



FINANCE AND ADMINISTRATION COMMITTEE AGENDA

Finance and Administration Committee Meeting
Tuesday, November 7, 2017
Tom Davies Square

COUNCILLOR MIKE JAKUBO, CHAIR

Deb McIntosh, Vice-Chair

4:00 p.m. FINANCE AND ADMINISTRATION COMMITTEE MEETING
COUNCIL CHAMBER

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DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

PRESENTATIONS

1. 2018 Budget Overview

(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Ed Archer, Chief Administrative Officer
- Ed Stankiewicz, Executive Director of Finance, Assets and Fleet

(A presentation will be delivered in order to provide Council with an overview of the 2018 Budget.)

CONSENT AGENDA

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

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

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

CORRESPONDENCE FOR INFORMATION ONLY

- C-1. Report dated October 24, 2017 from the Director of Communications and Community Engagement regarding 2018 Budget Input Results. **4 - 38**
(FOR INFORMATION ONLY)

(This report provides the final results of the 2018 Budget interactive public input tool.)

- C-2. Report dated October 24, 2017 from the General Manager of Corporate Services regarding Bill 148 Update. **39 - 44**
(FOR INFORMATION ONLY)

(This report provides information on Bill 148, The Fair Workplaces, Better Jobs Act, 2017.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

For Information Only

2018 Budget Input Results

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Nov 07, 2017

Report Date Tuesday, Oct 24, 2017

Type: Correspondence for
Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to the strategic priority of Responsive, Fiscally Prudent, Open Governance: Lead in public service excellence. Specifically, this report focuses on the themes of openness, transparency and accountability, and the relationship between governance, community engagement and information, in support of better decision-making.

Report Summary

This report provides the final results of the Citizen Budget interactive, online 2018 Budget public input tool, and provides details on the next steps in the public engagement process for this year's budget.

Financial Implications

This report has no financial implications.

Signed By

Report Prepared By

Marie Edsall
Manager of Communications and
French Services
Digitally Signed Oct 24, 17

Financial Implications

Liisa Brule
Coordinator of Budgets
Digitally Signed Oct 24, 17

Recommended by the Department

Marie Edsall
Manager of Communications and
French Services
Digitally Signed Oct 24, 17

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Oct 25, 17

Background

As part of the City's commitment to engage and educate residents on the budget process, an interactive, online budget tool was made available to receive public comment. This was the second year the public input tool was used.

The online tool was modified for the 2018 budget process based on feedback received during the 2017 budget engagement. Improvements to this year's tool included the addition of impact bars, which described the effect of an increase or decrease in service levels based on the resident's choices. The tool was also modified to a tax model, allowing residents to see the direct link between their choices and the impact on their own property taxes.

The interactive tool provided an easy and convenient way for residents to participate in the budget process and to comment on where their priorities lie for the 2018 budget.

Communications and Promotion

This year's budget input tool was promoted through various methods including:

- Digital billboard ads
- Print and online ads
- Posts to social media (paid and earned)
- A banner on the City's website homepage
- Information cards distributed at City facilities, including the Greater Sudbury landfill, the Market, Citizen Service Centres and Libraries. The information cards were also distributed at various events, and were provided to Council to use at their discretion.
- Radio programming including a week-long trivia segment and an interview on popular morning shows.

Results

This year, 373 responses were received during the six-week period the input tool was available.

In all but one service area listed on the tool, the majority of residents chose to keep the status quo funding. Only minor increases or decreases are seen.

The services in which resident choices deviated most from the current funding levels were Roads Maintenance, Fire Services, Paramedic Services, and Libraries and Museums.

Approximately 50 per cent of respondents chose an increase in funding for Road Maintenance. This was the only category where respondents tended toward a significant increase.

Just over 40 per cent of respondents chose a decrease in funding for both Fire and Police Services.

The Libraries and Museums category is the only one in which the most popular answer was not the status quo. Approximately 47 per cent of respondents chose a decrease in funding for the service area.

The tool included several categories where residents were not able to make adjustments to funding levels. These included:

- Social Services
- Corporate Administration
- Economic Development
- Outside Boards (Sudbury & District Health Unit, Nickel District Conservation Authority)
- Other (Office of the Mayor, Council, Office of the CAO, Auditor General, Planning and Development, Animal Control/Bylaw)

These represented areas that are funded mainly by senior levels of government, are legislated, are outside boards, or provide support services (corporate administration) to operating departments. It is important to note that funding levels for support services, such as Finance and IT, is directly affected by funding levels in the operating departments.

A full report on the results and comments received from the online public input tool is attached as Appendix A with results of the French tool attached as Appendix B. A bar graph for each question shows the total responses for each funding level option.

- The centre bar represents the forecasted tax increase based on preliminary numbers in May.
- The vertical line shows the average amount citizens want to spend on the particular service area.
- The numbers above each of the bars depict the number of respondents who chose that funding level.

- The 3.5 per cent centered below the graph represents the proposed funding level for 2018. Options to the left are decreases to the proposed funding level and options to the right are increases to the proposed funding level.

In addition to comments from the online tool, correspondence was forwarded by the City of Greater Sudbury's Sustainable Mobility Advisory Panel for consideration during the 2018 Budget process and is attached as Appendix C.

Please note, rude or vulgar comments, or comments that contained identifiable individuals have been redacted.

Next Steps:

Several open-house style community meetings will be held following the tabling of the budget document in early November. The City's Chief Administrative Officer and Chief Financial Officer will be in attendance to provide information on the 2018 budget and answer questions.

As a result of last year's budget process evaluation, six information sessions have been scheduled in convenient locations throughout the city.

Information sessions details will be communicated to the public using a variety of advertising methods.

Resources Cited:

Finance and Administration Committee Report, 2018 Budget Direction

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1170>

Finance and Administration Committee Report, 2017 Budget Process Evaluation

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1169&itemid=12695>

CITIZEN BUDGET RESULTS
Sudbury [EN], Ontario
October 3, 2017



Online Budget Consultation Report

For the period August 21 to October 02, 2017

Prepared by Open North for: Greater / Grand Sudbury

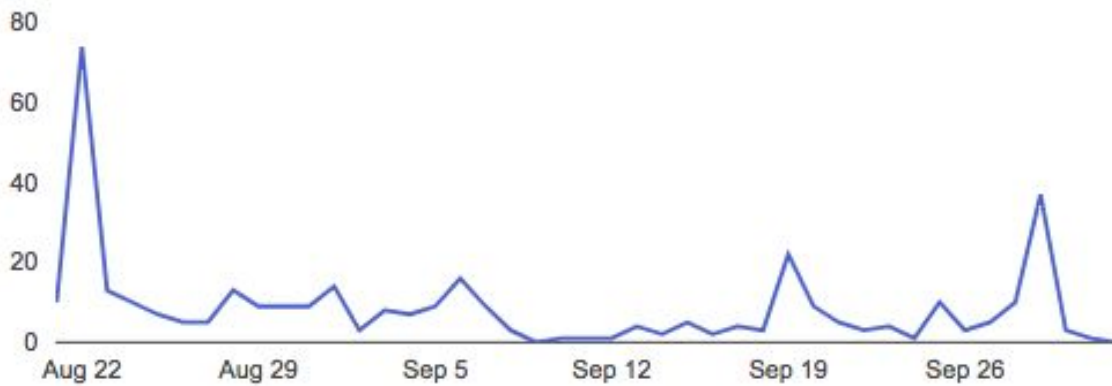
369

Responses

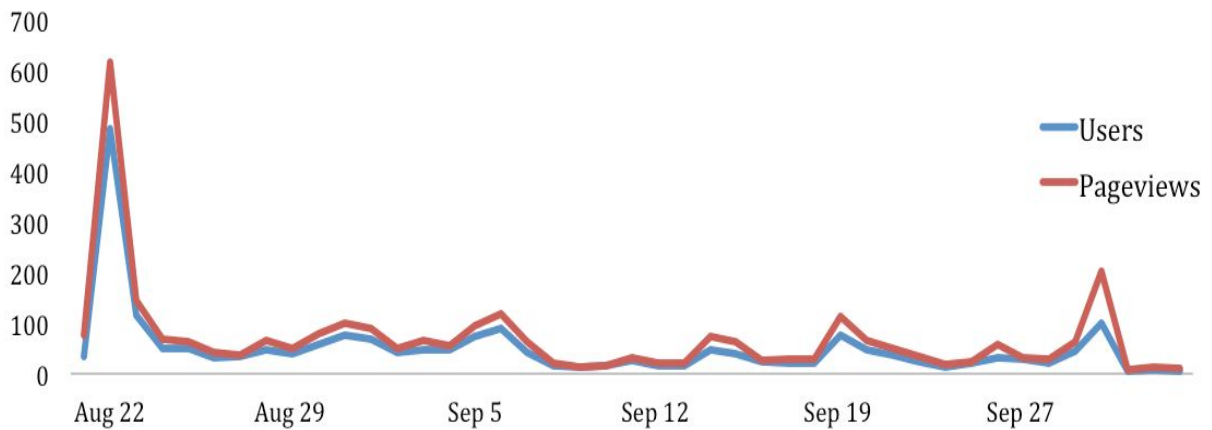
5 minutes

Median time to complete

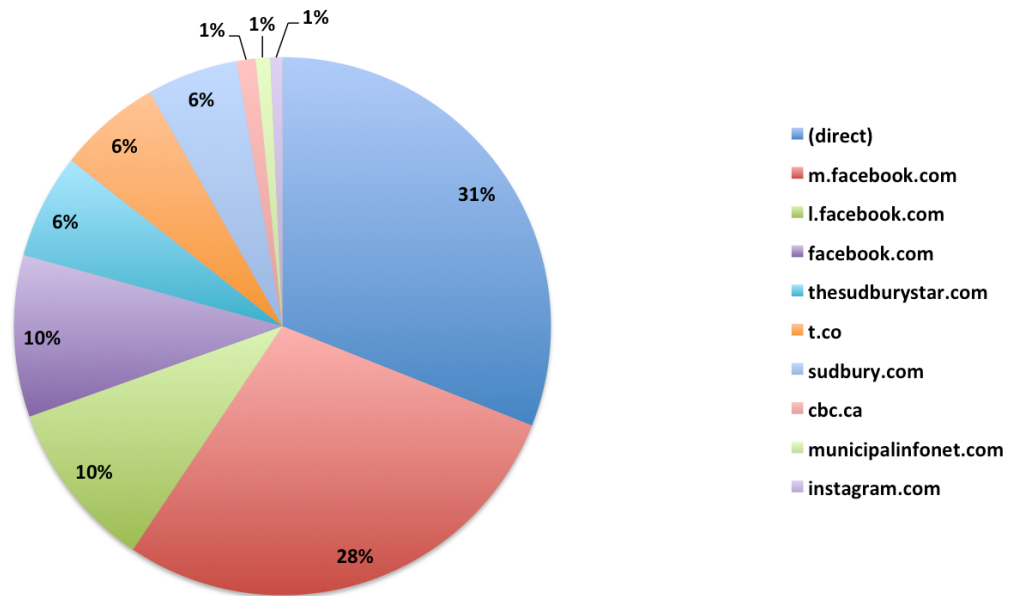
Responses per Day



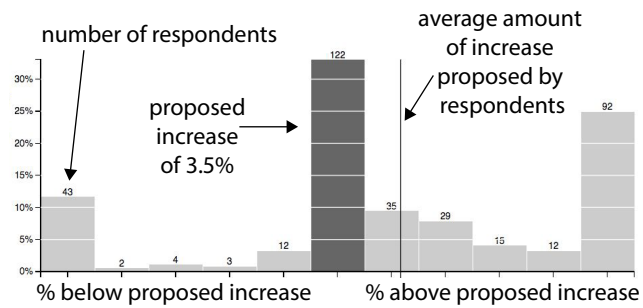
Number of Visitors



Web Traffic Sources

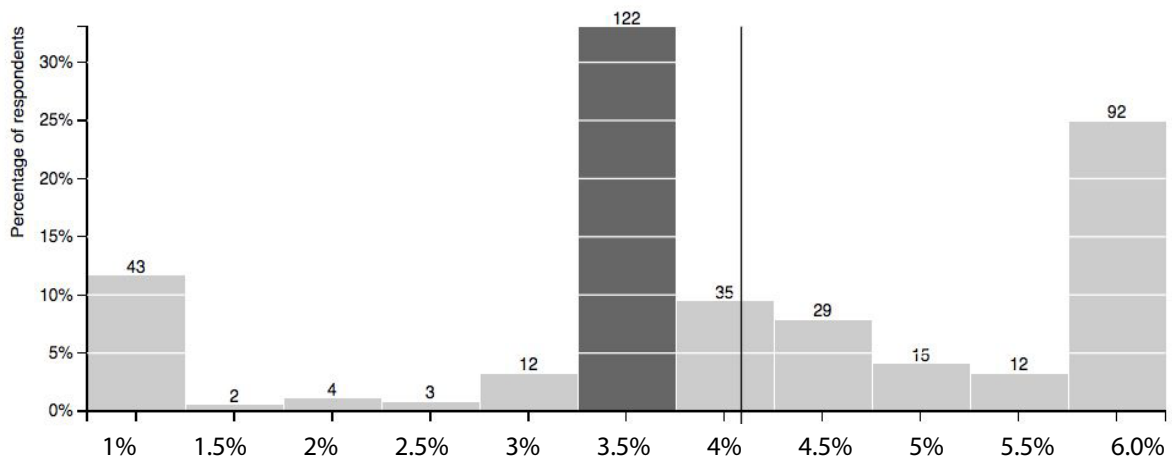


LEGEND



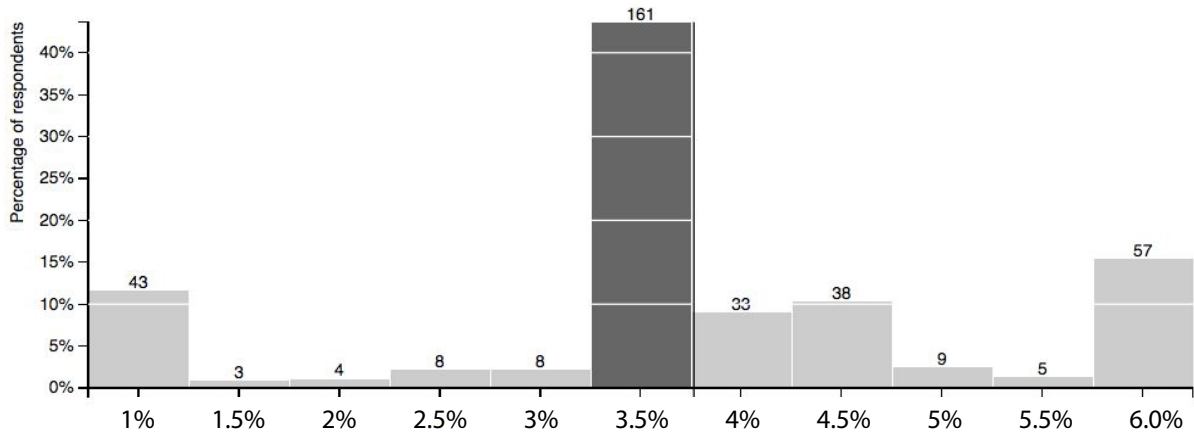
Roads Maintenance

How would you adjust your property tax dollars to Roads Maintenance?



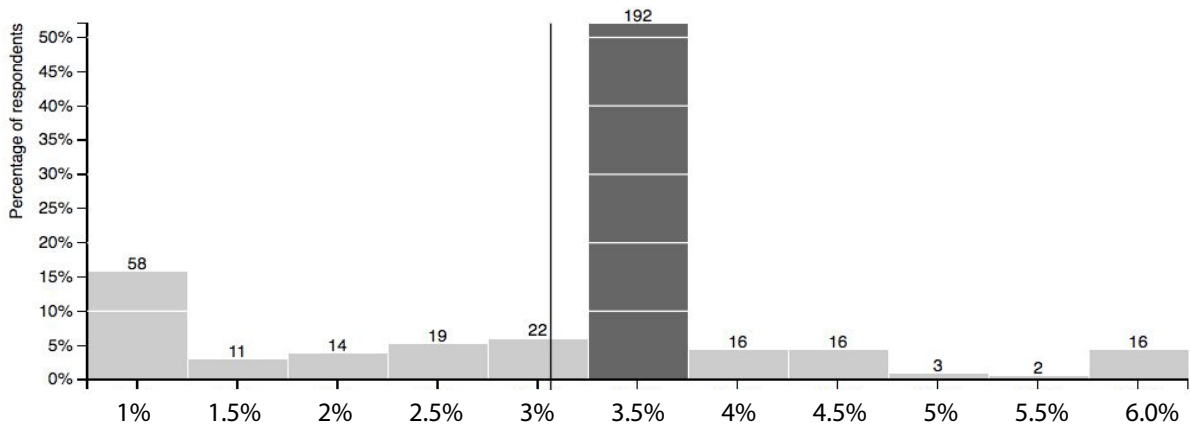
Winter Control Road Maintenance

How would you adjust your property tax dollars to Winter Control Road Maintenance?



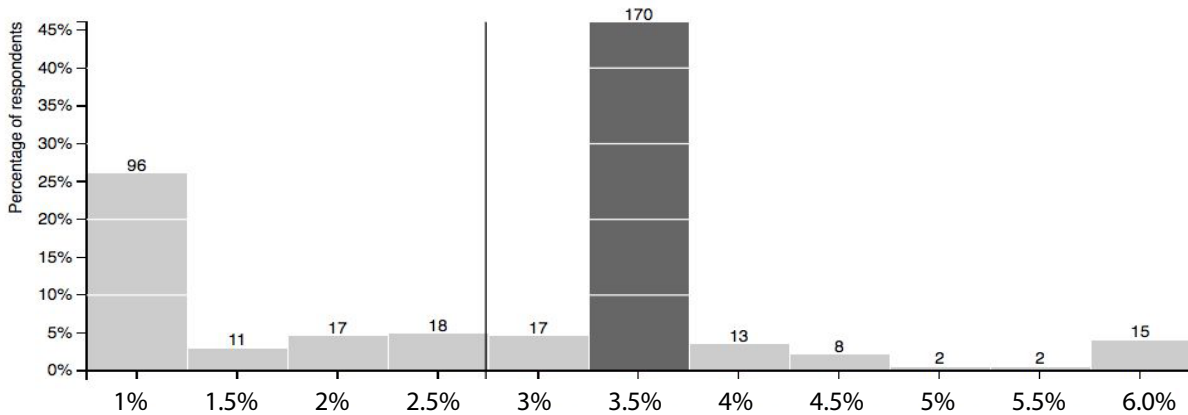
Recycling and Garbage

How would you adjust your property tax dollars to Recycling and Garbage?



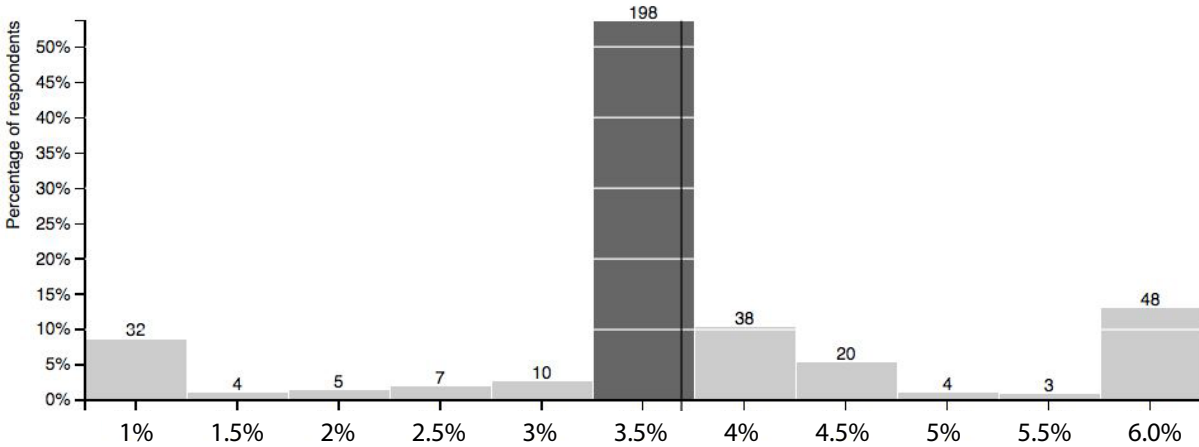
Fire Services

How would you adjust your property tax dollars to Fire Services?



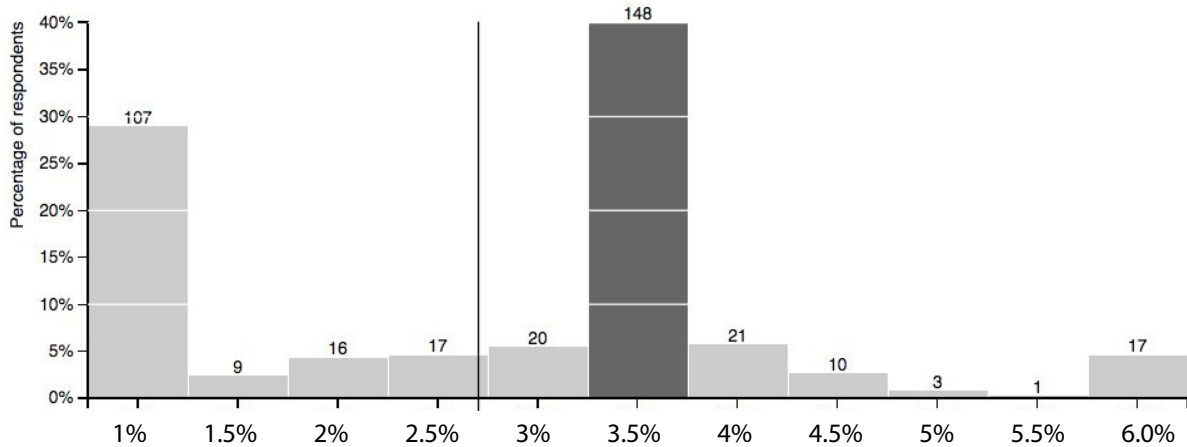
Paramedic Services

How would you adjust your property tax dollars to Paramedic Services?



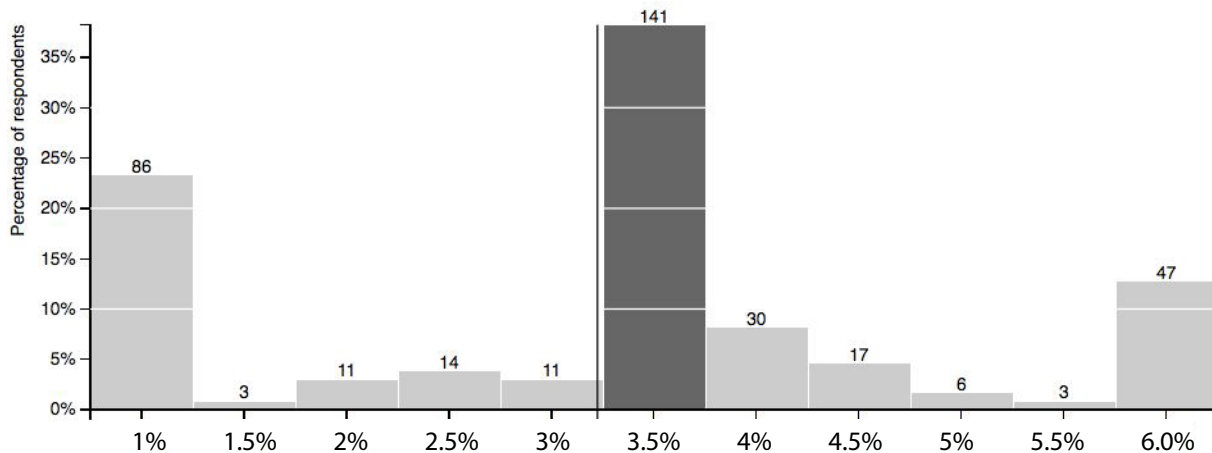
Police Services

How would you adjust your property tax dollars to Police Services?



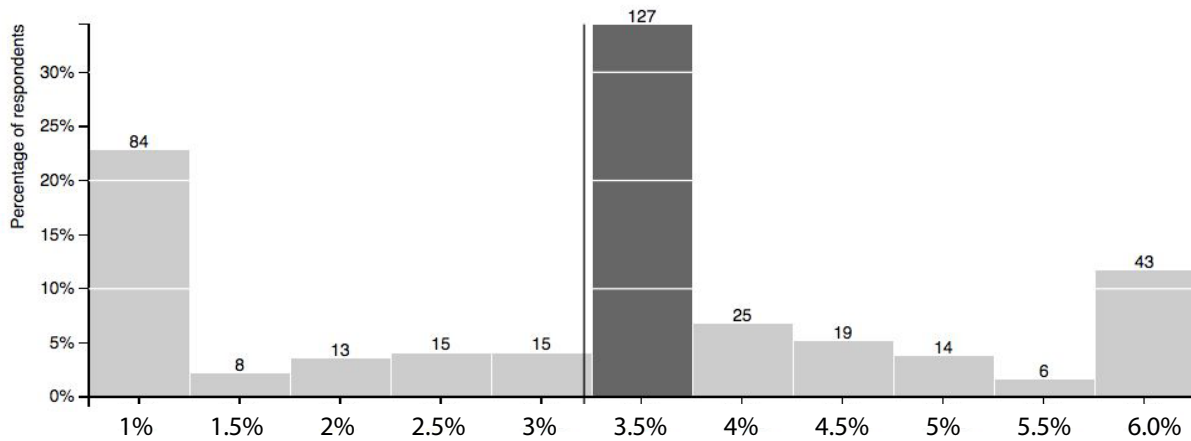
Long Term Care Senior Services (Pioneer Manor)

How would you adjust your property tax dollars to Long Term Care Senior Services (Pioneer Manor)?



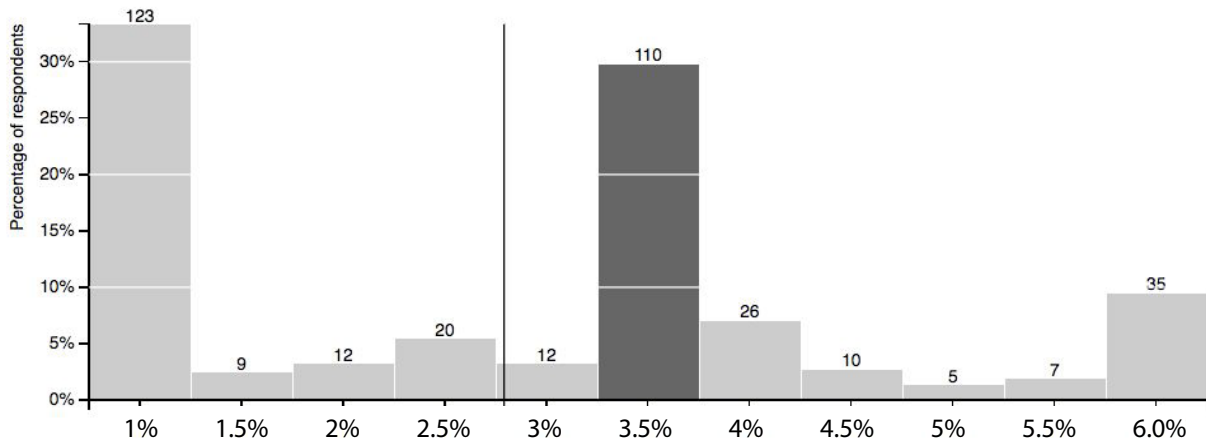
Recreation (arenas, pools, parks, playgrounds, splash pads and other facilities)

How would you adjust your property tax dollars to Recreation (arenas, pools, parks, playgrounds, splash pads and other facilities)?



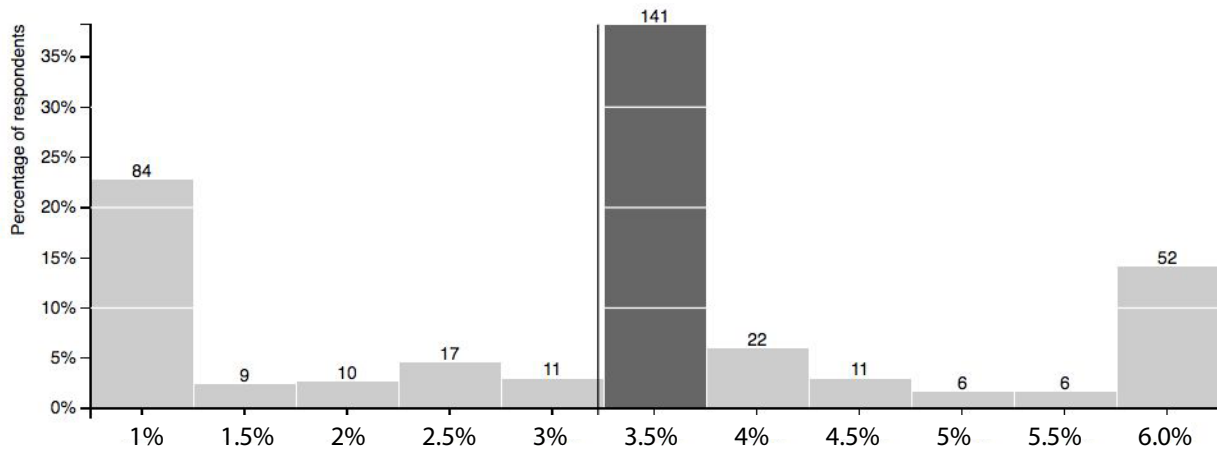
Libraries and Museums

How would you adjust your property tax dollars to Libraries and Museums?



Transit

How would you adjust your property tax dollars to Transit?



Comments:

All the young people are leaving, Sudbury is focusing too much on the aging population. The roads are terrible, the police force is focused in the wrong places, the transit is awful for the outlying subdivisions as well as in town (mainly due to the roads and traffic congestions). Stop building Old Folks Homes! Build affordable living for students and people that will be alive in the next couple years!!
An accessible crosswalk adjoining Science North to Health Sciences North Cancer Centre (Ramsey Lake Road). Regarding Bell Park Main Beach, to decrease the slope grade to make the slopes more accessible for those who require mobility aids and to also include a paved path from the track to the gazebo.
As a rural property owner with water/waster water services , bus service, adequate fire service or roadway . I feel I'm made to pay too much tax for services in not able to enjoy. People in outlying areas are also taxpayers and should share in the same luxuries as people that live in town
At no time should tax increase be higher then the rate of inflation. Further, recent increase have far outpaced wage increases. When the compounding of the recent increases is taken into consideration the Sudbury taxes have risen to an alarming level. These increase are unsustainable and must be controlled. Growth has flat lined in the area and so must the budget.
Bancroft Street NEEDS to be repaved. With all the construction in Coniston it is the only means of getting to Sudbury with all the road closures. It needs to be repaved for the safety of vehicles driving down it. I'm not sure how many years it has to be named the worst road before you fix the issue.
Better building materials for infrastructure
Bus hours need to get better special in copper four coners
Council should provide department managers financial incentive to come below budget in their departments. Also independent efficiency experts should be hired to view productivity of each department. I am confident a lot of waste can be cut from budget. Pay packages in public sector along with retirement packages and job security far exceed private sector.. More privatization should be encouraged.
Decrease Corporate Administration. Increase Social Services Forget about any downtown renewal - waste of money Support private companies proposing an arena wherever they want to build it
Default
Didn't allow me any choices re: Social Services \$290 \$0 \$290 Corporate Administration \$164 \$0 \$164 Outside Boards \$69 \$0 \$69 Economic Development \$53 \$0 \$53 Other \$122 \$0 \$122 I would have reduced all of those.
Do away with the tree program, push planting in new subdivisions to builders (one small sapling is hardly a cost). Do away with the removal/pruning/stumping of trees on residents lots. Keep a small crew from sightlines/emergency removals\ do away with the rest.
fire department needs to be brought back to the world of reality and decrease the cost and increase their productivity. paramedics should be on par with firefighter benefits try to parallel today's demographic for city spending, we have less youth and more seniors, the city's population has not had any increases for the past 40 years, therefor why are we

<p>determined to add more pavement for vehicles when our population is aging and using less vehicles?</p> <p>transportation is no longer the north american double lane standards</p> <p>seniors drive less and need instead transportation that is user friendly and supported by human help.</p> <p>lastly but the white elephant in the room is just not either believed or tracking enough political points to be acted on.</p> <p>climate change!! less cars more alternative transportation, walking jogging, cycling, car pooling etc. are good healthy habits,</p>
<p>Fire should be way lower. There is no logical reason why those folk sleep a vast majority of night time for that "just in case" call, when our police are behind in attending calls and are attending calls every day of the year. Should increase volunteer fire fighters, save a lot more from wages</p>
<p>fix roads, have better winter maintenance and axe the police and fire budget no reason why they get paid so much not talking about the front line working talking about the [REDACTED] top also get out of pioneer manor also get rid of the 2 bag limit its stupid</p>
<p>Fix the roads. Clean the streets. Police.... rarely see them on the streets - too many people running red lights - why pay for something that isn't effective. Cut the bureaucracy at city hall.... biggest waste of tax dollars, not listed on the chart.</p>
<p>For the amount that is paid in rural areas, the services are NOT equitable. THIS is not fair, correct or justified. The rural population should be paying for services received. We pay a premium for where we live, but do not receive the service that is provided in town. As a city this does not show the importance of farming, where farmers are struggling.</p> <p>It is also VERY contradictory that the rural population, by way of the tax base, is paying for the True North Strong centre. Our taxes go up, to pay for something in the city. When does Lively get a new Ski Chalet? When does Walden get a pool? It is very disappointing in a day and age of equity that the majority over rule the need in rural areas because they are the lesser voice. In the meantime- the taxes go up.</p>
<p>Other citys have found ways to maintain taxes- The City of Sudbury? Spend Spend Spend</p>
<p>Fund the police less so they stop militarizing themselves! The new 'all black' commando outfits they wear are scary and completely unnecessary. Back to policing basics!</p>
<p>Garbage and recycling. We need to look at increasing uptake on compost and recycling and decreasing garbage. Other municipalities only collect garbage every second week resulting in an increase in green bin and blue bin use.</p> <p>Can we explore no longer being in the long term care business?</p> <p>Can municipalities get together to pressure the provincial government to increase their funding to public health. Why is this funding being downloaded to the province?</p> <p>Can we put more funding in beautifying our community, making it more cyclable and attractive to business owners. Would like to see more people and businesses moving to CGS.</p> <p>More work needs to be done in the outskirts. There are less services in the Valley and other outlining areas compared to my colleagues who live in the southern part of Sudbury. Our roads are left to be desired. Not only for vehicles but forget about feeling safe taking a walk or cycling. This directly impacts on transportation and the health of the residents. I would like to see more of a global approach to what makes the entire city of Greater Sudbury a place where people want to work, live and play.</p>
<p>Get rid of all frivolous spending such as beautification projects and don't keep spending money we do not have. We cannot afford the "drunken sailor" spending of this council. Live within a budget for a couple of years to build up the reserves again. They are not piggy banks to be</p>

gone into at will.
Get rid of excessive [REDACTED] managers. Farm out all roads department work and delete all staff in this department. Get smarter than you are now.
Get Rid of Pioneer Manor - sell it off. We don't need a city run facility - privatize that. Continue to fund lifestyle, volunteer projects, recreation. Splashpads should be in all areas of Sudbury. Better parks. Increase the livability of Sudbury
Get rid of [REDACTED] in management, easy to save money.
hard surface pine cone road in stead and stop wasting money
<p>Hello/Bonjour, We need to improve our Downtown and Uptown Sudbury asap because this is our first impression to our visitors.</p> <p>We do not need an entertainment district at the end of the Kingsway when we already have the core of the city in place. It will cost us more money if you create a second downtown location, not a smart move. What we need to do is improve and build new buildings in our Downtown. DO NOT buy/create new infrastructure miles away from the heart of our city. The Millenials generation is interested in the art of living and cultural life downtown. The people that raise their voice will not be paying for it! Their stuff is going in the u-hauls. Remember who are we building this for?? Review the Downtown Master Plan and stick with the program!! Millennials are not equipped to pay huge taxes in the future. I strongly believe our downtown is beautiful and it needs you to believe in it too. Thank you!/Merci! [REDACTED]</p> <p>PS - A good budget 18 is spending less to save \$\$\$</p>
Hire part time fire persons to reduce overtime,stop 24hour sleeping shifts,nurses,para medics are able to do it!
hold then line o taxes by installing red light cameras. start small with a pilot project if you must, but no one can argue with blowing through a red light...different than speeding outside of school zones. there are a ton of benefits to enforcing compliance with red light, but one is that speeds will eventually be reduced...many can't stop on a yellow because they are travelling too fast (they'll figure it out eventually)
How do I decrease all \$ for casinos, arenas, event centres, politicians salaries etc? reduce the maximum % possible
I am fine with the proposed allocation of tax dollars. However, I am not in support of any tax dollars being spent on a development that is associated with a casino. And although it would be great to have a new community arena, this is more of a 'want' than a 'need'. These dollars would be better spent on additional social services for those who are truly in need or to protect our natural resources.
<p>I am not sure I need to adjust any of the above but I do think the city should go to using the larger garbage/organic bins which would reduce the manpower and therefore the costs of picking up the waste. The bins could be picked up on alternate weeks. If you go to a change in the waste pick-up, I would expect then there would be a reduction of employees to correspond to the reduced service.</p> <p>I would like to see more involvement of the transit drivers to report potholes/water main leaks. They drive the roads every day and it looks to me like they could easily report issues with the road conditions.</p> <p>I do strongly believe there must be a reduction in the services offered when transfer payments or other monies are cut back from the provincial and federal governments. This will send a message to those governments that these actions are affecting the taxpayers. they cut services and the city increases our taxes to cover off what is not being transferred. It makes the city budget look bad AND the provincial/federal taxes do not drop accordingly.</p>

I also believe we don't need more police or increase the funding but we need to change the court system so we are not tying up the officers sitting in court for hours on end. This is not good use of highly paid and needed police that should be out on the roads. Put up traffic cameras to catch the endemic number of drivers who run red lights. This will easily generate a lot of monies through deserved fines. It seems every intersection now has drivers running red lights. Thank you for listening.
I am of the thinking that we should not borrow against the future even if at present interest rates are low, I do not want to see my taxes go to fringe elements or special interest groups that use taxpayers dollars to influence social ideas. I do however feel it is not always a great idea to paint ones self into a corner of 3,5 % tax increase ...being frugal is one thing but damaging infrastructure through neglect is not a great idea either
I believe there are plenty of internal efficiencies within the bureaucracy of Greater Sudbury. This survey does not allow me to show where I would want to see cuts. In that sense this Survey is biased from the outset.
In short I want my Council to start look at decreasing the numbers of staff to somewhere near pre -amalgamation levels.
I did not feel that the budget for Pioneer Manor requires any increase. The city needs to learn to run this facility within the funding monies that are provided by MOHLTC. There are other homes in the City that are not for profit and are able to run their homes at a balance budget with no profit or loss. The City should be doing the same with Pioneer Manor. I as a tax payer should not have to subsidy this home.
I gave the largest increase to the Winter Road Maintenance as I feel that our winter plowing needs some major improvement. More frequent plowing of the roads and laneways and in a more timely fashion.
I do not mind paying a small increase for tax dollars spent in the areas I have indicated and there needs to be evidence of this in the outlying communities.
I do not see any cost saving procedures such as cutting staff buy 500 personnel which is the increase of additional staff since the year 2000 and getting our own staff to do the work instead of contractors
I don't believe spending most of our budget on recreational and non essential services when our Fire service is being neglected
I don't know why Fire and Police are in the double digits and Paramedics are not. Maybe we should take Police down to 13 and the paramedics up to 10. We have a lot of baby boomers in this community who need the paramedicine as hospital are constantly cutting down on services. Time to get rid of the higher chiefs. There are too many chiefs and not enough subordinates. There are levels of management that are useless and do not accomplish what they are designed to do. Last time they cut staffing all the lower paying jobs were used to find the million promised. Where is the zero tax increase this year. I guess once elected, mayor doesn't need to make that promise. We are now paying for that zero tax increase just as we did before with Gordon. We don't have time to worry about art and libraries at this point in time. All information is available online and this money could be better spent on actual services that take care of the citizens.
I don't mind paying extra taxes on things that will directly affect me as resident of Chelmsford. I hate seeing all my tax dollars go to Sudbury. We get the [REDACTED] end of the stick out here. I would like to see an updated park in Chelmsford for my kids. We definitely need a community centre with a pool as well. I can't express how angry I am that here in Chelmsford we still pay high taxes and get nothing for it. I definitely do not want my tax dollars going to crap like the Elgin Greenway.

I feel there is a lot of waste within the city and I thought the new mayor was going to clean house as being an accountant([REDACTED]

I like it to be known . when ever there are Votes (import end Subjects to be Voted on Ore Mayor is out of Town. [REDACTED]

We have railroad Land In this City , cons-tenth Interruptions,with Trains to long and A Railroad Station all of it Belongs To Canadians and not the rail road. before it was in Connesten and Now it is Back in the Center of Town> This is your Handy Work Mr. Mayor, Oh Yah you learned this In London on you Trip. Please stop your Madness and do the Job you where designated to do but absolutely ???? in the Interest of the Citizen of Sudbury. To all using Public Transit, another Transportation Fire, [REDACTED] ... Buy not having Trains in the City we May get Back a CITY CENTER So this is for all of Sudbury, Stand UP it is ours to role and not city Pencil Pushers wit Noses [REDACTED] . New Sudbury gets ALL, LaSalle fixed halve [REDACTED] and wasted money, Jet Lorene Street gets nothing But Patches, The West End build the City not south end or New Sudbury. The west end is not in the " City's Vocabulary ". [REDACTED]

I live in azilda and i get the bare minimum of service across the board but you want to raise my taxes....de amalgamation

I often see fire services at things that clearly do not require fire services (fender bender car accidents, my grandmother's house when she passed away, etc). I'm not sure their budget should be as large as it is. I question how many of the calls they claim to have responded to were actually fire related.

I would be in favour of paying higher taxes if it meant I could live in a prettier city. A city that attracts and retains young people. For me this includes the city moving towards having our power lines underground. I'm saddened every time I drive down the Kingsway and see the crooked poles and the drooping lines. Making our city more beautiful and increasing our active transportation (there should be bike lanes independent of road traffic on all major roads) would in my opinion help our city retain our dwindling youth population (people between 20 and 35). In the winter, I often see insufficiently plowed sidewalks, specifically downtown. When someone parks at a meter, they should not either have to walk all the way to the nearest roadway intersection, or climb over the icy snowbank to reach the meter in order to pay or to reach the sidewalk. Property owners downtown should not have to call in to the city for proper snow removal in our business core.

Our city seems to do a very good job of creating new parks, but has been letting park maintenance slide slightly. Some parks in New Sudbury are in desperate need of new paint.

Finally, the way that this survey is set up drew me away from thinking about the big picture of the direction I would like the city to move in. Only after reading my initial draft of comments did I realize I was getting bogged down in specifics. I worry that others after completing this would be drawn to speaking to specific issues instead of thinking of city building in a more broad sense. Something else that we should be thinking about is implementing the downtown master plan and the official plan. These are plans that young people have viewed and used in their decision of where to build their lives. It's disheartening to see the city moving away from them and not

<p>implementing them.</p> <p>Finally, we as a city should be concentrating on promotion and progressing the major projects. Specifically, the Synergy Center and Place des Arts Center. Both of which through their updates provided in the June City Council meeting proved the economic development and spin-off that they would provide. These centers could be game changers for Sudbury both in terms of economic development and tourism.</p>
<p>I recently had to call 911 for my daughter and the paramedics were incredibly busy and although there is a station a minute away from my house there was only one ambulance at that station and they were 10 minutes away. We need more ambulances at each station and you need to hire more paramedics. Being in the hospital this past week with my daughter I saw how overworked the paramedics are, we need to increase the budget to hire more and to give funding for equipment etc. They save lives we need to put them first!</p>
<p>I support an increase in taxes if I actually SEE these results. These are all good ideas and i'm willing to pay a little more if it means they actually happen but too many times they do not. PROPERLY PLAN all increases to ensure the benefit of all citizens as to some, an increase could hurt or help them. Make it hurt less than it helps. I'm sorry, but I do not support transit. It's always been a garbage system and the city is too spread out... everyone is trying to get vehicles because it's just too difficult to service everywhere. We are not Toronto. Outside of that, fix the damn roads, make the winter an easier time for everyone by plowing on time, increase all emergency services. Pioneer manor should be a huge priority as well as PSWs and nurses are EXTREMELY overworked.. we need more people hired to help!</p>
<p>I think it would be very beneficial to allow the hospital and all Tim Horton's coffee shops to compost their coffee grounds and food items. Reducing the waste to landfill. Selling that compost back to residents should offset additional costs to compost. Encourage composting !!!</p>
<p>I think we should be capping SMT wages, and wages based on results in their departments. Finally they are held to the same standards the grunts of the organization. [REDACTED] The budgets are haywire because SMT do not keep a handle on department spending/project management. RFP's need to be reviewed better, and companies held to their quotes, change orders are killing project budgets.</p>
<p>I would consider selling Pioneer to the private sector. Also, at one time our Police service would investigate "most" of the car accidents, now they only investigate when there is an injury, major accident or a fatality. [By eliminating the time that the Officers spent investigating "fender benders", they could possibly reduce the amount of Officers required.]</p>
<p>I would have supported an increase to road maintenance if it were specific to active transportation. Also, I am fine with more money for parks and recreation, however, the Sudbury Wolves are a private business and should not be included in that line item. Investing 100 million in an OHL Teams owner's private land is a massive slap in the face to the tax payer.</p>
<p>I would prefer to have police services at \$515 but the program will not allow me to do that. this would result in a more balanced budget. The wording of what would happen with increases and decreases in funding are very exaggerated. For example fire services would not have a delay in response times if there were only one vehicle at the downtown station. There are other ways to enhance the current budget which are being overlooked. If EMS were allowed to cancel fore for medical related calls not requiring them, this would decrease the fire budget- being just one example. These types of changes would assist in utilizing tax payers money more efficiently.</p>
<p>I'd like to be able to decrease my taxes even more in this tool. This is a tool of fear mongering and that is all. "There may be a 'service level decrease' " Please. how embarassing.</p> <p>It is outrageous that year over year council and city staff can not do the same with less. Is there absolutely no efficiency ever found in the public sector ? This city is out of control with its</p>

<p>spending and taxation.</p> <p>I absolutely do not support this level of taxation at all and am actively seeking employment out of this city.</p> <p>Just wait until VALE drops the bomb coming in october and poof. Valuations will drop significantly then what? more taxes? a \$100M arena? Yes great choices.</p> <p>[REDACTED]</p>
I'm willing to invest more if it means more opportunities and better services in our community.
Increase programs for kids, reduce police, cut back libraries, fix roads, increase awareness and support, stipends for volunteers
Increased funding of community pools, allowing for better maintenance, upkeep, and public swim times, will undoubtedly lead to more & increased usage by citizens. This should, in turn, lead to increased takings in terms of user-fees. The "Feel Free To Feel Fit" free swim program is a resounding success & a blessing for individuals & families of modest means. Please keep that program going. On another topic, it is high time to consider some sort of limited 24-hr bus routes, like the Blue-line routes in Toronto. It is also long overdue to look at enhancing service times and stops/routes in outlying communities (I.e.: Garson/Falconbridge, Azilda/Chelmsford, and Hanner/Capreol). While it may take a sizeable investment, proper marketing will soon turn that into renewed profit through increased ridership of citizens within those communities, especially youth and the elderly. The time may also be here to at least study some form of LRT for some areas of the city going forward with the Transit Master Plan. While that may be a decade or more into the future, it wouldn't hurt to start studying the impacts of LRT on & in our City now. Thank you.
Instead of looking at the allocation of dollars into each area, our time would be better spent at looking at how those dollars are spent in each area. Most sectors, provincially, have gone through numerous wage freezes to attempt to balance the budget. While not ideal, the hospital sector has trimmed every bit of excess fat. The city could benefit from the same scrutiny.
Invest in assets that will attract more people to Sudbury. Invest to bring in more business. Invest for longterm growth. Do not spend more on roads that provide no revenue or generate population growth. Do not spend on the status quo.
Invest in the inovative solutions. Invest in long term strategies that may have a higher cost this year and next but reduce long term expenses dramatically.
<p>It is felt that citizens should not be made to judge budget items against one another. There are other ways to realize savings. We feel that more public interaction with council and staff are required to further explore budget options.</p> <p>This exercise comes at a critical time in Sudbury with a number of factors impacting on our future as a city and our citizens and in particular those of low and fixed income, which includes not only many seniors but other demographic segments of our community. Ever increasing and compounding taxation affects not only the quality of life of individuals and families but also the viability of our city to attract new residents and business enterprises, plus maintain and grow those we already possess.</p> <p>With a high percentage of aging and dying citizens, a low birth rate and a low level immigrant inflow and a continuing outflow of younger working age persons, coupled with funding restraints in public sector, fewer students at all education levels, technological changes in the primary extraction and processing industries and reduced residential and retail construction and limited new secondary industrial activity it is doubtful according to reliable sources, that our population</p>

and therefore assessment base will not increase significantly over time and could possibly decline

If savings are to be realized they must come from both the operation and capital budgets.

Personnel costs: There are various measures to control costs in this area keeping in mind that the number of staff has actually increased by hundreds of individuals since amalgamation and creation of the City of Greater Sudbury. This cannot continue and new contract negotiations will have to address this and future increases will have to be tied to the rate of inflation and the possible acceptance of lump sum annual payments in place of compounding wage increases. Increased "attrition" through incentives should be encouraged.

Have each department show a cost reduction of at least 5 percent with limited impact on service or operation; such has been done in other communities. Institute "lean management" to improve efficiency and service in all departments and areas. Capital Costs: Repair and replace existing infrastructure before embarking on new projects such as any new road construction and various "legacy" projects

Commission an independent study on the value to the community of expanded gambling facilities and of a new arena/event centre to determine the economic effect and cost to the community in increased taxation and debt, and to determine if a "do-nothing" option is the most prudent at this time. Also determine if a form of "de-amalgamation" could be achieved to address concerns of citizens throughout the city who are dissatisfied with the present system. The city should be looking at low cost improvements that benefit the majority of our residents

It is time to find efficiencies in our City. Every mayor says it, but no one acts on it. Sell Pioneer Manor. The city should be in the business of operating our town, not real estate.

It would be helpful if you had the sections broken down to further permit people to voice where they would like their tax dollars spent. While I am in total agreement with the estimated funds for recreation I feel it would be beneficial to break down the services this funds. While parks, splash pads and playgrounds are free for everyone to enjoy, it seems ridiculous that the arena would be included to this category. I am completely opposed to the city's backing of a new arena when the current arena could have been upgraded to meet needs. The arena hosts events which require that fees be paid to attend (concerts/sporting events) events which many in the city cannot afford to attend; and in that regard we should not be subsidizing the cost of an event centre which will not benefit the majority of the community. If the goal of the arena is to be an events centre rather than a facility available for community events, and affordable for community members to use it should be funded by the events they cost for which they charge fees.

Keep up the good work guys!

Let's stop wasting our TAX dollars on study's to see how to save money. Let's fix our roads and water lines. Plus these flashing cross worklights that the city is putting up may be good down town or by a school, but on Bouchard this is going to be so dangerous in the winter time with car trying to stop on a hill just so some one can cross as soon as they get to the intersection. Bad idea.

lets work on essential services before giving priority to recreation! just my two cents

Living in a considered rural area I have no road maintenance even if the calls have been made a multitude of times. The garbage services that I do receive are a km away and are often full from non local residents dumping their rubagge and non wanted items around and in the dumpsters. many calls and emails have been sent to the city with no future changes or even follow ups. The nearest bus stop is at 7 km from our residence. We do have a full time paramedic station and volunteer station that operate very well and have been for many years. This service is outstanding! We are a street with 11 homes\ residences and low quality of services. I find it unfortunate that there has been an increase in taxes but no increase in any services locally. As a resident I will continue to submit email and pictures and the occasional call

family structured pool operation. It allows entire family to go swimming at the same time while doing their own thing, kids can be doing lessons, while parents are doing laps. I pulled my daughter from the gatchell pool program because there were too many kids, not enough teachers and it's too small for everyone to do their own thing. the showers constantly stink like sewer and urine, rusted metal is exposed, and black mould in the showers.
Our out of town guests always comment how horrible driving in our city is and as for ourselves it is not pleasant to drive anywhere in city. We need new arenas and soccer playing fields also soccer bubble for our young people. Sudbury is behind in providing good sport complexes compared to other similar size cities. We need to make our main roads look greener and more eye appealing.
Please help out the under privileged. Homeless, Disability, seniors & young children in the streets .
please invest in food system development, downtown development and active transportation
Please stop requiring Sudbury residents to fund Fire Services in the outlying areas.
Please, please consider doing work to include a family change room at the Howard Armstrong recreational centre. This should include showers designed to provide water at an acceptable temperature (and easy to quickly regulate) for showering children without soaking the parents who are helping them wash (shower head should NOT point outwards. The HA also does not allow children over 7 years old to be in the change room of the opposing sex. I understand this, but would like to see a changeroom with separate stall that would allow me to accompany my 7-year-old son, as I believe he is too young to be left on his own in a change room.
In addition, we have many tennis courts that could provide a low-cost recreational option for Sudburians and their families. However, most are in a poor state, with several cracks in the court. Some are in such bad shape that the city no longer puts up the nets in the summer. While others have lights, but the power does not come on when it gets dark, forcing players to stop the game when it gets too dark.
Please, please, please INCREASE road maintenance!! I would also like to see an increase on the police budget for more officers. I am willing to pay a little more each year for these two important things. An extra \$50/year or so is nothing if we can improve roads and policing.
Police need to start working with what they have. They have too many supervisors and upper management that are paid way above average compared to other public or private sectors.
Police storefronts are a waste of money. Centralize the police in one building and eliminate LEL. Libraries convert to more digital media. Days of books are passing. Costs of arenas and community centres need a good look. Too many old buildings that require too much money to upkeep. Fire department overtime is out of control. Need to relook at scheduling and shifts. Obviously the 24 hour shift is not saving any money.
Privatize.
Proritize roads and police/paramedic. recreation will be taken care of by private sector. Arts should be self sustaining and not city funded...like any other business if it cannot sustain itself it should not be publically funded.
Quit redoing the same roads over and over and over and over again and piss off with the money wasted on "traffic calming" while letting other portions of the same road crumble into a crater filled patch job disaster
Quit wasteful spending and the city can reduce taxes without reduction in services. [REDACTED]
[REDACTED]
Raise property taxes 25 per year. Get stuff done. I am not convinced your staff have control of things
Red light cameras at key intersections would generate income and increase public safety.

Required police services twice in 30 years. Not satisfied either time.
Road Services are always over priced and re-work is required the next year, find a construction company that knows what they are doing and save money. Snow Removal, in Levack were lucky to have roads cleared by noon the following day, while trucks circle the same neighbours in Sudbury over and over. Recycling is a costly practice with little benefit, building a incinerator and create jobs/electricity. Library, people still use these? Its been replaced, welcome to the internet.
Roads are important, we have a large area of communities to cover in CGS and many roads connecting them. we need to keep them maintained. With this being said it should be noted that with large area of coverage our EMS service is largely understaffed for the area the Paramedics cover. We are constantly left without ambulance coverage in our Ward due to another ambulance having to come in from town to cover if the original ambulance is on a call. This is only when another ambulance from downtown is available. We found this out due to questioning why we had to wait for ambulance this past year. With populations growing older in average age why aren't increases in Paramedics being considered. I wouldnt want my loved one having to wait for paramedic care and transport if there is a serious medical emergency. I also believe that winter road maintenance should remain at par. we may or may not have another warm winter. I hope these points are considered.
Thanks
Running a budget at home or when leading a corporation has many similarities which don't vary much. You must live within your means. You must stop bloating up levels of administration which drain your financial resources. The bottom line is to render services. The bottom line is getting value for money spent. Quit analyzing things to death and get on with getting things done properly. Quit trying to deflect responsibility for poor performances from people who haven't a clue on the service delivery aspect of the work that needs be done. This city has to stop paying lip service to the claims of both transparency and openness as it does not happen. Things are not reported and few are held responsible for waste and poor output. Hiding behind the Municipal Act as that which governs those reporting to council does not foster accountability and leaves too much secrecy of how public funds are disposed of.
snow removal on one side of the street is good. fire dept to charge a fee for service.
SOCIAL SERVICES HOUSING. I do not understand why ,,,I as an applicant with a disability, and in desperate need for geared to income housing , cannot find out where I am on the list therefor I live in limbo, I was told that the wait time could be 3 years or more I could be homeless by then ,there is no interview ,no medical forms just our names and address where we would like to live ,I understand there is a big need for geared income housing ,,,the city mentioned it last year . about a apartment complex near Bruce avenue ,Sudbury . Never heard any talk since . What the city needs is an apartment building for seniors ,,,and persons who live with disabilities ,,,,,,there was a few seniors buildings 20 years ago but a younger generations of applicants where given these apartments , which brought those buildings to [REDACTED].....Seniors are forced to live with younger adults {who live a different lifestyles . The city continues to ignore the overall need for better housing . I certainly would like for this letter to be considered in your Budgets Talks. Hope to hear good news in the near future of a future development of housing for seniors ,if its not your department could it be addressed to the right persons ,Hope to hear and see a change in our Housing System .
Social Services need increases in the 2018 Budget, particularly geared towards Single-Mother's/Parent's and their children's. There are large numbers of fathers in our community that hold ZERO accountability towards their children. Specifically, financial and emotional support. I feel some of the budget dollars should go towards implement awareness, recognition and support for these mothers and their children. Education is power for our citizens but because

single mothers are forced to live below poverty lines, their opportunities to better their lives is limited. The financial investment provided to the 2018 Budget and future budgets could change the face of our city over time. The impact would decrease teen crime, drug abuse, ect., the list of benefits of investing into this marginalized group could go on and on. I hope my comment finds you well and I look forward to hearing your feedback. Please advise on the steps needed to potentially add a new line in the 2018 budget for "Social Welfare for Single Parents".

spaces that are not used by the entire city, such as arenas, museums, libraries (outlying areas included) should have heavy user fees and not be subsidized by tax dollars. Essential services (roads, paramedic, police and fire) are key and critical and should be afforded increases necessary to maintain or improve services. Elected members of council need to focus on the needs of the entire city and not their specific geographic riding. As a member of an outlying community I DO NOT support the opinions of many council members who are of the opinion that our services have been compromised with amalgamation. We are a strong united community (City) when the health, wellness and safety of our community is priority.

Speaking as an individual who does not work in CGS, but does work directly with staff in a 'behind the scenes' manner - serious work needs to be done to recover CGS's image/public perception. I know there are people at all levels working hard at the city in every capacity to patch the cracks forged by previous administrations, but the only way you will be able to recover the trust and support of this city is to own up to the mistakes of others. I've spent the last few months doing this - and it's not fun. It's hard to swallow someone else's well deserved humble pie. It's hard to acknowledge that when you take up a mantel you also acquire the sins - but that's part of moving forward. Acknowledge the state of the roads, and outline in black and white the plan by 'x' date to fix the roads Sudbury currently has, instead of adding more. Acknowledge the previous use of shoddy contractors, and emphasize this will not be tolerated moving forward. If you own up to the mistakes of the past, clean city hall's closet of all its skeletons, we can all begin to rebuild and truly mean - true North strong.

spend within your means when doing a budget. Do not increase property taxes as people cannot afford to have it continuously increased. Wages are not going up. It is important to help the people who work and pay the taxes. Give us a break. Some planning to remove some of the higher paid positions in the city should be looked at in addition to reviewing all of the positions and processes. I didn't see the option to reduce corporate administration costs. There is also no option for zero tax increase and therefore this survey is really biased!!! Keep the budget the same and do not increase taxes!!!!!!!!!!!!!!

Stop giving yourselves raises at our expense. Fix the roads.

STOP letting city employees take city owned vehicles home and having their gas paid for. Unless they are for essential services like on call water & sewer or fire dept, they are paid more than enough to provide their own transportation to and from work, just like the other 99% of the population.

There is no reason to have 10% of our budget go to fire services while 4% goes to paramedics. How often do we see ambulances responding to calls VS fire trucks? The working schedule our city fire dept has is way too generous. Working less than 10 days per month for 100K is ludicrous. Also, taking the fire trucks to do groceries is an insult to those of us who pay for them to eat and sleep on the job. With that much time off, it boggles the mind that they wouldn't have time on their days off to gather food from the store to last them 36 hours. Again, it's an insult to tax payers. How about having the police patrol the outlying areas once in a while? It's understandable that the city core needs a highly visible police presence due to the higher crime rate however that doesn't excuse the police service from protecting the rest of our communities. We get break ins and drunk drivers and all the other riff raff too, and we also pay taxes.

<p>Cutting our garbage pick up from what it was to what's planned (1 bag/2 weeks) is ridiculous and frankly a recipe for public health issues. Maggots, foul odors and bears are going to be a problem. The fact that we were told the decision was made due to fast filling dumps, yet the city enters into a contract with the Whitefish Reserve to take in their garbage, is also an insult. In all my years living in this city, I can honestly say that winter road maintenance has never been worse. The MR80 is a disgrace whenever it snows, and for its entire length. Side roads are expected to take longer to clear, but not 3 or 4 days.</p> <p>Road maintenance has gotten a little better, but still far below what is expected by citizens and what others in this province get for their money. Roads falling apart less than 3 years after being redone is inexcusable and unacceptable. The city either needs to charge [REDACTED] hauling companies a fee for heavy loads which ARE THE REASON FOR ROAD DESTRUCTION, or force the mining companies to use the rails again.</p> <p>Enough of this nonsense letting companies take advantage of spineless city staff who don't have a dog in the fight, so to speak.</p> <p>Taxpayers are on the brink and can no longer afford the annual 4% increases to property taxes. When the front line employee to manager ratio is less than 15 to 1, there's clearly a problem. Either empire building is alive and well, or the managers in place are clearly inefficient, inept and unqualified to be managing the work that needs to be done to keep the city going 'round. Again, enough nonsense. [REDACTED]</p>
<p>Stop spending money on the arena and other vanity projects. Close it down and let a private business build a new one wherever they want to if it is such a great idea. Stop raising taxes beyond the inflation rate. Stop paying outrageous inflated salaries to too many employees. Stop wasting so much money that a 3.5% increase seems like a reasonable option to you.</p>
<p>Sudbury is an inefficient city reflected directly upon the costs per capita to live here. I understand that our weather is unpredictable and our city is sparse, but I believe the biggest problem is in Tom Davies. There needs to be an audit on work load capabilities and performance measures. There are many jobs in the public sector that can easily be replaced, currently creating dead weight and a lag on our city's growth potential. Sudbury will never grow under its current administration.</p>
<p>Sudbury needs a spay/neuter clinic so we have less strays. More money needs to be put into the budget for the welfare of our animals. For example, dogs should not be allowed to be chained up for hours on end. More people should be hired to ensure the well being of all our animals. There should also be more dog parks. A better solution for dealing with bears should be developed. Looking at how other cities deal with bears would be a start. Bears were here first and we should figure out how to keep everyone safe including the bears.</p>
<p>Taxes and tax increases are out of control in this city. Increases in tax will drive out home owners. Our service levels have FAILED since the amalgamation and costs have skyrocketed. Remove the failed system and return the town's to their once prosperous state.</p>
<p>Taxes are far too high for services provided. Move to bi-weekly garbage collection, cap on bags. Reduce fire services, reduce amount of overtime for city employees.</p>
<p>Taxes are way too high compared to other municipalities</p>
<p>The automatic increases in Administration, Social services etc should not be having the huge increases they have.</p>
<p>The average Sudburian's main concern is the shape of our roads, mostly because that's what we've been programmed to worry about. The reason why we have a hard time with our roads is because we have too many of them, with too little of a tax-base (population) to pay for upkeep and maintenance. Greater Sudbury Council made this situation worse this June by choosing a location next to the landfill on the Kingsway as the "best" place to build our new event centre complex. Not only does it require the development of an entire new area and tons of new</p>

infrastructure, it creates a new "hub" on the outskirts of town, increasing urban sprawl and creating competition for other struggling parts of town that need re-investment. This will not only hurt other areas of town and significantly increase our taxes, it'll perpetuate the mistakes we've been making for decades—moving further and further outwards without a growth in population, thinning out the effectiveness of our municipal services. Our public transit system has required significant upgrades over the last decade and will require even greater investment now that we are building our largest project in decades in an area that barely has any transit at all. By choosing a location without efficient and accessible transit for all, the City of Greater Sudbury has perpetuated the idea that accessible transit for all is not a priority, and that drivers are given highest priority. How much will our transit system suffer when we need to upgrade routes to the landfill site? Which other routes will have to be cut, and how much will our taxes go up? How do we justify telling those who are on foot that it will require a 45 minute walk on the side of a highway to get to the new event centre they just helped pay for?

We need to grow our tax base. How do we do that? By attracting new talent, by adapting to changes in the economy and supporting new innovative industries. The creative class (tech, design, innovation) we need to attract to Sudbury to replenish our aging population care deeply about interconnectivity, sustainability and living in a great city with a great culture. Unfortunately, we just told them we'd rather concentrate on the ways of the past—trashing our Official Plan in the process.

The problem with this app is that it does not take into consideration the colossal project that is about to be built which will greatly affect the Infrastructure Services, Winter Control Road Maintenance, Community Services and Transit categories. Building this new district will require an upgrade in all of those categories. Unfortunately, we still don't know how much more we're going to pay per year for this event centre mega project.

The best internet why can't I choose corporate Administration adjustments? Isn't that a little biased that it is not included in my opinion?

The City has no place running a long-term care facility.

The City should not be running Pioneer Manor - cities are not health care providers. Our road maintenance & repair is a priority as vehicles are getting damaged because of poor road conditions. Garbage and recycling costs should be reduced with pick-up every 2 weeks.

The city should stick to basics. Get rid of pioneer manor!

The discretionary budget should be for all to apply for. Social assistance recipients are not the only community members struggling to afford moving cost, basic dental, braces, and prescriptions.

The property tax in Sudbury are to high and the property tax should be elimineted completely .

The Sudbury Chapter of the Canadian Association of Retired Persons (CARP) recommends the creation of a Community Guide, which would be an expansion of the current Leisure Guide and would incorporate sections on Tourist Attractions, Indoor and Outdoor activities, Community Services (garbage info - bus schedules Councillor contact info etc) Events Calendar - Festivals etc to be published twice yearly. Possible advertising revenue and savings by not having certain info and notices published in newspapers and other media. Publication would have website link info as well. This guide would serve to inform citizens on a variety of important topics and serve to promote the city to its residents. Samples of the proposed guide are available by contacting CARP [REDACTED]

There are too many city maintenance vehicles driving around city streets during the summer with no apparent purpose. Also too many NEW police and FIRE dept. vehicles. In winter months I see Citizen Patrol vehicles covered in snow(unmoved) for 3 and 4 days at a time. Why are we paying insurance for unused and/or little used cars and trucks?

<p>There has to be increases with the tax hiking, after all, we need to maintain a safe, regulated, community in order to be competitive with the urban cities. We need growth for the younger citizens and we need to improve and encourage the young to stay here. We need jobs, entertainment, affordable housing, as well as maintaining the beauty of our parks and lakes. Increasing the tax amounts allows the city to improve, maintain and add to what we already have in the existing beauty of Sudbury. The increases are fair and required to ensure the growth and upkeep.</p>
<p>There is no consideration here for spending this money wisely and efficiently. . I think that is one of our bigger problems.</p>
<p>There needs to a greater focus on accessibility for bikers and pedestrians in this city. There are a lot of places with no cross walks for long distances so people end up jaywalking on busy streets like paris. You can't tell from driving but when you walk or bike around the city there are a lot of roads that should have a sidewalk or an edge to ride on. Even if you are biking on the side of the roads often times they are not cleaned well enough and it is dangerous to ride on a bunch of rocks and glass. An example of very poor accessibility is in the south end at the algonquin- loellen intersection. The bus stop right outside of the dairy queen does not have a platform or road edge I've seen people in wheelchairs have to wait in the busy street. In the winter that stop is not cleared of snow and it is equally dangerous for people to wait on top of the snow bank as it is to wait in the street. I think the city could improve accessibility for pedestrians and transit users by distributing money to various stops throughout the city. Nicely designed bus shelters could also add a bit more beauty to this city.</p>
<p>There needs to be more communication between City departments to prevent repetition of work. Also there needs to be a review of positions in City hall.</p>
<p>There should also be reductions in Corporate Administration and Boards. As the crime rate decreases less tax payer dollars should be put into police services. And why do the fire personnel get 1.5 hours for lunch?</p>
<p>This city needs tax relief!</p>
<p>This is not so much about the service increase or decreases as it is about the type of service we are contracting out and whom is mentoring the efficacy of the "patch" work. This city is leaking money at the seams and its easy to create categories of services but any level headed citizen can see that the leaks are deeper. We need to start looking at the bigger picture here, or a long term succession plan. What will be left to our children and grandchildren. We need to spend money to make money. Since when is going in a deficit a bad thing??? We need to pull up our pants and start investing in the future. Take back the contracting out and run our own services and maintenance departments. Middle income earners and single parents are taking the brunt of the short comings. This city is ran for the rich. I earn about \$48,000 a year, as a single mom I cant even get my children in safe/ clean home. There is no new construction under \$300,000. I have gone to school, I have applied for jobs and I still struggle to make a better life for my daughters. Its a shame! Rent rates must be controlled! Good luck with the 2018 budget! The rich are just getting richer.....Tax rates should be set on property values not standardized because some of us are sinking fast putting more families on social assistance.</p>
<p>Until quality road contracts can be obtained, we should stop investing money in the same few companies that provide substandard work. It has for decades been a complete waste of money with roads requiring resurfacing far earlier than predicted and failed asphalt quality tests. The fire department should never have done away with the volunteer stations and that move was a foolish and expensive one. We should reverse that change and guarantee our speed by making use of the existing network of stations. We also need less policing and more support for seniors and at-risk members of our society. We need to invest in a safe injection site and other support services for those left in the aftermath of Northern Ontario's oxycontin epidemic. Please ensure the completion of the Sudbury Synergy Centre and the Place des Arts Projects, and tax the</p>

<p>mines for use of our roads. My understanding is that the city paid for rail lines for them to use and yet they instead continue to truck in and out, using city streets and destroying them in the process. If we taxed them for the use or prevented them from doing it, then we would be able to make the road budget go further. Also, it is 2017 and for many years it has been known that a central station-based model of public transportation is hugely inefficient and rarely meets a citizen's needs. That we are renovating the downtown transit terminal is very ill-advised. Instead we could create a transit system that is more modern and services more people with shortly routes. Whatever though. Clearly as Mr. Kirwan put it, the city councillors weren't "Paid to read reports" so what's the point of any of this?</p>
<p>Volunteer firefighters should be brought up to full capacity and any additional taxes for full-time protection should be avoided. Paramedics need a boost as well.</p>
<p>we cannot continue to RAISE taxes uncontrollably. Firemen just got an arbitrated raise +\$95,000 a year. police and other services get raises while others get none. Either way, we the customer, the ones who pay need a break. we cannot continue to pay .. you are driving people out of homes and out of this city. Lets try a tax decrease..!!! transit in lively stinks. we on the outside pay for services not rendered.</p>
<p>We must get back to sound maintenance of existing infrastructure with using our current resources to their full potential. There has to be a balance within the sourcing out and internal assets as to perform daily tasks as to provide good quality services which the ratepayers are paying for. Bring in new technology when needed but remember that throwing out the baby with the bath water doesn't give the results we expect. Yes make long term plans but bare in mind that planning is like crystal balling and requires enough flexibility as to be altered if our situation changes. Let us stop planning things to death and let's start applying corrective measures to solving our problems. Tap into your frontline delivery people as to fully comprehend what is going on out there and try being more inclusive and receptive of their input.</p>
<p>We should not be paying for Pioneer manor or social services let the rich provincial government pay for it all. See how much we would save if the OPP took over the policing in Sudbury. I will bet we will save a lot !!!!!!!!!!!</p>
<p>What about the arts? Take the \$4.34/year and put it towards arts.</p>
<p>What about the water tax going up by over 7%. We are on fixed income for life do you think even 3%every year is even fair. Unlike council who are able to play with their remuneration and any other budget increases, ie police ,fire ,etcetera.please do not insult citizens with your precondition budget proposals.</p>
<p>what about water/wastewater? I see lots of waste in roads that could be reduced. Staff seem to have lots of idle time. Crews larger in roads ops than water/wastewater. Lots of slow moving smokers in roads. Could probably accomplish more if they motivated their workers to accomplish more.</p>
<p>Why doesn't this tool allow for adjustments to Corporate Administration and Economic Development?</p>
<p>Why isn't Sudbury Hydro treated as declared income as opposed to being hidden in overall income? Would like to see the balance sheet broken down into 'Hydro', Agilis etc.</p>
<p>Winter plowing and sanding of the streets. Ours is so slippery we can't walk and never see sanders. Sidewalks to be plowed properly along 69N Not left the way they are for people to walk through mounds of snow. Better road maintenance and problems fixed with better material so it lasts. The paramedics do a great job and so do the fire dept. More police to patrol at night with all the breakins in the valley.</p>
<p>You need to fix all entrances and sidewalks all over town. I fell tonight on my bike because the entrance to the super mall on lasalle has a sewer system cover that is extremely low. I could of been seriously hurt if there was a car behind me. 09/15/2017</p>

You should freeze the housing increases they increase it 4 percent a year its crazy

RÉSULTATS BUDGET CITOYEN
Sudbury [FR], Ontario
Octobre 3, 2017



Rapport sur la consultation budgétaire en ligne

Pour la période du 21 août au 02 octobre 2017

Préparé par Nord Ouvert pour : Greater / Grand Sudbury

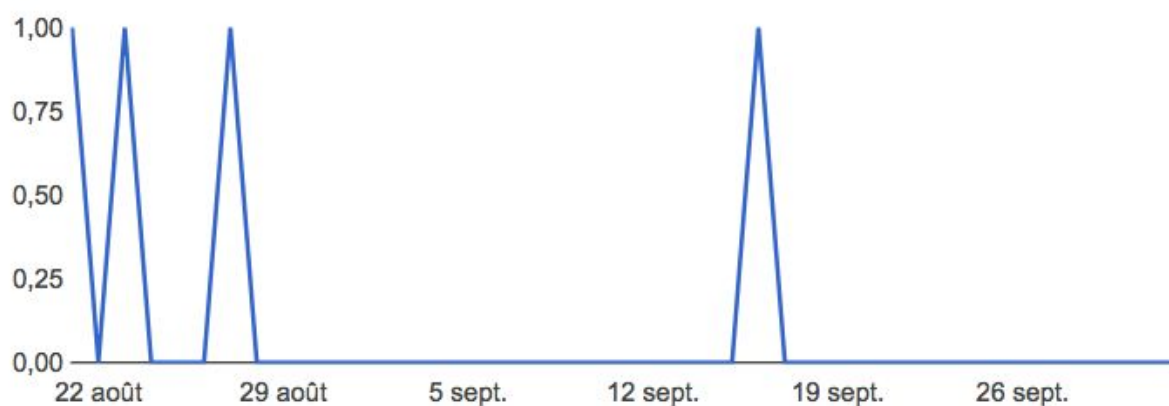
4

Soumissions

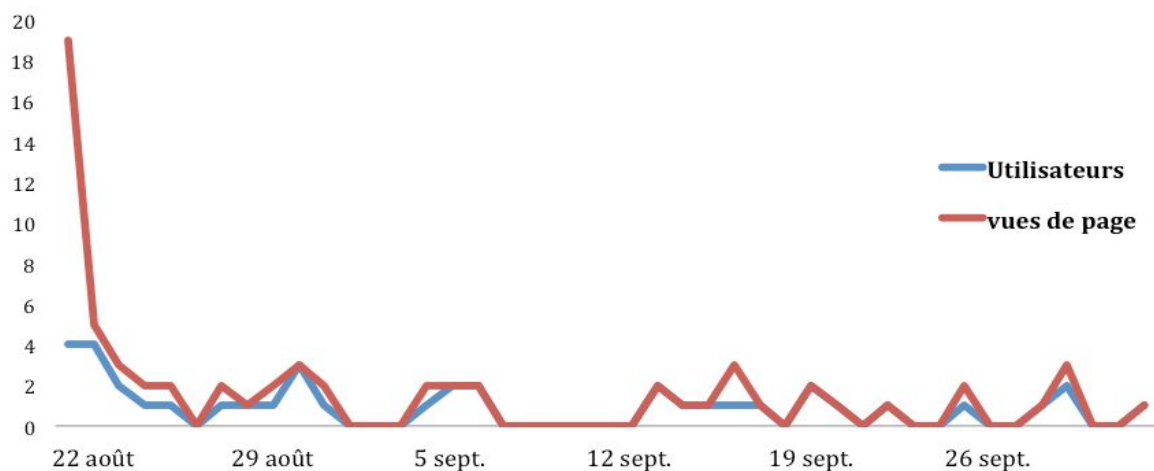
2 minutes

Temps médian requis

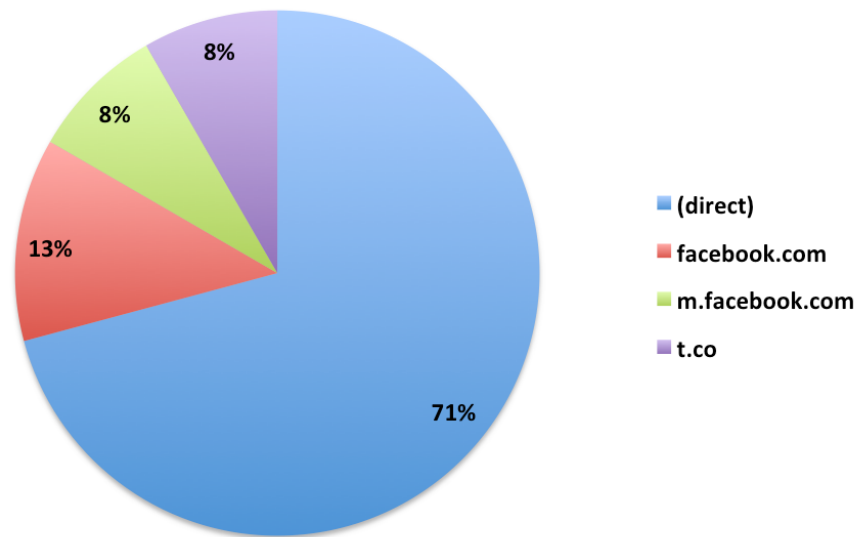
Nombre de Soumissions par jour



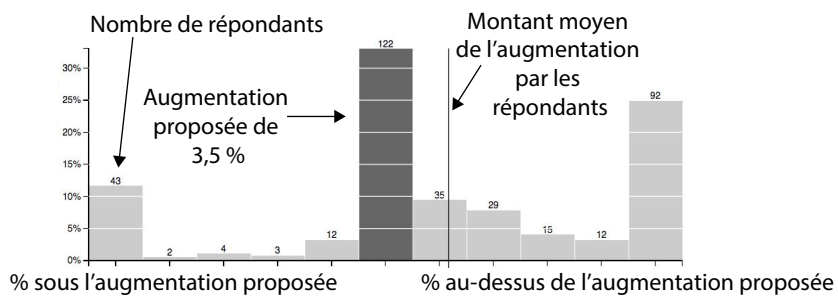
Nombre de Visiteurs



Sources de trafic Web

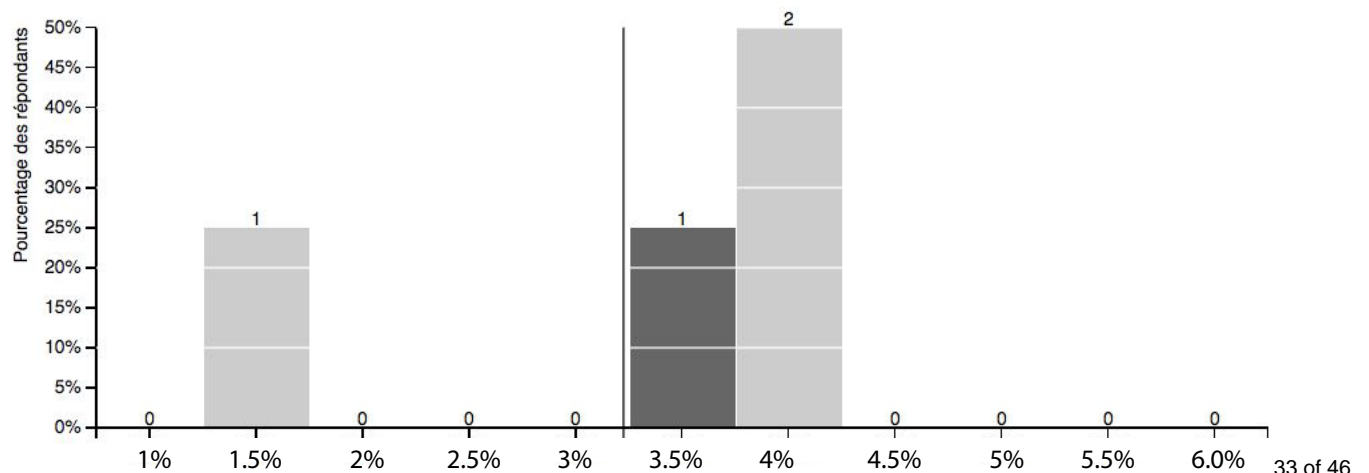


LÉGENDE



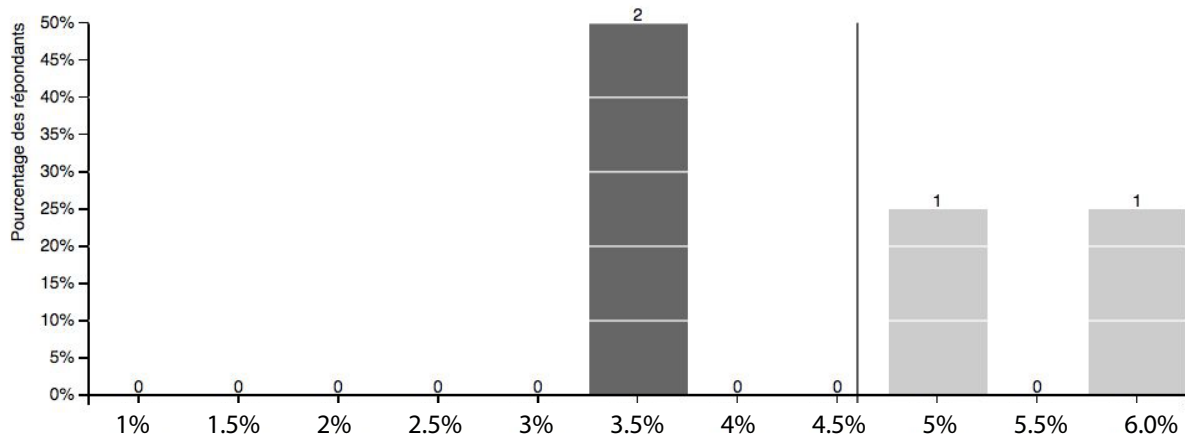
Entretien des routes

Comment rajusteriez-vous vos impôts fonciers en fonction de l'Entretien des routes?



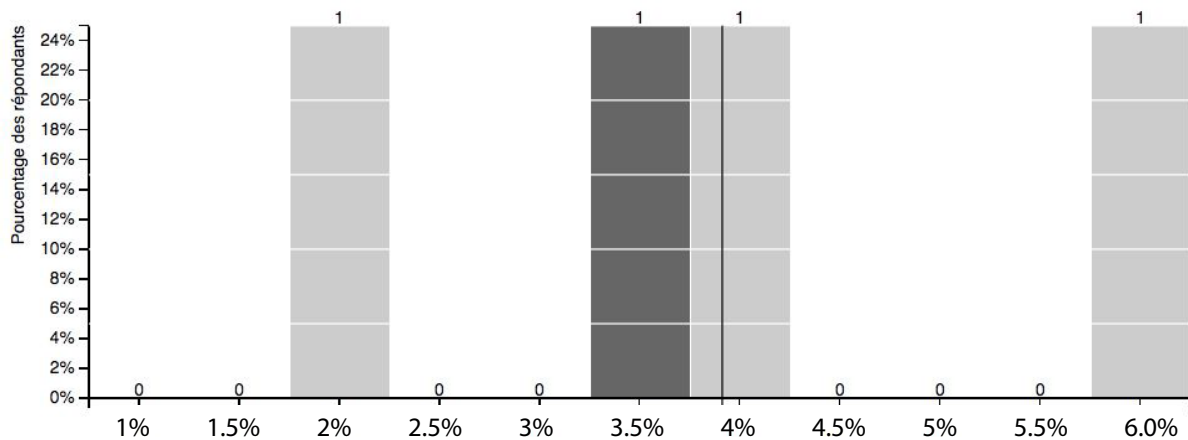
Entretien hivernal des routes

Comment rajusteriez-vous vos impôts fonciers en fonction de l'Entretien hivernal des routes?



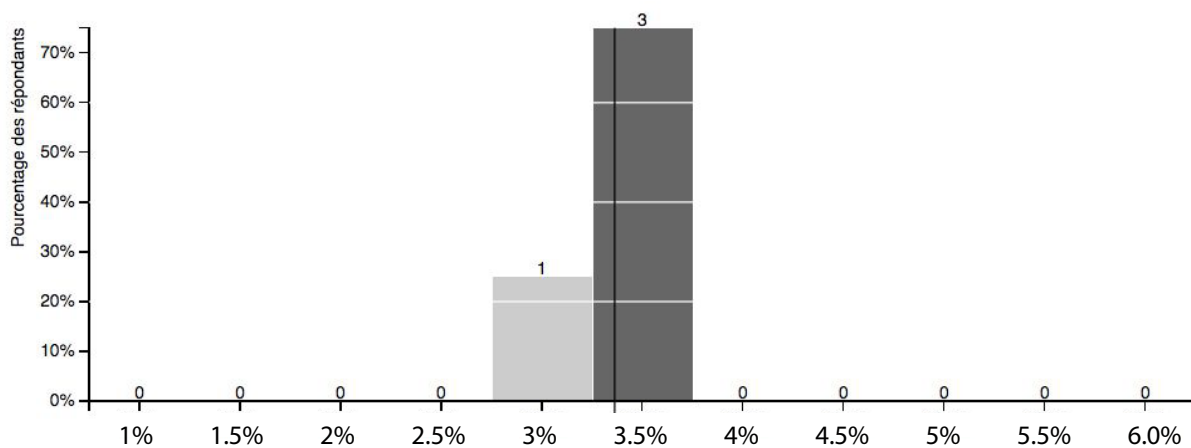
Recyclage et déchets

Comment rajusteriez-vous vos impôts fonciers en fonction de Recyclage et déchets?



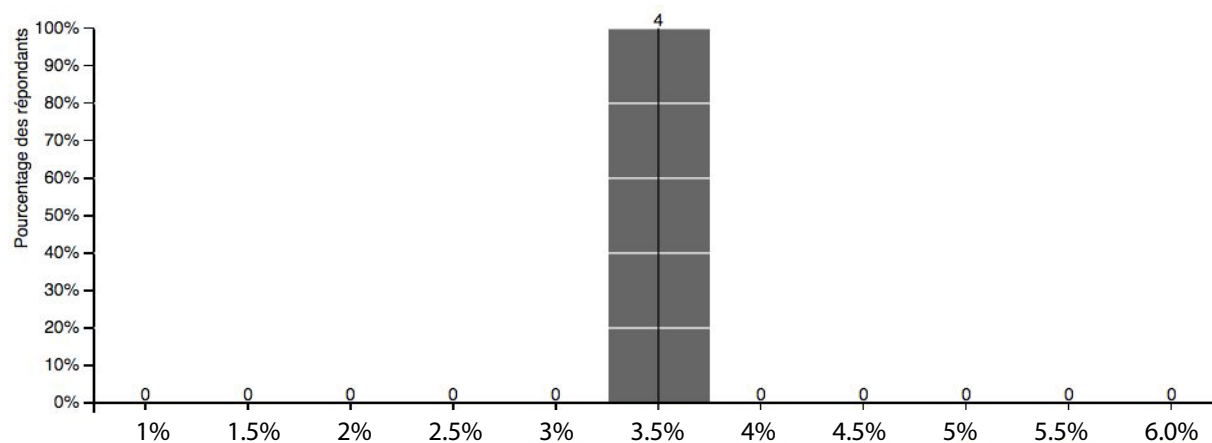
Services d'incendie

Comment rajusteriez-vous vos impôts fonciers en fonction de Services d'incendie?



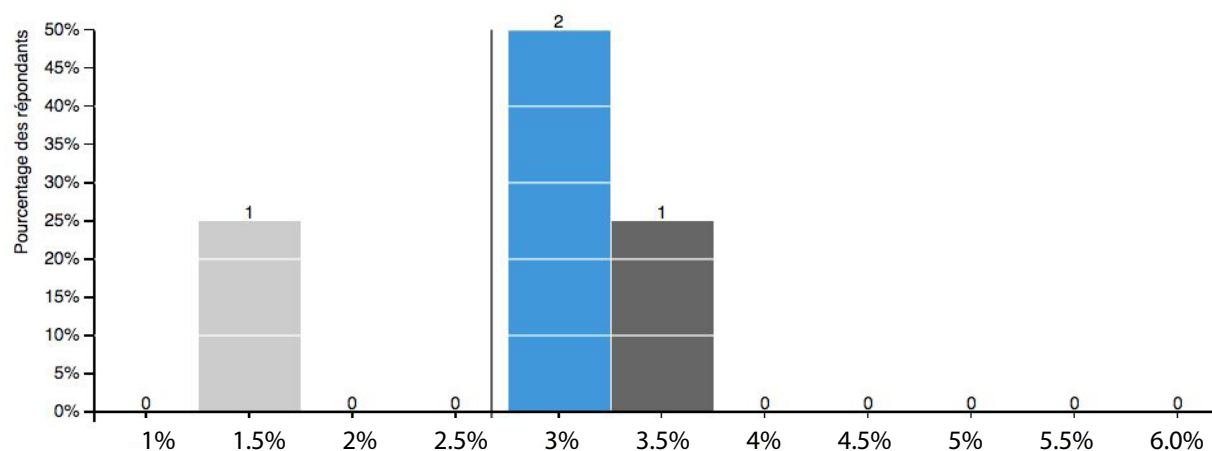
Services paramédicaux

Comment rajusteriez-vous vos impôts fonciers en fonction de Services paramédicaux?



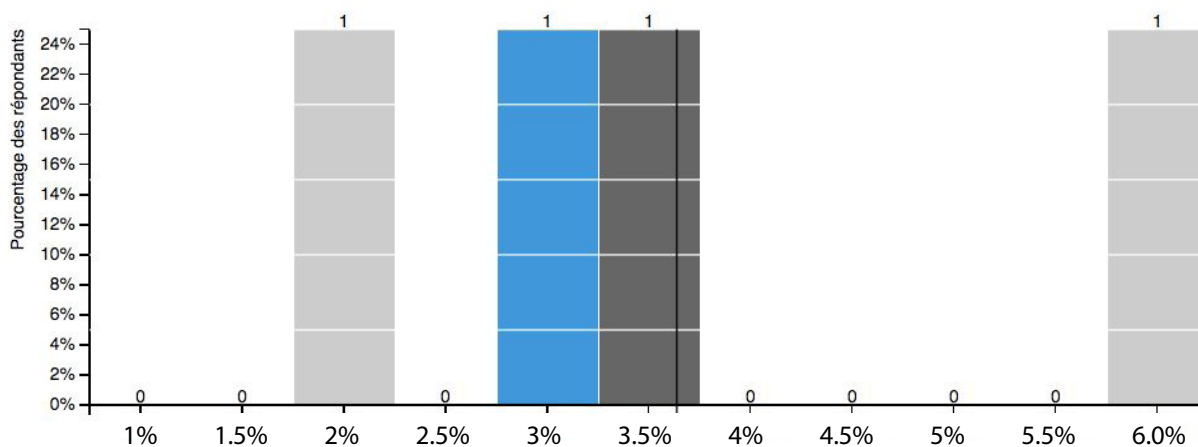
Services policiers

Comment rajusteriez-vous vos impôts fonciers en fonction de Services policiers?



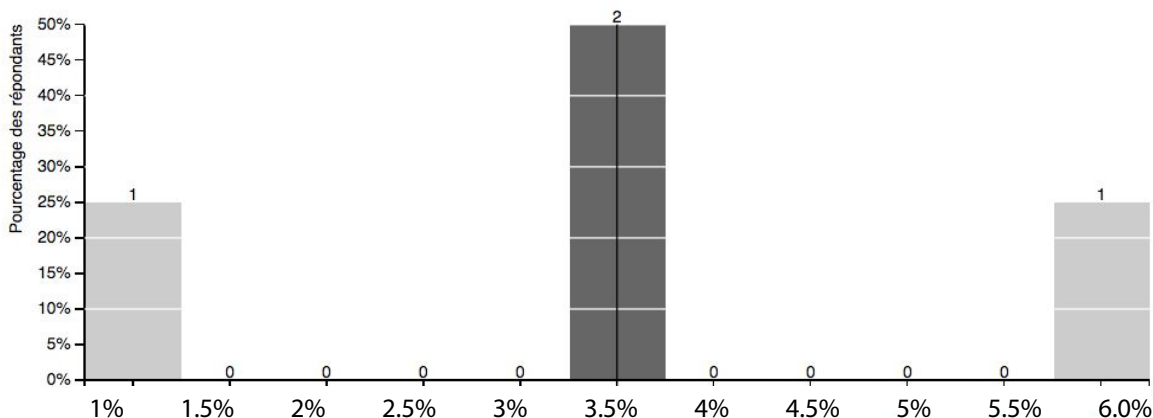
Services de soins de longue durée aux personnes âgées (Manoir des pionniers)

Comment rajusteriez-vous vos impôts fonciers en fonction de Services de soins de longue durée aux personnes âgées (Manoir des pionniers)?



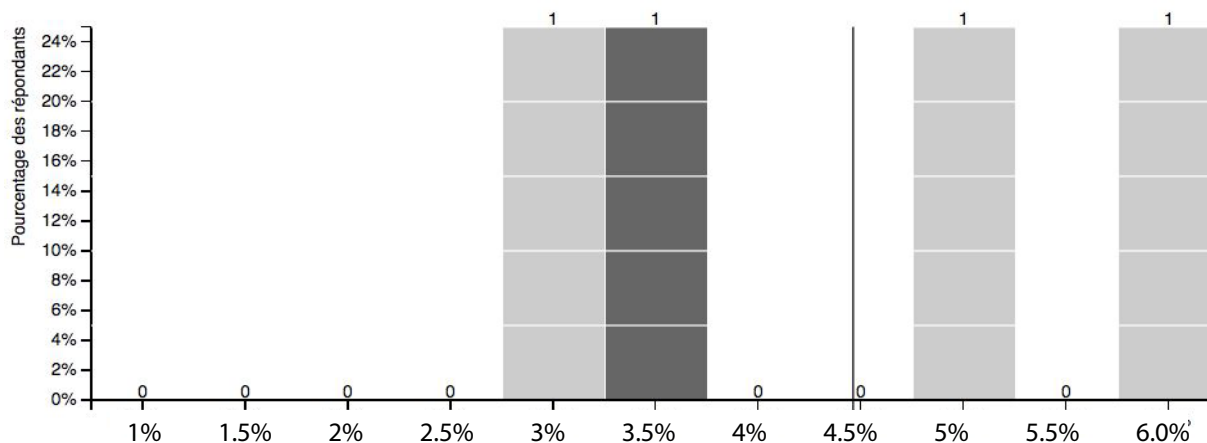
Loisirs (arénas, piscines, parcs, terrains de jeux, aires de jets d'eau et autres installations)

Comment rajusteriez-vous vos impôts fonciers en fonction de Loisirs (arénas, piscines, parcs, terrains de jeux, aires de jets d'eau et autres installations)?



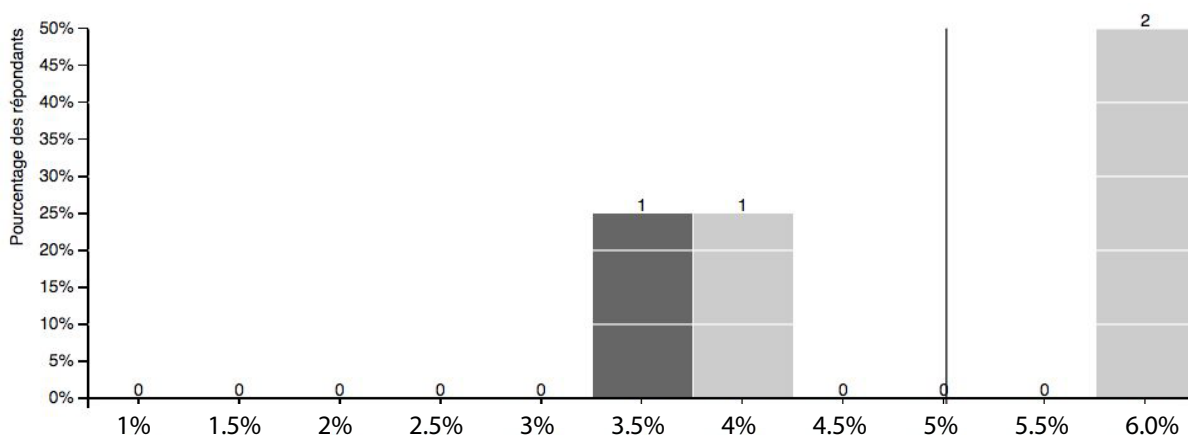
Bibliothèques et musées

Comment rajusteriez-vous vos impôts fonciers en fonction de Bibliothèques et musées?



Transport en commun (Transit)

Comment rajusteriez-vous vos impôts fonciers en fonction de Transport en commun (Transit)?





September 25, 2017

To Greater Sudbury City Council:

The Sustainable Mobility Advisory Panel (SMAP)'s mandate is: "To assist staff and Council in implementing a vision for a holistic approach to a multi-model transportation system where citizens can walk, cycle and/or use public transit efficiently and safely to get to their destinations."

Our vision is that citizens of Greater Sudbury can walk, cycle, roll and/or use public transit efficiently and safely to get to their destinations, whatever their age or ability.

We thank Council for their support of sustainable mobility in Greater Sudbury, and would like to provide the following recommendations regarding the 2018 municipal budget, to further advance transit and active transportation in our community.

1. We support making walking safer and easier by filling in gaps in our sidewalk network and improving winter sidewalk maintenance

a) We recommend increased funding to fill gaps in the sidewalk network as prioritized by the Sidewalk Priority Index.

Currently, there is \$500,000 per year in the capital budget to build or repair sidewalks. This does not go far. Now that we have a Sidewalk Priority Index to help identify where new sidewalks are most needed, we recommend significantly increasing this amount, by **at least** 100% and preferably even more, to make significant progress in making walking safer and easier for residents.

b) We support the budget option (requested by the Operations Committee) 'to provide "continuous" plowing and sanding service to sidewalks,' and we also support further improvements in sidewalk winter maintenance.

Snow and ice on sidewalks create difficult barriers to walking in winter, especially for children, seniors, and people with limited mobility or using a scooter or wheelchair. Improving winter sidewalk maintenance allows more kids to walk to school, and allows more people to get out to meet their daily needs, exercise, and socialise. For many months of the year, improved winter sidewalk maintenance is a very important part of making walking safer and easier for residents.

2. We support setting aside money in Reserve to implement action items from upcoming plans and policy documents for sustainable mobility

a) We recommend allocating dollars for a reserve fund for the implementation of the Transit Action Plan

The Transit Action Plan (expected to be completed by spring 2018) will provide important direction for improving transit service in Greater Sudbury. Allocating dollars to implement the recommendations of the Transit Action Plan will enable our community to benefit from improved routes, schedules, service and infrastructure more quickly.



b) We recommend allocating dollars for a reserve fund for Transportation Demand Management programming implementation.

The Transportation Demand Management Plan (expected to be finalized in early 2018) will provide important recommendations for policies, programs, and services that will allow Greater Sudbury's transportation system to be used most efficiently, and make it easier for people to use sustainable transportation modes to meet their daily travel needs. Allocating dollars to implement recommended programs will support the shift to sustainable transportation, and will have the complementary benefit of helping to increase ridership on our transit system, just as improvements to transit service are made.

3. We support retrofitting boulevards for cycling where possible and appropriate on desired cycling routes

We recommend allocating resources for a systematic review of boulevards, and for retrofitting boulevards to create cycling infrastructure on desired cycling routes where possible.

The updated Traffic and Parking By-law permits boulevards to be upgraded to cycle tracks where possible and appropriate. Reviewing boulevards and creating cycle tracks on desired cycling routes where possible is a cost effective way to significantly improve our network of cycling routes. Cycle tracks are separated from motor traffic and are welcoming to people of many skill levels and abilities. Connected and complete cycling routes allow many more people to use a bike to meet their daily travel needs.

Thank you for your consideration.

Sincerely,

Your Sustainable Mobility Advisory Panel

[Redacted signature]

For Information Only

Bill 148 Update

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Nov 07, 2017

Report Date Tuesday, Oct 24, 2017

Type: Correspondence for
Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This Report provides information about Bill 148, The Fair Workplaces, Better Jobs Act, 2017 and the potential cost impact of this proposed legislation on the City of Greater Sudbury. The full impact of Bill 148 changes may not be fully known until corresponding regulations are amended and/or interpretation guidelines are provided by the government.

Financial Implications

The estimated cost associated with the minimum wage increase of \$279,536 has been included in the 2018 base operating budget.

Signed By

Report Prepared By

Joanne Kelly
Director of Human Resources and
Organizational Development
Digitally Signed Oct 24, 17

Division Review

Joanne Kelly
Director of Human Resources and
Organizational Development
Digitally Signed Oct 24, 17

Financial Implications

Liisa Brule
Coordinator of Budgets
Digitally Signed Oct 24, 17

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Oct 24, 17

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Oct 24, 17

Report on Bill 148

Background

The Provincial Government undertook a comprehensive combined review of the *Employment Standards Act, 2000* and *Labour Relations Act, 1995* which resulted in proposed amendments to both Acts. These changes are the result of two years of extensive consultation under the Changing Workplaces Review. The review was to consider issues brought about in part due to the growth of precarious employment and working conditions for many workers in Ontario. For example, there has been a shift from manufacturing to service jobs many of which pay low wages.

The Bill received second reading on September 12, 2017 and has recently been referred to Standing Committee on Finance and Economic Affairs. A number of changes were made after consultations and submissions in the summer. On October 18, 2017, the Ontario government announced that it would be conducting consultations on a range of exemptions under the *Employment Standards Act, 2000*, including key exemptions that apply to managers and supervisors and IT professionals. The deadline for submissions from stakeholders is December 1, 2017. It is unclear whether there will be further changes made before receiving final approval.

Many of the changes to the *Employment Standards Act* come into effect January 1, 2018 with the others to be implemented six (6) months following the passing of the Bill or at a later date.

This Report will provide a summary of the provisions that will impact CGS the most and outline the estimate of costs related to the changes to the minimum wage that are anticipated and have been incorporated into the Budget for 2018.

Provisions in Budget 2018

Minimum Wage

The minimum wage is currently \$11.60 per hour effective October 1, 2017. Bill 148 proposes to further increase the minimum wage to \$14.00 per hour on January 1, 2018 and to \$15.00 per hour on January 1, 2019. The student rate (under 18) will increase to \$13.15 effective January 1, 2018 and \$14.10 on January 1, 2019. The minimum wage increases will compress the internal wage schedules established for non-union employees only and for Groups 1 and 2 and the first step of Group 3 and 4 as those steps are under \$14.00. A new pay schedule has been created and maintains the compensation goals of internal equity and maintains the goal of performance/merit for movement through the steps in each pay grid.

The proposed minimum wage increases may impact non-compensation related costs of contracted services. The potential impact is difficult to quantify at this time due to the fact that pressures may materialize as contracts are updated and renegotiated in the future.

Vacation Pay

The current vacation entitlement would increase to 3 weeks' vacation time or pay in lieu after 5 years of service with an employer. This provision would result in an increase from 4% to 6% vacation pay for those Part-Time employees with over 5 years of service with CGS.

Personal Emergency Leave

Bill 148 maintains the 10-day entitlement for personal emergency leave, but requires that the first 2 days be paid leave and must be granted before the 8 unpaid days. Employers will no longer be able to require a medical note to substantiate any claim for personal emergency leave.

Holiday Pay

A new formula is proposed for the calculation of "public holiday pay" designed to better ensure that the calculation reflects an employee's regular wages that they would have earned but for the holiday. The new calculation divides the wages earned in the pay period immediately preceding the public holiday by the number of days actually worked to earn those wages. This is very different from the current formula which effectively prorates holiday pay for employees who work less than 5 days per week.

Equal Pay for Part-Time, Casual, Temporary and Seasonal Employees

There are current equal pay provisions within the *Employment Standards Act* and the *Pay Equity Act* and CGS is committed to the principle of equal pay for work provided. Bill 148 would extend the equal pay provisions to include employment status.

Specifically, there is a general rule that no employee may be paid less than what is paid to full-time employees of the same employer who perform the same job. The rule would apply to part-time, casual, temporary and seasonal employees, unless there are objective reasons to justify a differential wage rate, including systems that are based on seniority, merit, where earnings are measured by quantity or quality of production or on any other factor other than gender or employment status. These rules would come into effect on April 1, 2018. Staff needs to continue to review the potential impact of the provisions under this section before an estimate of the financial impact can be completed. One area being flagged for further review and clarification is Volunteer

Firefighters as it is not clear how equal pay for equal work will be determined considering the unique circumstances Volunteer Firefighters work within.

Scheduling and On-Call

A number of scheduling/on-call changes are proposed and relate to employee empowerment and provision of more opportunity and more choice for employees.

The exact impact of the following changes on scheduling and on-call is not yet known as the current provisions within our collective agreements prevail, if:

- (1) the collective agreement is in effect on January 1, 2019; and
- (2) the provision ceases to apply upon the expiry of that agreement or January 1, 2020, whichever is earlier.

One of the new “on-call” rules will require payment for at least three (3) hours pay for employees who are on-call and who are employees that are not called in to work or who are called in but work less than three (3) hours. Currently there are two Collective Agreements that may be impacted as we are currently in bargaining with CLAC and CUPE, Local 148. However, at this time it is not clear if these new on-call rules will apply at all or in part to Volunteer Firefighters as generally they are considered to be on a “call-in” list and are not required to attend.

Scheduling changes include the following:

- Any employee with at least 3 months service has a right to request schedule or work location changes without reprisal. Employers must discuss the request and notify the employee of their decision within a reasonable amount of time. If request is denied, the employer has to give reasons.
- New obligation to pay 3 hours wages at the regular rate where an employer cancels a scheduled work or on-call shift within 48 hours of its commencement. This obligation will not apply in certain cases beyond the employer’s control (e.g. fire, power failure, weather-related reasons).
- New on-call rule: a requirement to pay at least 3 hours pay for employees who are on-call and who are either not called in to work or who are called in but work less than 3 hours. In order to qualify for these payments, the employee must have been available to work for at least 3 hours at the relevant time.
- Right to refuse without reprisal: An employee will have the right to refuse a shift or being placed on-call, where the request is made within 96 hours (4 days) of the start of the shift. This will not apply where the work is to deal with an emergency or threat to public safety.

Pregnancy and Parental Leaves of Absence

The changes for these leaves are the result of committee discussion and increase in Employment Insurance coverage. An increase is proposed for Parental Leave from 35 to 61 weeks (birth mother) and from 37 to 63 weeks (spouse or adoptive parents). In addition, an increase is proposed for Maternity Leave (in the event of still birth) from 6 weeks to 12 weeks. The total pregnancy/parental leave for birth mother is now 18 months (equal to total length of optional Employment Insurance compensation term). There is no financial impact to these provisions anticipated.

Other Leaves

There are a number of new or revised unpaid leaves related to Domestic or Sexual Violence or the threat of such violence, Child Death Leave, Crime-Related Child Disappearance Leave and Family Medical Leave. As these are unpaid there is not financial impact for these leaves.

Temporary Help Agencies

The critical change being proposed requires employees of temporary agencies to be paid equivalent to an employee working for CGS who is doing substantially the same kind of work, requires the same skill, effort and responsibility and work is being done under similar working conditions. There will be an upward pressure on fees associated with the use of temporary agencies and further analysis on the extent of the impact given temporary agency employees are not always performing all of the same work as CGS employees.

Summary of some of the proposed changes to the *Labour Relations Act*

The following is a summary of a number of changes recommended to the *Labour Relations Act* but do not impact CGS to any real extent and do not have a financial impact:

- Require employers to disclose employee contact information to union attempting to certify their location.
- Reduced "restrictions" on Ontario Labour Relations Board authority to order remedial ("automatic") certification due to unfair labour practice.
- Automatic first contract arbitration, unless the union bargains in bad faith.

- “Mediation intensive” model for resolution for first contract negotiations, including after remedial certification.
- Card-based certification for Temporary Help Agency industry.

Conclusion

A number of the proposed items pose a concern for us from an operational perspective, particularly related to scheduling, on-call, personal emergency leave, equal pay for equal work, and temporary agencies. The impact of some of the provisions is difficult to estimate at this time, but may impact a number of areas related to scheduling and on-call pending the outcome of future collective bargaining negotiations. Staff will bring back these items to Council when considering the overall mandate for these future sets.

Staff will continue to monitor, assess and plan for the impact of Bill 148 and will bring back any other cost impacts to Council.

References

Fair Workplaces, Better Jobs Act, 2017:

http://www.ontla.on.ca/web/bills/bills_detail.do?locale=en&Intranet=&BillID=4963

Employment Standards Act:

<https://www.ontario.ca/laws/statute/00e41>

Labour Relations Act:

<https://www.ontario.ca/laws/statute/95l01>



City of Greater Sudbury Charter

WHEREAS Municipalities are governed by the Ontario Municipal Act, 2001;

AND WHEREAS the City of Greater Sudbury has established Vision, Mission and Values that give direction to staff and City Councillors;

AND WHEREAS City Council and its associated boards are guided by a Code of Ethics, as outlined in Appendix B of the City of Greater Sudbury's Procedure Bylaw, most recently updated in 2011;

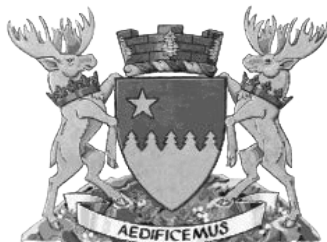
AND WHEREAS the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

THEREFORE BE IT RESOLVED THAT Council for the City of Greater Sudbury approves, adopts and signs the following City of Greater Sudbury Charter to complement these guiding principles:

As Members of Council, we hereby acknowledge the privilege to be elected to the City of Greater Sudbury Council for the 2014-2018 term of office. During this time, we pledge to always represent the citizens and to work together always in the interest of the City of Greater Sudbury.

Accordingly, we commit to:

- Perform our roles, as defined in the Ontario Municipal Act (2001), the City's bylaws and City policies;
- Act with transparency, openness, accountability and dedication to our citizens, consistent with the City's Vision, Mission and Values and the City official motto;
- Follow the Code of Ethical Conduct for Members of Council, and all City policies that apply to Members of Council;
- Act today in the interest of tomorrow, by being responsible stewards of the City, including its finances, assets, services, public places, and the natural environment;
- Manage the resources in our trust efficiently, prudently, responsibly and to the best of our ability;
- Build a climate of trust, openness and transparency that sets a standard for all the City's goals and objectives;
- Always act with respect for all Council and for all persons who come before us;
- Ensure citizen engagement is encouraged and promoted;
- Advocate for economic development, encouraging innovation, productivity and job creation;
- Inspire cultural growth by promoting sports, film, the arts, music, theatre and architectural excellence;
- Respect our historical and natural heritage by protecting and preserving important buildings, landmarks, landscapes, lakes and water bodies;
- Promote unity through diversity as a characteristic of Greater Sudbury citizenship;
- Become civic and regional leaders by encouraging the sharing of ideas, knowledge and experience;
- Work towards achieving the best possible quality of life and standard of living for all Greater Sudbury residents;



Charte de la Ville du Grand Sudbury

ATTENDU QUE les municipalités sont régies par la Loi de 2001 sur les municipalités (Ontario);

ATTENDU QUE la Ville du Grand Sudbury a élaboré une vision, une mission et des valeurs qui guident le personnel et les conseillers municipaux;

ATTENDU QUE le Conseil municipal et ses conseils sont guidés par un code d'éthique, comme l'indique l'annexe B du Règlement de procédure de la Ville du Grand Sudbury dont la dernière version date de 2011;

ATTENDU QUE la devise officielle de la Ville du Grand Sudbury, « Ensemble, bâtissons notre avenir », a été choisie afin de célébrer la diversité de notre municipalité ainsi que d'inspirer un effort collectif et l'inclusion;

QU'IL SOIT RÉSOLU QUE le Conseil de la Ville du Grand Sudbury approuve et adopte la charte suivante de la Ville du Grand Sudbury, qui sert de complément à ces principes directeurs, et qu'il y appose sa signature:

À titre de membres du Conseil, nous reconnaissons par la présente le privilège d'être élus au Conseil du Grand Sudbury pour le mandat de 2014-2018. Durant cette période, nous promettons de toujours représenter les citoyens et de travailler ensemble, sans cesse dans l'intérêt de la Ville du Grand Sudbury.

Par conséquent, nous nous engageons à :

- assumer nos rôles tels qu'ils sont définis dans la Loi de 2001 sur les municipalités, les règlements et les politiques de la Ville;
- faire preuve de transparence, d'ouverture, de responsabilité et de dévouement envers les citoyens, conformément à la vision, à la mission et aux valeurs ainsi qu'à la devise officielle de la municipalité;
- suivre le Code d'éthique des membres du Conseil et toutes les politiques de la municipalité qui s'appliquent à eux;
- agir aujourd'hui pour demain en étant des intendants responsables de la municipalité, y compris de ses finances, biens, services, endroits publics et du milieu naturel;
- gérer les ressources qui nous sont confiées de façon efficiente, prudente, responsable et de notre mieux;
- créer un climat de confiance, d'ouverture et de transparence qui établit une norme pour tous les objectifs de la municipalité;
- agir sans cesse en respectant tous les membres du Conseil et les gens se présentant devant eux;
- veiller à ce qu'on encourage et favorise l'engagement des citoyens;
- plaider pour le développement économique, à encourager l'innovation, la productivité et la création d'emplois;
- être une source d'inspiration pour la croissance culturelle en faisant la promotion de l'excellence dans les domaines du sport, du cinéma, des arts, de la musique, du théâtre et de l'architecture;
- respecter notre patrimoine historique et naturel en protégeant et en préservant les édifices, les lieux d'intérêt, les paysages, les lacs et les plans d'eau d'importance;
- favoriser l'unité par la diversité en tant que caractéristique de la citoyenneté au Grand Sudbury;
- devenir des chefs de file municipaux et régionaux en favorisant les échanges d'idées, de connaissances et concernant l'expérience;
- viser l'atteinte de la meilleure qualité et du meilleur niveau de vie possible pour tous les résidents du Grand Sudbury.