for household garbage delivered in a private motor vehicle. Fees vary so please refer to the tipping fees listed on the City's website for more information.
- Is there a limit on recycling or organics?
  - There is no limit for Blue Box recyclables or Green Cart organics. In fact, the more the merrier! Other unlimited roadside programs for households are leaf & yard trimmings and eligible large furniture, appliances and electronics.



- I run a small business in my home; does the one bag limit apply to me?
  - This information is for household waste collection only. If you run a small business, please view our yellow Biz Bag program on the City's website. There, you will also find options for diverting waste through our Biz Box recycling and Biz Cart organics programs.

**Operational**

Disruption to normal operations

**Very High**

Flexible return to collect policy for a transition period of 4 weeks

Higher contamination rates in the Blue Box

**Moderate**

Tag and leave non-recyclable items

Education via phone and direct mail information sheets and letters

Home visits

**Financial**

Additional staffing assistance required during transition period

**Very High**

Additional part time hours budgeted for 3-1-1 Call Center Representatives to handle the expected increase in calls

Scheduling of one additional waste collection crew to assist in resolving collection problems

Additional Customer Service Representative hours in Environmental Services to provide follow-up education for problematic properties noted by waste collection crews

**Health & Safety**

In the field: verbally or physically abusive citizens

**Moderate**

Collection staff training

Overweight containers

**Moderate**

Collection staff training

Proper lifting techniques and waste collection policies/procedures

Tag and leave behind with letter follow-up

**Communications**

Residents are unaware of the change from a 2 garbage bag to 1 garbage bag limit per week

**Moderate**

Scheduled in-depth phased in communication plan, well trained and informed 3-1-1 Call Centre Representatives, staff, interest groups, etc.

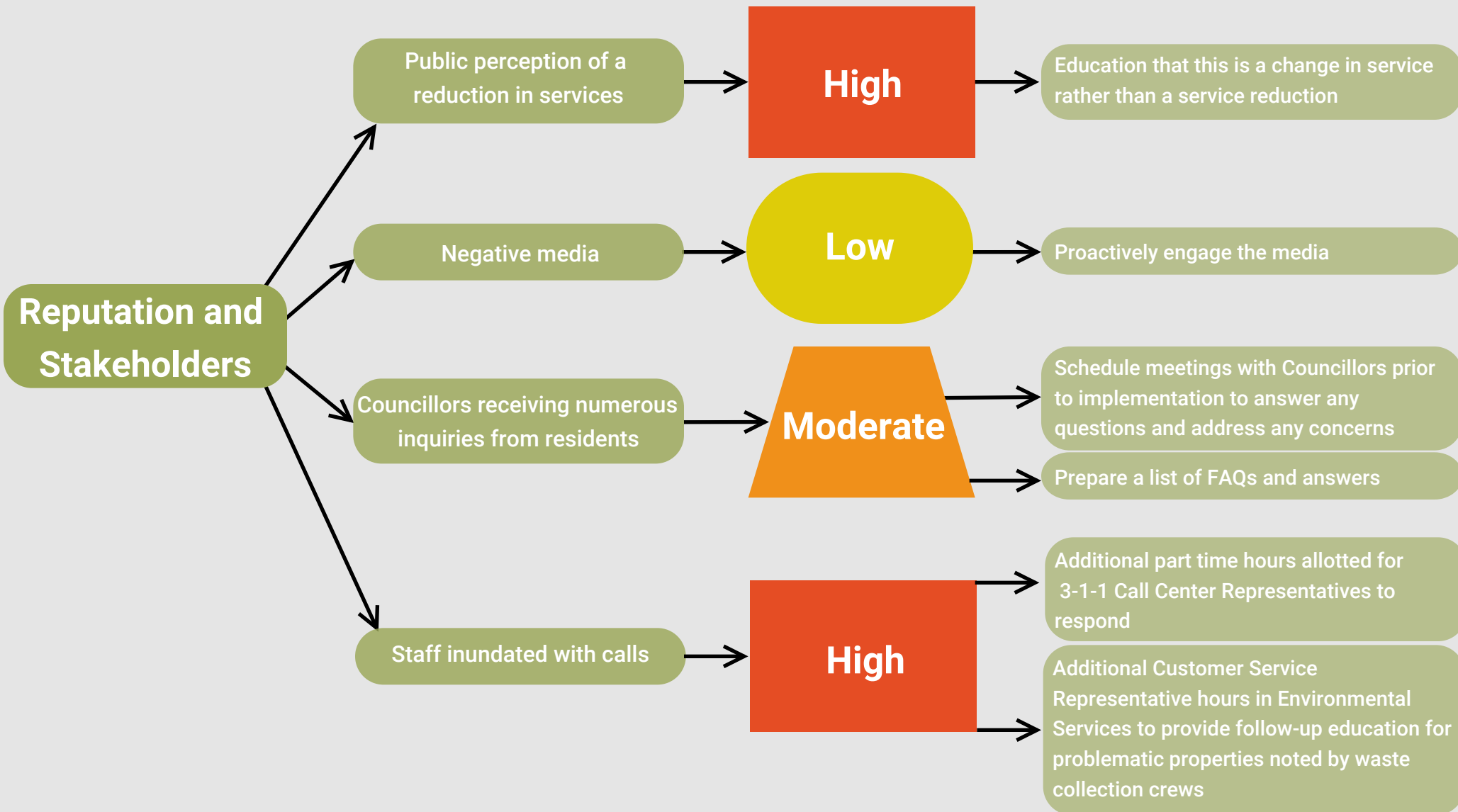
Despite adherence to an in-depth communication plan, residents are unaware of the change from a 2 garbage bag to 1 garbage bag limit per week

**Low**

Tag and leave behind with a letter follow-up

Flexible return to collect policy for a transition period of 4 weeks

Educate on a one to one basis via telephone or home/field visits



## RISK CATEGORY

## IDENTIFIED RISK

## RISK PROBABILITY

## MITIGATIVE STRATEGIES

# Natural Environment

Increase in illegal dumping

Low

Provide education and information for programs to reduce and recycle waste

Maintain the bag tag program, the weekly 50 kg landfill tipping fee residential exemption and two residential tipping fee exemption weeks

Field monitoring and enforcement

Excessive garbage at the roadside or on properties

High

(Oct-Nov 2019)

Moderate for multi-unit residential properties

Provide education and information for programs to reduce and recycle waste

Tag and leave behind with a letter follow-up

Field Officer monitoring and enforcement for roadside programs

Support from the By-law Section for property standard matters and assistance for repeat offenders for roadside issues

Purchasing garbage bag tags or delivering garbage to the landfill rather than diverting

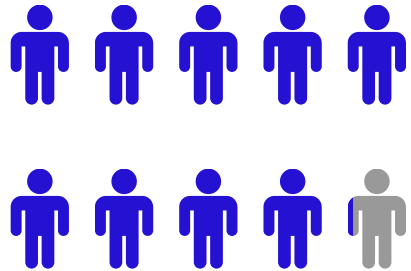
Low

Provide education and information for support programs and how to reduce and recycle waste. Focus on benefits of diverting waste and convenience of roadside services

# BLUE BOX RECYCLING

# 2018

## PARTICIPATION RATE = 10%



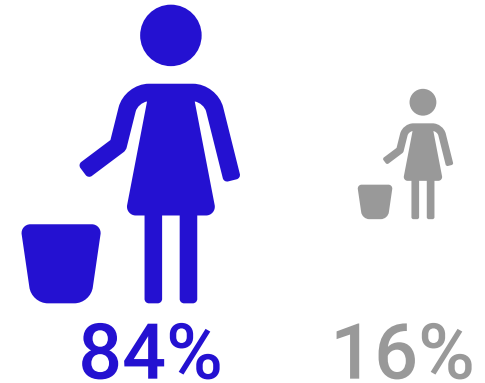
### 91%

91% of households are currently participating in the Blue Box program

Participation Rate: The percentage of households on a roadside collection route who set out recyclables at least once in a consecutive four week period.

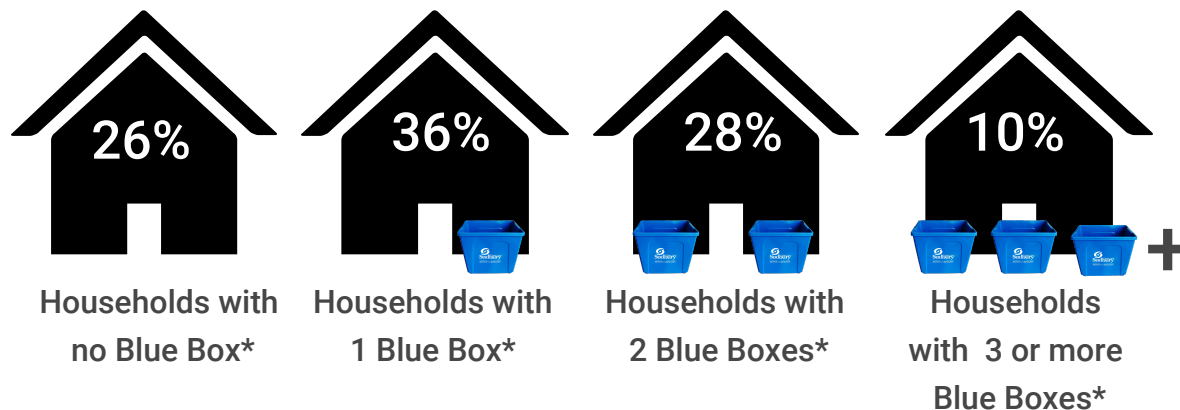
## SET-OUT RATE

84% of households set out a Blue Box Recycling Container on collection day

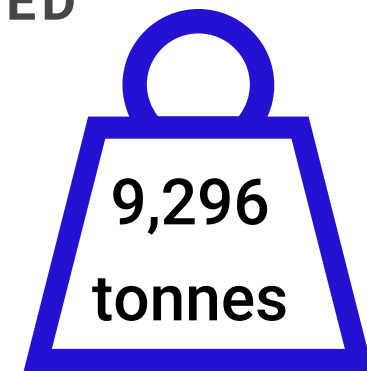


Set Out Rate: The percentage of households on a roadside collection route setting out recyclables on the day of collection. As a percent, the set out rate is the number of households setting out recycling on a collection day divided by the total number of households available to set out material.

## NUMBER OF BLUE BOX RECYCLING CONTAINERS PER HOUSEHOLD



## TONNES OF RESIDENTIAL BLUE BOX MATERIALS DIVERTED



# GREEN CART ORGANICS

# 2018

## PARTICIPATION RATE = 10%



# 27%

27% of households are currently participating in the Green Cart program

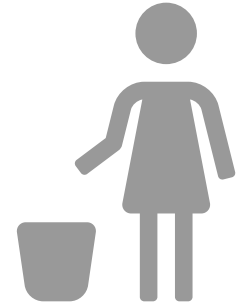
Participation Rate: The percentage of households on a roadside collection route who set out organics at least once in a consecutive four week period.

## SET-OUT RATE

22% of households set out a Green Cart on collection day



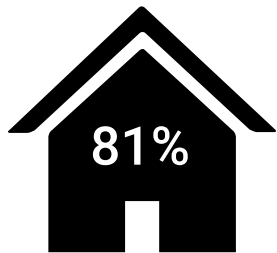
# 22%



# 78%

Set Out Rate: The percentage of households on a roadside collection route setting out organics on the day of collection. As a percent, the set out rate is the number of households setting out organics on a collection day divided by the total number of households available to set out material.

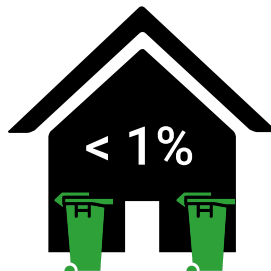
## NUMBER OF GREEN CART ORGANICS CONTAINERS PER HOUSEHOLD



Households with no Green Cart



Households with 1 Green Cart



Households with 2 Green Carts

## TONNES OF RESIDENTIAL GREEN CART MATERIALS DIVERTED



# ROADSIDE GARBAGE COLLECTION

# 2018

## PARTICIPATION RATE = 10%



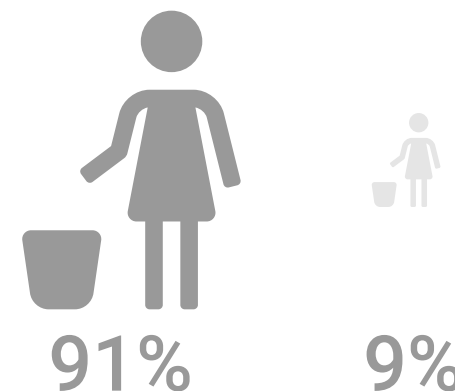
# 97%

97% of households are currently participating in Roadside Garbage Collection

Participation Rate: The percentage of households on a roadside collection route who set out garbage at least once in a consecutive four week period.

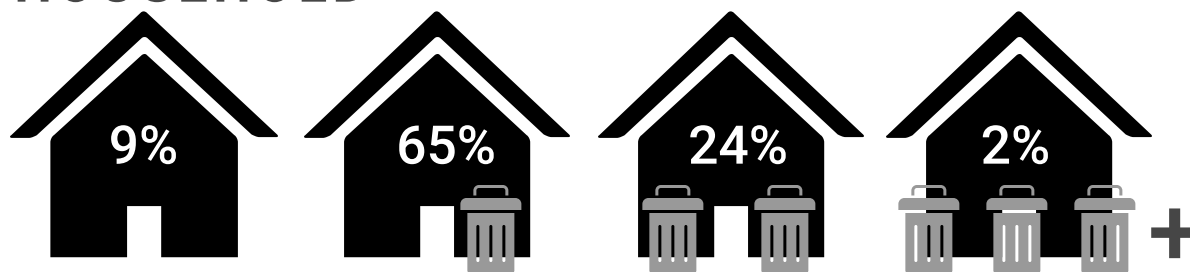
## SET-OUT RATE

91% of households set out garbage on collection day



Set Out Rate: The percentage of households on a roadside collection route setting out garbage on the day of collection. As a percent, the set out rate is the number of households setting out garbage on a collection day divided by the total number of households available to set out material.

## NUMBER OF GARBAGE CONTAINERS PER HOUSEHOLD



Households with no Garbage Containers

Households with 1 Garbage Container

Households with 2 Garbage Containers

Households with 3 or more Garbage Containers

## KILOGRAMS OF GARBAGE DISPOSED PER HOUSEHOLD





# SPECIAL SUPPORT PROGRAMS

# 2018

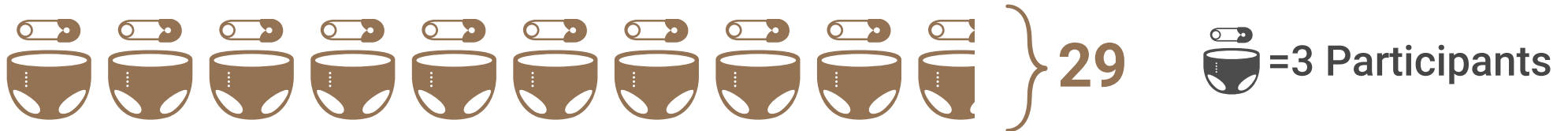
## HOME VISITS AND FIELD INSPECTIONS



## DIAPER WASTE SUPPORT PROGRAM PARTICIPANTS

 = 10 Participants

## CLOTH DIAPER SUPPORT PROGRAM REBATES



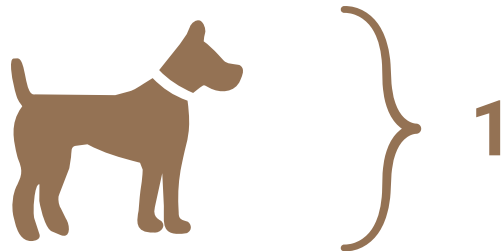
## MEDICAL CIRCUMSTANCE SUPPORT PROGRAM PARTICIPANTS

 = 10 Participants

4,264 tags  
distributed



## PET WASTE DIGESTER REBATES



## PET WASTE EXEMPTION PROGRAM



# SALES, DISTRIBUTIONS & SUBSCRIPTIONS 2018

## WASTE WISE APP SUBSCRIBERS



1,421



=100 Subscribers

## RESIDENTIAL BAG TAGS SOLD



5,435



=1000 Tags Sold

## PROVISION OF BLUE BOXES & GREEN CARTS



10,844  =250 Blue Boxes

1,784  =100 Green Carts

## BIG BLUES SOLD



1,885  =100 Big Blues

## For Information Only

### Transportation Demand Management Community Grant Program

Presented To: Operations Committee

Presented: Monday, Jun 03, 2019

Report Date: Tuesday, May 21, 2019

Type: Correspondence for Information Only

### Resolution

For Information Only

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

This report refers to providing quality multimodal transportation alternatives to connect neighbourhoods and communities and promote a high quality of life within Greater Sudbury, which are identified in the Strategic Plan under the key pillars of Sustainable Infrastructure and Quality of Life and Place.

### Report Summary

This report will outline program requirements of the Transportation Demand Management (TDM) Community Grant Program and describe how this funding will help to achieve the measures outlined in the Council-approved Transportation Demand Management Plan (2018).

### Financial Implications

As part of the 2019 Budget process, Council approved the reallocation of \$10,000 from the Cycling Infrastructure budget to fund the Transportation Demand Management Community Grant Program which supports implementation of the Council-approved Transportation Demand Management Plan (2018) on an annual basis.

#### Signed By

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

Marisa Talarico  
Active Transportation Coordinator  
*Digitally Signed May 21, 19*

##### **Division Review**

Stephen Holmes  
Director of Infrastructure Capital Planning  
*Digitally Signed May 21, 19*

##### **Financial Implications**

Jim Lister  
Manager of Financial Planning and Budgeting  
*Digitally Signed May 22, 19*

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

Tony Cecutti  
General Manager of Growth and Infrastructure  
*Digitally Signed May 22, 19*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed May 22, 19*

## **Transportation Demand Management Community Grant Program**

### **Background:**

In May 2017, the Operations Committee was presented with an introductory report on transportation demand management, which defined TDM as the application of strategies and policies to influence travel behaviour, with the objective of both reducing overall travel demand, especially from single-occupant vehicle use. The report further outlined the potential benefits of developing a TDM Plan for Greater Sudbury.

In May 2018, the final Transportation Demand Management Plan for Greater Sudbury was presented to the Operations Committee and was approved by Council in June 2018. The report introduced the TDM Plan for Greater Sudbury and provided a summary of key recommendations. The TDM Plan provides the City with a framework to promote and facilitate the use of sustainable modes of transportation including walking, cycling, transit and carpooling to complement investments being made in infrastructure.

The success of the TDM Plan relies on actively engaging with community partners to participate in or take the lead on delivering TDM programs, initiatives and

events. This partnership-based approach not only increases support for the program and outreach opportunities, it also ensures that TDM initiatives are community-based rather than delivered solely by the municipality. With only one staff member at the City of Greater Sudbury currently dedicated to delivering sustainable infrastructure, programs and services, working alongside community groups enables an efficient and effective means to continuing shifting behaviour away from single-occupant vehicle travel.

There are currently a number of local groups, partnerships and not-for-profit organizations delivering small scale walking, cycling and transit related events and initiatives throughout Greater Sudbury. These are largely being coordinated and run by volunteers with little to no financial resources, which has in the past posed challenges for program continuity. By investing in a modest TDM community grant program, the City can leverage existing community partnerships, improve the sustainability of these programs and ensure the benefits they provide to residents of Greater Sudbury can continue or in some cases, be expanded.

The City delivers a number of other community-based grant programs, including the Arts and Culture Grants administered through the Greater Sudbury Development Corporation, the Lake Stewardship Grant Program administered by Environmental Planning and the Healthy Community Initiatives Fund administered by the Community Development Department. All of these programs aim to support investment in quality of life improvements for all

residents of Greater Sudbury and the TDM Community Grant Program would complement these programs by filling an additional program gap.

### **TDM Community Grant Program Overview:**

The TDM Community Grant Program supports Council's commitment to deliver programs and initiatives to make the highest and best use of transportation infrastructure investments. The goal of the TDM Community Grant Program is to support a robust, non-profit sector program that is designed to provide eligible organizations with funding assistance for community-based activities that will have a positive city-wide impact and support implementation of the TDM Plan for Greater Sudbury.

Of the 23 measures outlined in the Transportation Demand Management Plan for Greater Sudbury, there are four specific areas that are recommended to be implemented in conjunction with community partners. For a project to be eligible for funding under the TDM Community Grant Program, it must contribute directly to one of more of the following four areas:

1. Individualized / Community-Based Social Marketing and Travel Planning Programs
  - Example project(s) may include:
    - i. a commitment campaign where people commit or pledge to engage in sustainable transportation
2. Community Events
  - Example project(s) may include:
    - i. Host a themed family-friendly community bike ride (i.e. glow ride, book ride, food ride, tweed ride, garden ride etc.)
    - ii. Create a regular bike or walk to school event
    - iii. Provide bike valet parking at existing community events
3. Education Programs
  - Example project(s) may include:
    - i. Hire a trained cycling instructor to deliver bike rodeos for children (or other demographics) in various communities
    - ii. Host a bike repair workshop or series of workshops
    - iii. Create a YouTube video to highlight specific considerations for walking, cycling and transit use in all seasons
4. Promotional and Awareness Programs
  - Example project(s) may include:

- i. Host a social media scavenger hunt to draw attention to new infrastructure or facilities that support various types of sustainable transportation

A Program Handbook has been created to guide applicants through the process of obtaining funds from the TDM Community Grant Program (Attachment 1). Applications will be accepted during one intake period per calendar year and will be reviewed by an Evaluation Team made up of City staff members. Applications will be scored based on evaluation criteria contained within the program handbook and subsequently ranked. Program funds will be allocated beginning with the highest ranking project and then to subsequently ranked projects until the fiscal year budget is reached.

Successful applicants will be required to submit a Final Project Report within 60 days after the completion of the project or by the end of the calendar year, whichever comes first. The Final Project Report will provide the City with the means to monitor the success of the TDM Community Grant Program and results from funded projects will be included within future iterations of the Active Transportation Annual Report that are presented to the Operations Committee.

All TDM Community Grant Program materials will be made available on the City's Transportation Demand Management webpage at [www.greatersudbury.ca/TDM](http://www.greatersudbury.ca/TDM) as of June 7, 2019, which corresponds with the start of the 2019 intake application period. In future funding years, the initial intake period will take place in early Spring, following annual budget approvals.

A follow up report will be presented to the Operations Committee in August 2019 summarizing successful applicants who will receive funding from the TDM Community Grant Program in 2019. This report will outline how the funds will be spent to achieve the desired outcomes of the Transportation Demand Management Plan for Greater Sudbury and will also be accompanied by the appropriate enabling by-law to distribute funding.

# Transportation Demand Management Community Grant Program Handbook

April 2019



## Table of Contents

1.0	Contact Information .....	4
2.0	About the TDM Community Grant Program .....	5
3.0	Funding Eligibility .....	6
3.1	Eligible Projects .....	6
3.1.1	Individualized/Community-based Social Marketing and Travel Planning Programs	6
3.1.2	Community Events.....	6
3.1.3	Education Programs .....	7
3.1.4	Promotional and Awareness Programs .....	7
3.2	Eligible Expenses .....	7
3.3	Ineligible Applications .....	7
3.4	Tracking Progress and Reporting Requirements.....	8
4.0	Getting Ready to Apply.....	9
4.1	Application Submission and Deadline Information.....	9
4.2	Funding Availability .....	9
4.3	Who Can Apply.....	9
5.0	TDM Community Grant Program General Funding Provisions.....	11
6.0	Applying to the TDM Community Grant Program.....	13
6.1	How to Apply.....	13
6.2	Application Checklist.....	13
6.3	Submission Confirmation .....	13
7.0	Evaluation of Applications .....	14
7.1	Evaluation Criteria.....	14
7.2	Successful Applicants .....	14
7.2.1	Recognition of City of Greater Sudbury Funding .....	14
7.3	Agreement.....	15
7.4	Final Report Requirements .....	15
	Transportation Demand Management Community Grant Program.....	17
	Section A: Applicant Information.....	17
	Section B: Transportation Demand Management Community Grant Project Description .....	17
	Section C: Budget .....	18
	Budget Template:.....	18



Section D: Other Relevant Details .....19

Section E: Organization Agreement.....19

Section F: Submission .....19

## 1.0 Contact Information

Applicants are encouraged to contact the Active Transportation Coordinator prior to submitting an application, for assistance with any questions regarding the Transportation Demand Management (TDM) Community Grant Program or application submission.

### **Active Transportation Coordinator**

Marisa Talarico, M.Pl.

[marisa.talarico@greatersudbury.ca](mailto:marisa.talarico@greatersudbury.ca)

T: 705-674-4455 ext. 3646

Please be advised that the Active Transportation Coordinator or any other City of Greater Sudbury staff member cannot write or submit an application on behalf of an organization.

### **Purpose of this Handbook**

The TDM Community Grant Program Handbook provides information about available funds, eligibility requirements as well as the application and review process. It also provides information about submission timelines, the application itself and grant recipient notification and support.

## 2.0 About the TDM Community Grant Program

In June 2018, City Council adopted the [Transportation Demand Management Plan for Greater Sudbury](#), which outlines an approach for the City to deliver programs and initiatives to complement infrastructure delivery for transit, walking and cycling.

The TDM Community Grant Program supports Council's commitment to deliver programs and initiatives to make the highest and best use of transportation infrastructure investments. The goal of the TDM Community Grant Program is to develop a robust, non-profit sector program that is designed to provide eligible organizations with funding assistance for community-based activities that will have a positive city-wide impact and support implementation of the recommendations outlined in the [Transportation Demand Management Plan for Greater Sudbury](#).

The priority of the TDM Community Grant Program is to support community activities that focus on reducing single-occupant vehicle trips and increasing opportunities for active and sustainable transportation, while building community engagement and civic pride.

## 3.0 Funding Eligibility

For a project to be eligible for funding under the TDM Community Grant Program it must contribute directly to one or more of the areas included within the Council-approved [Transportation Demand Management Plan for Greater Sudbury](#), particularly those outlined in Table 1, below.

**Table 1: Areas eligible for funding under the TDM Community Grant Program**

Area	Description
Individualized / Community-based Social Marketing and Travel Planning Programs	Community-Based Social Marketing (CBSM) is an approach to achieving broad sustainable behavior in communities. It combines the knowledge from psychology and social marketing to leverage community members' action to change behavior. CBSM is more than education; it is spurring action <i>by</i> a community and <i>for</i> a community.
Community Events	Any opportunity, such as festivals, farmer's markets, school events, etc where information about the use of sustainable travel options can be delivered where residents are already congregating.
Education Programs	Any program, regardless of delivery medium, that provides information on the use of sustainable travel modes.
Promotional and Awareness Programs	Programs in which the users are provided information directly as individuals or part of a larger group to encourage them to use sustainable modes. These programs can include incentives, personalized travel plans and other initiatives that are designed to change travel behaviours over the long term.

### 3.1 Eligible Projects

Applicants are encouraged to be creative in their project proposals to engage the community actively in choosing more sustainable travel options and to make to the switch from single-occupancy vehicles. Potential projects may include (but are in no way limited to):

#### 3.1.1 Individualized/Community-based Social Marketing and Travel Planning Programs

- A commitment campaign where people commit or pledge to engage in sustainable transportation (i.e. pledge to ride their bike or walk to work)
- Communication tools and materials with engaging messaging and images to promote sustainable transportation choices such as walking, cycling, taking transit or carpooling to individuals or workplaces

#### 3.1.2 Community Events

- Host a themed family-friendly community bike ride (i.e. glow ride, book ride, food ride, tweed ride, garden ride etc.)
- Create a regular bike or walk to school event
- Provide bike valet parking at existing community events

- Host a workplace challenge to encourage people to use more sustainable transportation options for a period of time
- Create a sustainable transportation themed art or crafting workshop series

### **3.1.3 Education Programs**

- Hire a trained cycling instructor to deliver bike rodeos for children (or other demographics) in various communities
- Host a bike repair workshop or series of workshops
- Create a YouTube video to highlight specific considerations for walking, cycling and transit use in all seasons

### **3.1.4 Promotional and Awareness Programs**

- A campaign to encourage people to engage in sustainable transportation activities (i.e. vehicle window stickers)
- Host a social media scavenger hunt to draw attention to new infrastructure or facilities that support various types of sustainable transportation

## **3.2 Eligible Expenses**

Potential eligible expenses may include (but are in no way limited to):

- Honorariums or stipends for trained professionals to assist in project delivery (i.e. cycling instructor, videographer, etc.)
- Paid social media advertisements, or other advertisement costs, to promote events or campaigns
- Print materials (i.e. posters, postcards, etc.)
- Venue/facility rental fees (i.e. Applicants are encouraged to explore options with the Active Transportation Coordinator prior to confirming bookings of venues/facilities)
- Materials and supplies directly related to event/project delivery (i.e. glow sticks for a glow ride)

## **3.3 Ineligible Applications**

An application may be considered ineligible if:

- It was submitted after the advertised application intake closing date and time;
- The project being proposed is currently being undertaken by another agency or group within the City of Greater Sudbury;
- The proposed project duplicates support provided by the City of Greater Sudbury directly or other agency; or
- The project being proposed will benefit a specific individual or group and not the broader community as a whole

### 3.4 Tracking Progress and Reporting Requirements

In developing your project proposal, consider how you will be able to report on the success and lessons learned of the project you are intending to deliver. As part of this funding program, a Final Project Report will be required to be submitted to the City so that staff are able to monitor and track progress on delivering measures outlined in the [Transportation Demand Management Plan for Greater Sudbury](#).

A Final Project Report template will be made available to successful applicants and it will be required to be submitted within sixty (60) days after the completion of the project or by the end of the calendar year, whichever comes first. Failure to submit the Final Project Report may result in the applicant being prohibited from applying for funds from the TDM Community Grant Program in future years.

## 4.0 Getting Ready to Apply

A fully completed application must be submitted no later than **June 25, 2019 by 4:30 pm** for the 2019 TDM Community Grant Program. Applications will be accepted starting on **June 7, 2019**. All completed applications will be evaluated by the Evaluation Team and will be ranked based on how well the applications align with eligibility criteria contained within Section 7.1 of this Handbook. Funds will be allocated beginning with the highest ranking project and then to subsequently ranked projects until the fiscal year budget is reached.

Incomplete or late applications will not be considered under any circumstance. Applications are to be submitted by e-mail to [traffic@greatersudbury.ca](mailto:traffic@greatersudbury.ca), unless prior arrangements are made with the Active Transportation Coordinator.

### 4.1 Application Submission and Deadline Information

Applicants are permitted to submit a maximum of two (2) applications to the TDM Community Grant Program per calendar year. Application forms can be downloaded at [www.greatersudbury.ca/TDM](http://www.greatersudbury.ca/TDM)

Applicants are asked to ensure their application has been successfully submitted, which will be by receiving an e-mail acknowledgement from the Active Transportation Coordinator within two (2) business days.

The information contained in your application is the only information that will be used for evaluation. Any information received after the application deadline will not be considered under any circumstance.

### 4.2 Funding Availability

Total funds available each calendar year is \$10,000 subject to Council approval during the annual budget cycle. A maximum of \$1,000 per project or application is available to applicants.

The City does not fund projects retroactively and is under no obligation to provide funding if an organization chooses to start a project or otherwise commit funds before knowing that a grant application has been approved.

Funding will be made available to successful applicants in **August 2019**, following the passing of an enabling by-law by Council to released funds to community groups. Once approved, electronic fund transfers (EFTs) are processed on a weekly basis, while cheques are issued on a monthly basis.

### 4.3 Who Can Apply

The TDM Community Grant Program will consider applications for projects that are planned and scheduled to take place within the boundaries of the City of Greater Sudbury within the calendar

year in which the application is submitted and are led by Greater Sudbury-based organizations, which may include:

- A non-profit organization which is a not-for-profit corporation;
- A non-profit organization which is an unincorporated association of individuals;
- A charitable organization which is registered as a charity under the Income Tax Act of Canada and which provides acceptable evidence of a valid charitable registration number issued by Canada Revenue Agency; or
- A community group with an established volunteer base to carry out a project.



## 5.0 TDM Community Grant Program General Funding Provisions

The following general funding provisions will apply to all TDM Community Grant Applications:

- Only complete applications will be processed.
- Applications will be reviewed and evaluated based on a consistent set of criteria, outlined in Section 7.1. A point scoring system will be used to document the evaluation.
- Funding will be awarded starting with the application with the highest score until all available funds for the fiscal year are distributed.
- Applications for projects that provide similar services to those provided by the City of Greater Sudbury or another Greater Sudbury organization will be assessed on the basis of whether or not there is duplication of services or a conflict of interest prior to the application being moved forward in the application process.
- Applicants who have or will have funding from alternate sources for the proposed project are required to disclose this information in their grant application. This information will be used by the Evaluation Team to gain an understanding of the funding need for the proposed project, relative to the planned budget.
- Funding from any other City sources, including elected officials, must be disclosed and may be deducted from any awarded grant funding.
- A TDM Community Grant may only be used for the project approved as outlined in the original application. The City reserves the right to cancel funding in cases where the project changes without consultation with City staff.
- Approved TDM Community Grants or other types of assistance from the City in any one year, or over several years, is not to be regarded as a commitment for future assistance and/or ongoing financial support.
- The determinations of the Evaluation Panel are considered as a final decision. Feedback on the application evaluation will be provided to applicants upon request to the Active Transportation Coordinator. Feedback will be provided by appointment only.
- Applicants are responsible for keeping expense receipts to account for all project costs. The City reserves the right to request bank statements and/or receipts for the project period.
- Successful applicants will receive funds by either a cheque or through electronic funds transfer (EFT) to the bank account of the recipient noted in the application form.

- In the case of project cancellation, repayment of the entire amount of funding issued by the City through the TDM Community Grant Program will be required.
- All TDM Community Grant recipients must acknowledge the support of the City of Greater Sudbury in all materials that promote the project funded through this program prior to and during the project. All promotional material must be provided to the Active Transportation Coordinator prior to circulation.
- All applicants must be in compliance with all conditions and requirements contained in the Ontario Human Rights Code and the Charter of Rights and Freedoms.
- All applicants and successful applicants to the TDM Community Grant Program shall comply with all the provisions of the Transportation Demand Management Community Grant Program Handbook.
- The City reserves the right to amend or impose additional terms and conditions as is deemed necessary by the City.

## 6.0 Applying to the TDM Community Grant Program

### 6.1 How to Apply

Once you have taken the time to review this Handbook in its entirety, you are ready to complete your application.

To access and download the TDM Community Grant Program application form, visit [www.greatersudbury.ca/TDM](http://www.greatersudbury.ca/TDM)

The City requires all completed grant applications to be submitted by e-mail to [traffic@greatersudbury.ca](mailto:traffic@greatersudbury.ca) unless alternate arrangements have been made with the Active Transportation Coordinator.

### 6.2 Application Checklist

Prior to submitting your completed application, you are encouraged to review the following checklist:

- Ensure you have answered **all** questions on the application form, including the mandatory project budget section. No other formats will be accepted.
- Submit only the material requested. Extra material will not be forwarded to the Evaluation Team.
- Applications submitted other than by e-mail to [traffic@greatersudbury.ca](mailto:traffic@greatersudbury.ca), will not be accepted, unless prior arrangements have been made with the Active Transportation Coordinator.
- Late applications will not be accepted under any circumstance.
- Applicants are permitted to submit a maximum of two (2) applications to the TDM Community Grant Program per calendar year.
- All information provided in the application and related attachments must be true, correct and complete to the best of your knowledge.

### 6.3 Submission Confirmation

Successfully application submissions will be acknowledged by e-mail from the Active Transportation Coordinator within two (2) business days of submission to [traffic@greatersudbury.ca](mailto:traffic@greatersudbury.ca)

A successfully submitted application is not a guarantee of funding. All successfully submitted applications will be evaluated and scored by an evaluation panel as described in Section 7.0 of this Handbook.

## 7.0 Evaluation of Applications

- All TDM Community Grant Program applications will be reviewed by City staff for completeness and eligibility. All eligible applications will then be provided to the Evaluation Team for evaluation.
- Each application is assessed on its own merit in the context of meeting the requirements outlined in the Section 3.0 of this Handbook.
- The Evaluation Team reviews submissions based on a consistent set of criteria, outlined in Section 7.1. A point scoring system will be used to document the evaluation. Funding will be awarded starting with the application with the highest score until all available funds are distributed.
- Applicants will be notified by e-mail regarding the final status of their application.

### 7.1 Evaluation Criteria

The following criteria will be considered when reviewing applications:

- Preference will be given to applications that can effectively demonstrate how the proposed project will encourage or reduce single-occupant vehicle travel in Greater Sudbury and support more sustainable travel choices like transit, cycling, walking or carpooling.
- How strongly does the proposed project relate to one or more of the four priority areas outlined in Table 1 of this Handbook?
- Does the proposed project provide the means to reach a broad cross section or demographic of the community?
- Is the project inclusive, accessible and barrier-free to all members of the community?
- Is the project free of cost to participate for the people of Greater Sudbury? If not, clearly articulate why a cost exists and how the revenue would be used to produce desired outcomes of the Transportation Demand Management Plan for Greater Sudbury?
- Does the application describe how/if funds will be matched (i.e. by in kind contributions or additional financial contributions)?
- Is the project one that will engage residents and instill a sense of pride in the community?

### 7.2 Successful Applicants

#### 7.2.1 Recognition of City of Greater Sudbury Funding

It is expected that all TDM Community Grant Program recipients acknowledge the support of the City of Greater Sudbury in promotional and project materials, to the extent possible. All promotional material must be provided to the Active Transportation Coordinator, prior to

circulation. The following is an example of the written and displayed acknowledgement required on all promotional materials, to the extent possible:



*This project is made possible through a partnership with the City of Greater Sudbury through the Transportation Demand Management Community Grant Program.*

The City of Greater Sudbury will provide logos in .png format in City colours and/or black and white to successful program applicants.

### 7.3 Agreement

- Successful applicants will receive funds by EFT or cheque to the bank account of the organization or a designated individual noted in the application form
- Applicants are responsible for keeping expense receipts to account for all project costs.
- In the case of an event cancellation, repayment of the entire amount of funding issued by the City of Greater Sudbury through the TDM Community Grant Program will be required.
- All activities and associated spending must be completed during the calendar year the funds are awarded. Any unspent funds must be returned to the City of Greater Sudbury.
- Recipients will be provided with City of Greater Sudbury logo files and guidelines for mandatory recognition of support, as outlined in section 7.3.1 above.
- Successful grant recipients agree that the City of Greater Sudbury shall not be liable for any damages including, but not limited to, general, incidental, indirect, special or consequential damages, injury, or loss of use, revenue, or profit of the recipient arising out of or related to the organization or its activities, unless it was caused by the negligence of willful act of an employee of the City.

### 7.4 Final Report Requirements

- A mandatory requirement of the Transportation Demand Management Community Grant Program is that each successful recipient is required to submit a Final Project Report within sixty (60) days after the completion of the project or by the end of the calendar year, whichever comes first.
- The Final Project Report must include the following:
  - A description of the initiative
  - A description of the results or outcomes of the initiatives (i.e. report the results of the measures you said you would use to determine the success of your project)
  - A final project budget (template provided) including a complete and itemized listing of all costs/expenses incurred supported with either original receipts or copies of all receipts

Report templates will be made available on the City's Transportation Demand Management webpage at [www.greatersudbury.ca/TDM](http://www.greatersudbury.ca/TDM).

The City of Greater Sudbury encourages all recipients of support from the TDM Community Grant Program to include photos, videos, anecdotes, project samples, etc. with their Final Project Report.

Successful applicants are expected to make every effort to ensure individuals appearing in photos or videos have signed a photo release form or have been made reasonable aware so that images and clips may be shared on [www.greatersudbury.ca](http://www.greatersudbury.ca) and social media. A photo/video release form is available on the City's Transportation Demand Management webpage at [www.greatersudbury.ca/TDM](http://www.greatersudbury.ca/TDM).

# Transportation Demand Management Community Grant Program

## Appendix A: Application Form

---

All applicants are encouraged to review the Transportation Demand Management Community Grant Program Handbook available at [www.greatersudbury.ca/TDM](http://www.greatersudbury.ca/TDM) for additional information and assistance to complete this form.

Applicants are encouraged to contact the Active Transportation Coordinator for assistance with any questions regarding the Transportation Demand Management (TDM) Community Grant Program or application submission.

### **Active Transportation Coordinator**

Marisa Talarico, M.Pl.

[marisa.talarico@greatersudbury.ca](mailto:marisa.talarico@greatersudbury.ca)

T: 705-674-4455 ext. 3646

### **Section A: Applicant Information**

Application Date:

Organization's Name:

Lead Contact Person:

Lead Contact Phone #:

Lead Contact E-mail:

Mailing Address:

### **Section B: Transportation Demand Management Community Grant Project Description**

Anticipated Project Date(s):

Start:

End:

Which measure(s) of the Transportation Demand Management Plan does your proposed project support (select all that apply):

- Individualized/Community-based Social Marketing and Travel Planning Programs
- Community Events
- Education Programs
- Promotional and Awareness Programs

Describe your proposed project in detail, including how it helps to support the delivery of the specific TDM measure(s) selected above (250 words max):

Identify the benefits that your proposed project will provide for the residents of the broader community and how it may lead to greater uptake in more sustainable travel modes (i.e. carpooling, transit, cycling or walking) (250 words max):

Describe how your proposed project will be inclusive, accessible and barrier-free to all members of the community (100 words max).

Outline how you plan to measure the success of your project and what indicators you will use to report back to the City on in your Final Project Report (250 words max):

## Section C: Budget

Total amount requested for 2019: \$

### Budget Template:

Itemize the cost of your project, as well as all additional sources of funding that will be used for your project. Attach additional pages if required.

Budget	Total Costs	Funding Sources		
Item(s) (i.e. rental costs, supplies, services)	Total Cost	City or Elected Official	Other	
			Cash	In-Kind
<b>Total Budget Cost(s):</b>				



## Section D: Other Relevant Details

Use this space to expand on responses to any of the questions above and/or to provide any further details to help support this application (250 words max):

## Section E: Organization Agreement

On behalf and with authority of \_\_\_\_\_ (community group name), we certify that we have read, understand and agree to abide by the terms of the City of Greater Sudbury's TDM Community Grant Program. We also confirm that the information provided in this application form is accurate and that I/we have the authority to sign on behalf of my/our organization.

Application must be signed and dated by two members or representatives who will be responsible for the project.

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Contact Information:** \_\_\_\_\_

\_\_\_\_\_

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Contact Information:** \_\_\_\_\_

\_\_\_\_\_

## Section F: Submission

Applications are to be submitted by e-mail to [traffic@greatersudbury.ca](mailto:traffic@greatersudbury.ca), unless prior arrangements are made with the Active Transportation Coordinator.

## For Information Only

### Drinking Water Quality Management System Annual Report

Presented To:	Operations Committee
Presented:	Monday, Jun 03, 2019
Report Date	Thursday, May 02, 2019
Type:	Correspondence for Information Only

#### Resolution

For Information Only

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

This report supports the "Responsive, Fiscally Prudent, Open Governance" and Sustainable Infrastructure pillars of the Corporate Strategic Plan.

#### Report Summary

This report has been written to communicate the outcomes of the City's ongoing quality management system implementation and evaluation to Council. The results indicate that the City's operations are in conformance with the Ontario Drinking Water Quality Management System, the Safe Drinking Water Act, and its associated regulations.

#### Financial Implications

There are no financial implications associated with this report.

#### Signed By

##### Report Prepared By

Sarah Deadman  
Quality Management Systems &  
Training Coordinator  
*Digitally Signed May 2, 19*

##### Manager Review

Dave Brouse  
Manager of Compliance and  
Operational Support  
*Digitally Signed May 2, 19*

##### Division Review

Mike Jensen  
Director of Water/Wastewater Services  
*Digitally Signed May 9, 19*

##### Financial Implications

Jim Lister  
Manager of Financial Planning and  
Budgeting  
*Digitally Signed May 17, 19*

##### Recommended by the Department

Tony Cecutti  
General Manager of Growth and  
Infrastructure  
*Digitally Signed May 22, 19*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed May 22, 19*

# Water Wastewater Drinking Water Quality Management System Report

## BACKGROUND

As legislated under the Safe Drinking Water Act, 2002, the Ministry of the Environment, Conservation and Parks (MECP) requires that municipalities, as Operating Authorities of municipal drinking water systems, maintain an accredited Quality Management System (QMS) in order to be allowed to provide safe, reliable drinking water to its residents that meet all regulatory requirements.

A Drinking Water Quality Management System (DWQMS) serves as one of several of multiple barriers of protection to ensure the safety of the drinking water supply to customers. An Operational Plan, which is a series of documents, describes how Water / Wastewater Treatment and Compliance Division complies with the requirements of the standard, and is published on our Water / Wastewater Treatment and Compliance Division Intranet home page. This aids in our communication with the Mayor, Council and Executive Leadership Team, informing them about the health of the QMS fulfills several of these requirements, including the Standard of Care article of the Safe Drinking Water Act, and ensures the maintenance of the required accreditation.

The legislated accreditation is a process by which the Quality Management System is audited annually by a third party to ensure that:

- The Operating Authority has a quality management system that conforms to the requirements of the applicable standard – the Drinking Water Quality Management Standard;
- Customers have increased confidence in the products and services provided by Operating Authorities – *i.e.*, the treated water, and the treatment and distribution processes themselves;
- The Operating Authority has ensured the availability of resources necessary to support the operation and monitoring of the processes needed to achieve the planned outcomes; and
- The Operating Authority monitors and controls defined parameters, has implemented effective internal audit and management review processes, and is monitoring, measuring and continually improving the effectiveness of its quality management system.

The Water / Wastewater Treatment and Compliance Division has successfully maintained an accredited quality management system for all six, (Sudbury DWS, Valley DWS, Dowling DWS, Falconbridge DWS, Onaping/Levack DWS, & the Vermilion DWS) of the City of Greater Sudbury's drinking water systems since 2010.

## OUR COMMITMENT

### Quality Management System Policy

The City of Greater Sudbury is committed to providing its customers with safe drinking water and environmentally responsible wastewater treatment services that comply with all applicable legislation and regulations. To ensure that these commitments are fulfilled, the Water/ Wastewater Treatment & Compliance Division shall maintain and continually improve upon a Quality Management System designed specifically for this purpose.

## **OPERATIONAL MANAGEMENT RESPONSIBILITIES**

It is the role of the operational management team to conduct operations in conformance with the Drinking Water Quality Management Standard. The Quality Management System helps to ensure conformity and compliance with all standards and regulations.

Compliance with the standard is accomplished by:

- Maintaining a Quality Management System as current and consistent with all requirements, and promoting awareness of the Quality Management System throughout the organization;
- Ensuring the Operating Authority meets and maintains competencies for personnel directly affecting drinking water quality, and that personnel are aware of the relevance of their duties with respect to how safe drinking water is affected;
- Evaluating, determining, obtaining and/or providing supplies and services essential for the delivery of safe drinking water, and the infrastructure necessary to operate and maintain the subject systems; and
- Supporting the internal audit and continual improvement functions of the QMS

### **Auditing and Continual Improvement Process**

Internal audits are scheduled annually and are assigned to City of Greater Sudbury employees who have been given *Internal Auditing* training. These employees, along with the Quality Management System Representative, review documentation while conducting their audit, and collect evidence to support any findings. The auditor also reviews results of previous audits (internal and external) in order to follow-up on previously recommendations.

Auditors review documentation and applicable records controlled by the Division, and interview Division staff, to compare how actual processes are occurring in comparison to the requirements of the Standard. During the review and interviews, auditors record information about what was observed, in order to make an informed decision about their findings.

All finding are discussed with division managers and, when necessary, corrective action requests and/or opportunities for Improvements are written out and assigned to appropriate personnel.

## **KEY RESULTS**

### **Third Party Audit, 2018**

In August 2018, a third party surveillance audit of our Quality Management System was conducted by a licensed consultant, NSF International Strategic Registrations. Surveillance Audits are desk audits of documentation submitted for review, including evidence of required activities. Results of this audit were zero non-conformances and four Opportunities for Improvement, identified in the areas of Competency, Essential Supplies and Services, Management Review, and risk assessment hazards. "Opportunities for Improvement" are instances recognized by the auditor(s) as possibilities to make positive changes in the way something is accomplished, and are essential to continual improvement efforts associated with a robust QMS.

### **Internal Audits 2018**

In 2018, a total of seven (7) internal audits were conducted resulting in Opportunities for Improvement that were used to help with continual improvements to our Drinking Water Quality Management System.

Internal Audits for 2019 are being scheduled accordingly.

## **SUMMARY**

The City of Greater Sudburys' Drinking Water Quality Management System has successfully maintained its accreditation. Water & Wastewater Treatment and Compliance personnel are performing regular reviews of the performance of several key indicators for all City drinking water systems, and recommendations are being identified and addressed, leading to continual improvements of the system.

The Water & Wastewater Treatment and Compliance Division is committed to communicating with City Council, and is continuing to work hard to improve our Drinking Water Quality Management System, and remain as an Accredited Operating Authority for our drinking water systems.

This report has been written to Council to indicate our confidence in our Drinking Water Quality Management System and that we are fulfilling our obligation as per the Standard, and are in compliance with the Drinking Water Standards of Ontario.