



# FINANCE AND ADMINISTRATION COMMITTEE AGENDA

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Finance and Administration Committee Meeting  
**Wednesday, April 12, 2017**  
Tom Davies Square

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**COUNCILLOR MIKE JAKUBO, CHAIR**

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**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**

## **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 March 27, 2017 from the General Manager of Corporate Services **4 - 9**  
regarding 2017 Budget Process Evaluation.  
**(FOR INFORMATION ONLY)**  
(This report will provide the Finance and Administration Committee with a summary of the evaluation of the 2017 Budget process.)
- C-2. Report dated January 24, 2017 from the Executive Director, Legislative Services/City Clerk regarding Reconsideration of Budget Business Case. **10 - 12**  
**(FOR INFORMATION ONLY)**  
(At the Finance and Administration Committee meeting of January 17, 2017 staff were requested to provide information regarding the process for reconsideration as it relates to the 2017 Budget process and the business cases for service level changes.)
- C-3. Report dated February 22, 2017 from the Executive Director of Finance, Assets and Fleet regarding 2016 Investment Report. **13 - 14**  
**(FOR INFORMATION ONLY)**  
(The Provincial Government requires the Chief Financial Officer to present an investment report to Council annually.)

## **REGULAR AGENDA**

### **REFERRED & DEFERRED MATTERS**

- R-1. Report dated March 22, 2017 from the General Manager of Community Development **15 - 17**  
regarding Annual Grants - Kukagami Campers Association.  
**(RESOLUTION PREPARED)**  
(This report was deferred at the January 17th, 2017 Finance and Administration Committee meeting and requests approval for a grant to the Kukagami Campers Association.)

### **MANAGERS' REPORTS**

- R-2. Report dated March 22, 2017 from the General Manager of Community Development regarding Playground Revitalization. **18 - 26**  
**(RESOLUTION PREPARED)**  
(This report is a follow-up to the report on the state of playgrounds in the City of Greater Sudbury (City). The report outlines finance options to bring the playgrounds in most need of repair up to a City wide standard, and increase accessibility for users.)
- R-3. Report dated March 28, 2017 from the General Manager of Corporate Services regarding Northern Water Sports Centre - Request for Tax Relief. **27 - 32**  
**(RESOLUTION PREPARED)**  
(This report requests Council's direction on property taxes relating to the Northern Water Sports Centre.)

### **ADDENDUM**

### **CIVIC PETITIONS**

### **QUESTION PERIOD AND ANNOUNCEMENTS**

### **NOTICES OF MOTION**

### **ADJOURNMENT**

## For Information Only

### 2017 Budget Process Evaluation

Presented To: Finance and  
Administration  
Committee

Presented: Wednesday, Apr 12,  
2017

Report Date Monday, Mar 27, 2017

Type: Correspondence for  
Information Only

#### Resolution

For information only.

#### Finance Implications

No financial implications.

#### Signed By

**Report Prepared By**

Liisa Brule  
Coordinator of Budgets  
*Digitally Signed Mar 27, 17*

**Division Review**

Ed Stankiewicz  
Executive Director of Finance, Assets  
and Fleet  
*Digitally Signed Mar 27, 17*

**Recommended by the Department**

Kevin Fowke  
General Manager of Corporate  
Services  
*Digitally Signed Mar 28, 17*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Mar 28, 17*

**Background:**

The annual budget document had not seen a significant change in several years, until the 2017 budget. The main focus of the document was to demonstrate the services provided to citizens, and how these drive costs. Although the focus remains on describing financing decisions, increased emphasis was placed on describing the services provided. Along with these changes, the look and feel and how the numbers were presented was overhauled to make the document more user friendly.

Given the considerable changes, staff thought it would be prudent to request Councillors input on the process. Several one-on-one meetings were scheduled to find out what Councillors liked, what they didn't like, and what could be improved. The meetings were focused on 5 topics: budget forecast and direction; the budget document; community engagement; the councillor question and answer period; and budget deliberations. This report details the findings of the one-on-one meetings, as well as staff's recommendations to address the areas that require some further changes.

**Budget Forecast and Direction:**

In August 2016, staff presented a 2017 forecast to the Finance and Administration Committee along with the proposed changes to the 2017 budget process. At this meeting, for the first time in the City's history, the committee was asked to provide direction and parameters for the 2017 budget and taxation levy increase. The committee directed staff to prepare a plan that had no more than a 3.6% property tax increase, and no more than a 7.4% water/wastewater rate increase, consistent with the existing long term financial plan.

What went well:

- This process provided clear direction to staff and clearly defined the parameters for building the 2017 Budget. Staff were able to meet Council's objective, and were confident in their choices that fit within the guidelines.

Areas to Improve:

- Through the budget debrief meetings, staff heard the request for budget direction was overshadowed by discussions about the changes in the budget process so it later felt unclear to councillors that decisions reflected directions Council provided in August.

Recommendation: Staff will separate reports about the budget process from reports about the 2018 directions; this report – 2017 Budget Process Evaluation – in April, where changes in the budget process will be clearly communicated, and a Three Year Forecast/2018 Budget Direction report to come in May where the Committee will be asked to provide direction on the 2018 budget process.

## **Budget Document:**

The 2017 Budget document was a significant change from prior year's budgets. The theme of this document, and those to come, is "Services Drive Costs". Staff put greater focus on describing how the budgeted funds relate to the services provided.

A significant change from prior budgets was the process for approving service level changes. For the 2017 Budget, staff prepared business cases to detail the requests. The business case follows a standard template which provides more detail compared to prior periods for the Committee to consider during deliberations.

### **What went well:**

- The new document was well received by members of Council. Staff heard comments that the document was much easier to follow, and providing context around the spending allowed for readers to better understand and communicate the impact of the budget.
- The document also included economic indicators which provided context for the Committee's strategic decision making.
- The business cases presented the proposed service level changes in a direct manner with a consistent format to allow the Committee to make strategic decisions about the services the City offers.

### **Areas to improve:**

- The 2017 document was missing some minor items to be considered for a Government Finance Officers Association (GFOA) Distinguished Budget Award.

Recommendation: Staff have prepared a list of the items missing from the budget document. These will be included in the 2018 Budget, and the document will be submitted to GFOA for consideration.

- The method for determining the 2017 budget was to "mark budget to actuals", meaning that staff reviewed the historical actuals and adjusted the budget lines to reflect this. This however caused some concern when the Council expense budgets were reduced like all other budgets in the corporation.

Recommendation: Staff will communicate more with the Committee when their budget accounts are to be impacted.

- A common concern with the budget document related to the business cases. Specifically around how Councillors can request a business case, and the overall dollar impact.

Recommendation: With regards to Councillors request for a business case, staff agrees that the previous process of having concurrence of Council or Committee through resolution worked

well. Councillors may bring forward their request at a meeting and ask for a business case to be prepared for budget consideration. At this time, Council would determine if the request is to be included in the budget. Staff are also recommending that any business case below a specific value be included in the base budget and disclosed in the budget document. These items will form a part of the operating budget unless it is pulled for discussion. The purchasing by-law will provide guidance on thresholds.

### **Community Engagement (online tool and ward meetings):**

The 2017 process saw a significant change in the way citizens can become involved in the budget. Historically, citizens have been invited to City Hall to present their ideas to the Committee. This year the focus was on sharing information about the budget process, the city's financial condition and issues facing the City. Staff along with Councillors held several public information sessions throughout the City where citizens were given the opportunity to attend and ask their questions. Along with the public information sessions, an interactive tool was also available online for citizens to "balance the budget". The tool requested citizens to allocate more or less budget to a particular service area while understanding that they must adjust other areas in order to balance.

What went well:

- Councillors were very pleased with the public information sessions. These sessions allowed staff to share information on the 2017 budget process and the issues facing the City. It also allowed for citizens to have their questions answered.

Areas to improve:

- Although the public information sessions were well received, some were not well attended and required a significant amount of staff time. Several councillors felt that fewer meetings placed throughout the City would be best.

Recommendation: Staff will schedule and advertise public information sessions for the 2018 budget process such that there are fewer meetings. Meeting locations will be chosen to help maximize attendance.

- The online interactive tool received mixed results. The feedback received ranged from "helped citizens understand the issues facing staff with regards to balancing the budget" to "the tool did not allow for users to provide feedback".

Recommendation: Staff are currently evaluating options to involve and educate the public on the budget through an online tool.

### **Councillor Question and Answer Period:**

For the 2017 budget, Councillors received the budget document three weeks in advance of the scheduled meeting and submitted questions about the budget via a dedicated e-mail address. These questions were then answered in writing by staff and responses were distributed to all councillors on a weekly basis.

What went well:

- The new process was well received as it significantly reduced the number of meetings required, and staff were given the opportunity to thoroughly answer all questions.

Areas to improve:

- The significant number of questions and quick turnaround resulted in an abundance of staff time required to answer the questions, and large documents for Councillors to read prior to meetings.

Recommendation: Staff are recommending that Councillors have more than 3 weeks after the document has been tabled to ask their questions. Staff are also investigating a revised process which will allow Councillors to view a list of previously asked questions, and allow staff to track the process.

### **Budget Deliberations:**

Deliberations for the 2017 budget focused on strategic decision making, so Councillors were given more time to review the document and ask operational questions via e-mail. This allowed for deliberations to take place in 2 meetings while the Committee made strategic decisions on service level changes for 2017.

What went well:

- Fewer deliberation meetings as well as the new process to review the document was well received by the Committee.

Areas to improve:

- Originally only one budget deliberation meeting was scheduled, however discussions took more time and a second meeting was required. Due to scheduling, the second meeting took place a week after the first. This made it difficult to seamlessly review and approve the document.

Recommendation: A series of meetings will be scheduled one after another for a period of three days. Therefore if deliberations require more than one meeting, the committee can continue discussions the next day. Any meetings not required will be cancelled.



- Significant time was spent deliberating low dollar value business cases.

Recommendation: As previously mentioned, staff are considering setting a threshold in which service level changes below a set amount would be incorporated into the base budget and disclosed to the Committee. This would allow more time for discussion on larger dollar value service level changes with significant impact.

**Summary:**

Overall the changes to the 2017 budget process were well received and a much needed change, however continued evolution would be worthwhile. Staff will continue to review best practices and incorporate feedback to continuously improve the budget document.

## For Information Only

### Reconsideration of Budget Business Case

Presented To: Finance and  
Administration  
Committee

Presented: Wednesday, Apr 12,  
2017

Report Date Tuesday, Jan 24, 2017

Type: Correspondence for  
Information Only

### Resolution

For information only.

### Finance Implications

If the committee approves a motion to reverse the approval of the business case related to the "reduction in funding provided to the Social Planning Council" the 2017 operating budget will be amended to reflect this. The redistributed funds of \$25,000 for Social Assistance Restructuring would become an unbudgeted expenditure in year.

## Background

Attached

### Signed By

#### Report Prepared By

Caroline Hallsworth  
Executive Director, Legislative  
Services/City Clerk  
*Digitally Signed Jan 24, 17*

#### Recommended by the Department

Caroline Hallsworth  
Executive Director, Legislative  
Services/City Clerk  
*Digitally Signed Jan 24, 17*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Jan 24, 17*

At the Finance and Administration Committee meeting of January 17, 2017 a question was raised regarding what constitutes a Matter of Reconsideration and how that would impact on a request to review the decisions made during the 2017 Budget process in regards to funding for the Social Planning Council.

**Procedure By-Law 2011-235** (<http://www.greatersudbury.ca/inside-city-hall/by-laws/>)

Article 2.21 Definitions – Motion to Reconsider

*“Motion to Reconsider”, as set out in Article 34, means a motion pertaining to a decision of the current Council which alters the core purpose or intent of the decision, and excludes an amendment, as defined herein.*

Article 34.01 – Motion to Reconsider

*Once a motion has been voted on, any Member who voted on the prevailing side may bring a motion to reconsider and, if such motion is seconded, it shall be open to debate and dealt with.*

Article 34.03 – Reconsider at a Subsequent Meeting

*Where a motion to reconsider is made at a meeting subsequent to that at which the question to be reconsidered was dealt with, the motion shall be initiated by a notice of motion given pursuant to Article 20 and shall require the support of two-thirds of the Members present in order for the motion to be carried.*

Article 34.09 – Reconsideration of a Council Decision by Committee

*Once Council has decided a motion, a Committee may not seek to reconsider the same issue, nor consider any other issue which could create a result inconsistent with Council's decision, unless a motion to reconsider is authorized by a two-thirds majority of Council Members.*

**Chronology:**

A Business Case entitled “Reduction in Funding Provided to the Social Planning Council” was prepared and included in the 2017 City of Greater Sudbury Budget book on pages 185 – 187. The Business case recommended a “reduction of \$50,000 in funding provided to the Social Planning Council”. (<http://www.greatersudbury.ca/inside-city-hall/budgetfinancial-reports/2017-budget/>).

During the 2017 Budget process, members of Council were afforded the opportunity to pull specific business cases from the list on page 143 of the Budget Book, for separate discussion and/or vote to determine if the item was to remain on the list.

Councillor Kirwan requested that the Social Planning Committee item be pulled and presented an amendment to the Main Motion as follows:

*FA2016-43-A7 Kirwan/Dutrisac” THAT the Social Planning Council as shown on summary page 143 and detailed on pages 185-187 of the 2017 budget document be removed from the package of service level changes. **DEFEATED***

(<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=976>)

The Livestream for that meeting showed that Councillors Vagnini, Montpellier, Dutrisac, Kirwan and Landry-Altmann supported the resolution, Councillors Signoretti, Lapierre, Jakubo, Sizer, McIntosh and Reynolds voted against the resolution and the Mayor abstained from the vote. In accordance with the provisions of the Municipal Act (S.246 (2)) and the Procedure By-Law, an abstention is counted in the negative.

(<https://www.ontario.ca/laws/statute/01m25>)

(<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1198>) – The motion is read at 4:32 on the video.

Subsequently, on December 14, 2016 the Finance and Administration Committee passed the Main Motion as amended:

*FA2016-43 Sizer/Bigger: THAT the recommended tax supported service level changes with a gross cost of \$586,111 and a net cost of \$433,611 as detailed on pages 143 to 205 of the 2017 budget document be approved, subject to the following amendments:*

*FA2016-43-A1 - Remove HARC Swim Lesson Fees Business Case*

*FA2016-43-A6 - Remove acceleration of 4 Multi Function Plows Business Case*

*FA2016-43-A8 - Remove CIP Funding Business Case*

*FA2016-43-A10 - Add Option C Sidewalk Maintenance*

*FA2016-43-A11 - Funding for Place des Arts*

*FA2016-43-A13 - Add \$150,000 for Physician Recruitment Business Case*

*FA2016-43-A15 - Add Livestream Accessibility for Advisory Panel*

**CARRIED**

(<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1198&minutes=1>)

Later that same evening, during a Special Meeting of Council, Chair Jakubo presented the Rise and Report from the Budget Meetings, including the following motion:

*CC2016-402 Jakubo/McIntosh: THAT the City of Greater Sudbury approves Finance and Administration Committee resolutions FA2016-40 to and including FA2016-53 from the meetings of December 6th and December 14th, 2016. **CARRIED***

<http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&lang=en&id=1199&minutes=1>

## For Information Only

### 2016 Investment Report

Presented To: Finance and  
Administration  
Committee

Presented: Wednesday, Apr 12,  
2017

Report Date Wednesday, Feb 22,  
2017

Type: Correspondence for  
Information Only

### Resolution

For Information Only

### Finance Implications

There are no financial implications associated with this report.

## Background

In accordance with the City's Investment Policy (Bylaw 2010-246F), there is a requirement that the Treasurer present an investment report to Council annually.

This report summarizes the investment activities for the year and certifies that all investments made in the year 2016 were in compliance with both the policy and the Ontario Regulation 655/05.

The City of Greater Sudbury's investment portfolio, at cost, was as follows:

	December 31, 2016	December 31, 2015
Long Term Investment	\$105,143,005	\$118,196,225
Short Term Investment	\$217,469,971	\$172,210,935
Total Investment Portfolio	\$322,612,976	\$290,407,160

### Signed By

#### Report Prepared By

Ed Stankiewicz  
Executive Director of Finance, Assets  
and Fleet  
*Digitally Signed Feb 22, 17*

#### Recommended by the Department

Kevin Fowke  
General Manager of Corporate  
Services  
*Digitally Signed Mar 5, 17*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Mar 21, 17*

The breakdown of these investments is as follows:

	December 31, 2016	December 31, 2015
Provincial Bonds	\$110,062,806	\$117,937,597
Municipal Bonds	\$ 9,488,510	\$ 4,491,385
Term Deposits, GIC's, etc	\$203,061,660	\$167,978,178
Total	\$322,612,976	\$290,407,160

During the year, one hundred and thirty-five (135) (2015 - one hundred and forty (140) separate investment transactions were completed). Interest earned on investments, excluding capital gains, plus interest earned on average daily bank balances, yielded an average rate of return of 1.83% (2015 - 1.97%).

Interest earnings of \$3,803,094 (2015 - \$4,008,949) were credited to reserve and trust funds. The balance of investment income was earned by capital and current funds. In accordance with the investment policy, the investment income earned by the capital fund was attributed to the current fund. Including interest earned from the bank, other sources, and capital gains, the current fund was credited with \$3,064,095 (Budget \$3,150,000) interest revenue. In 2015, \$5,325,917 of interest revenue was credited to the current fund.

## Request for Decision

### Annual Grants - Kukagami Campers Association

Presented To: Finance and  
Administration  
Committee

Presented: Wednesday, Apr 12,  
2017

Report Date Wednesday, Mar 22,  
2017

Type: Referred & Deferred  
Matters

### Resolution

WHEREAS staff were directed by City Council on March 8th, 2016 to develop clear criteria and an application process for annual grants and;

WHEREAS an Annual Grants Value for Money Report was prepared for the Finance and Administration Committee on January 17th, 2017 which included 6 recommendations, and;

WHEREAS the Finance and Administration Committee recommended that the decision on the Kukagami Campers Association grant be deferred pending further information, and this information has been received and reviewed by staff;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury approve a \$10,000 grant to the Kukagami Campers Association,

AND THAT the necessary by-law be prepared,

AND THAT a Memorandum of Understanding be sent out with the 2017 grant for sign off by the grant recipient outlining the intended purpose of the grant and for the provision of an annual year end report.

#### Signed By

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

Barbara Dubois  
Coordinator of Housing Programs  
*Digitally Signed Mar 22, 17*

##### **Division Review**

Jeff Pafford  
Director of Leisure Services  
*Digitally Signed Mar 22, 17*

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

Catherine Matheson  
General Manager of Community  
Development  
*Digitally Signed Mar 22, 17*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Mar 27, 17*

### Finance Implications

If approved, the \$10,000 Kukagami Campers Association grant will be funded within the 2017 approved budget.

## Background

This is a follow up to the Annual Grants Value for Money Review which was provided to Finance

and Administration Committee on January 17, 2017. A copy of the report can be found here: <http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=2&id=1167> The Annual Grants Value for Money Report included a recommendation that the grant to the Kukagami Campers Association be ceased due to the grant utilization findings and their growing cash balance. Finance and Administration Committee resolution FA2017-02A3 deferred that recommendation pending further information being received .

### **Value for Money Definition**

A value for money audit is a systematic, purposeful, organized and objective examination of government activities (VFM Audit Manual, Office of the Auditor General, 2000). In consultation with the City of Greater Sudbury's Auditor General's Office, a value for money audit was conducted relative to the level of community grant that was being administered. The primary purpose of the review was to determine whether the funds were being utilized for the purpose that it was intended and whether or not there was community value.

### **Review Process**

As indicated in the Annual Grants Value for Money Review, a value for money framework was created in consultation with the City of Greater Sudbury's Auditor General's Office with additional input from the Halifax Grant Review Model.

All of the grant recipients were contacted and the information that they provided was run through the tool with a total score out of 100 points.

The grant recipients identified were broken down into six different groupings for comparison purposes. Each grouping indicated a range of scores and provided information on the background of the grants, the purpose and findings for Council consideration and direction.

### **Community Recreation Centre Grants**

The Kukagami Campers Association grant was evaluated as part of the Community Recreation Centre grants section and was compared to the Wahnapiatae Community Centre, Skead Community Centre, Beaver Lake Community Centre, Carol Richard Park Community Centre and Penage Road Playground Association. Each community centre grant recipient in this section received \$16,000. The majority of these grants were used to support year round recreational opportunities in non owned municipal buildings.

In the original grant review, Kukagami Campers Association was identified as having a positive cash balance of over \$50,000 and minimal recreational expenditures. This information was based on the Kukagami Camper Association April 30, 2016 year end financial statements. Subsequent to that review, the Kukagami Campers Association provided staff with additional information. During the summer of 2016, Kukagami Campers Association invested approximately \$30,000 in a pole building, which is a post and beam



supported structure, without sides that is portable. The Kukagami Campers Association has a land use permit which does not allow for a permanent building on their site. This pole building is similar to a sun shade and will eliminate the need to rent tents when the Association holds events. This \$30,000 purchase reduces the positive cash balance that the Association had at the time of the review.

While the Kukagami Campers Association does not have a non municipally owned, year round permanent facility to maintain and operate like the other community recreation centres in this category, it does provide social and recreational opportunities of a seasonal nature.

Additional information was also provided on the number of social and recreational events that are held by the Association. The events include: card playing and darts, Texas horseshoes, bocce, as well as Family Day, Canada Day and an annual Family Fun Fair Picnic. Total annual operating expenditures for the last three years are less than \$30,000 per year. Included in the operating costs for 2016/2017 are over \$10,000 of expenses related to the picnic and other recreational events.

## **Recommendation**

As a result of the additional information provided by Kukagami Campers Association, this grant was reviewed again. Based on the new information provided, and that the Association's expenditures on recreational activities are approximately \$10,000 per year, it is recommended that the Kukagami Campers Association grant be reduced from \$16,000 to \$10,000. The reduction in this grant reflects that there is a difference between the Kukagami Campers Association grant and the other Community Recreation Centre grants. All of the other recreation centre grants subsidize the operating costs of non municipally owned facilities as well as recreational programming . The Kukagami Campers Association does not have a permanent facility and therefore the sole purpose of the Kukagami Campers Association grant funding will be to subsidize recreational events.

## **Next Steps**

If approved, the grant by-law and memorandum of understanding will be prepared to clearly outline the intended purpose of the grant and the annual reporting requirements.

## Request for Decision

### Playground Revitalization

Presented To: Finance and  
Administration  
Committee

Presented: Wednesday, Apr 12,  
2017

Report Date Wednesday, Mar 22,  
2017

Type: Managers' Reports

### Resolution

Resolution #1:

WHEREAS the Finance and Administration Committee on September 20th, 2016 requested further information about playground revitalization in the City; and

WHEREAS an inventory review indicates that 58 of the 189 playground sites will require replacement within the next five years; and

WHEREAS in review of the Parks and Open Space Master Plan, 10 of the 58 playgrounds are located within the 400 metre radius buffer of another playground making them redundant with respect to master parks planning, and leaving a total of 48 sites to be revitalized; and

WHEREAS the total cost to bring these 48 playground sites up to current standards would be approximately \$1,920,000; and

THEREFORE BE IT RESOLVED THAT the City of Greater of Sudbury directs staff to develop a business case for the 2018 budget for capital upgrades of 48 playgrounds using HCI capital as the potential funding source.

Resolution #2:

THAT the City of Greater Sudbury approves the disposal of the 10 redundant playground sites as per the recommendations outlined in the Parks and Open Space Master Plan.

### Finance Implications

If approved, staff will develop a business case for the 2018 budget with a financial impact of approximately \$2 Million.

#### Signed By

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

Tyler Campbell  
Director of Social Services  
*Digitally Signed Mar 22, 17*

##### **Division Review**

Tyler Campbell  
Director of Social Services  
*Digitally Signed Mar 22, 17*

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

Catherine Matheson  
General Manager of Community  
Development  
*Digitally Signed Mar 22, 17*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Mar 29, 17*

## **Background**

This report is a follow up to the report on the state of playgrounds in the City of Greater Sudbury (City) that was presented to the Finance and Administration Committee on September 20<sup>th</sup>, 2016. The state of the City's playgrounds were broken down by Ward and further ranked from "poor" to "good". Overall there were 58 playgrounds that were ranked in the poor category, meaning that replacement was needed in less than five years. A listing of the sites rated as "poor" is identified in Appendix A - Playgrounds in Poor Condition (attached). The report also contained an average cost estimate of \$40,000 per site to bring the "poor" playgrounds to the "good" category, a preliminary estimate of \$2,320,000 was provided for the 58 playgrounds.

Furthermore, 45 playgrounds were ranked in the satisfactory category, meaning some improvements were needed, with full replacement within the next ten years. The remaining 86 sites were in good condition, meaning they were replaced within the last 8 years.

The state of the City's field houses was also included in the report with the associated unfunded capital work of \$2,757,000 which was identified in building condition assessments (BCA) of 63 field house sites.

The Finance and Administration Committee asked for a review of possible finance options to fund the upgrades for the playground sites. The Committee further directed that a review of each Ward's playground assets be undertaken with individual Councillors to review overlapping park areas in each Ward based on recommendations from the Parks and Open Space Master Plan (POSMP).

A copy of the September 20<sup>th</sup>, 2016 Finance and Administration report can be found here:

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=973&itemid=1>

## **Process Review**

Following the meeting on September 20<sup>th</sup>, the GIS section at the City was tasked with mapping all of the playground sites throughout the City. The mapping exercise allowed for the creation of a playground inventory list which will be useful for future planning in the Leisure Services Division. The maps that were generated showed where redundant playground sites are located based on the recommendations that were endorsed from the Parks and Open Space Master Plan. As noted in the original report "OMBI indicates that the City of Greater Sudbury has the most maintained parkland compared to the other benchmarked municipalities." (Master Plan). This information has led to the reduction in the number of playground sites that would need total replacement to 48 as opposed to 58. The other ten (10) sites would be redundant sites based on the 400 meter radius buffer that was identified in the POSMP. Based on the replacement figure of \$40,000 per site, the total amount needed for replacement would thus drop to approximately \$1,920,000.

In terms of the total budget identified in the Building Condition Assessments for the work on field houses, these estimates are defined as Class "C" estimates meaning that they are plus/minus 30%. Within the past year, the Percy Playground field house had considerable work completed on site and problems were identified with this project that led to change orders. Issues surrounding a structural element and a heating/ventilation problem were identified once the roof was exposed. Given that many of the field houses are of the same era, it would be prudent to add the full 30% to the total budget identified in the Building Condition Assessments. This would bring the total budget to \$3,584,100.

## **Financing Options**

Based on a review of available options for financing the Committee could use the existing capital portion of the Healthy Communities Initiative (HCI) fund, with a value of \$450,000 per year or opt to use the municipal levy. Both options would require a more detailed business case for the 2018 budget and would involve

leveraging the total cost over the next five years with a conservative interest rate of 4%. The total present value of leveraging the HCI funds would be \$2,003,320 which would allow for approximate 5% contingency on the total value of \$1,920,000. The implications of using part of the HCI fund would mean a change to the HCI by-law in order to use the funds after the current 2017 requests are dealt with.

The alternative to using the HCI funds would be that a levy impact option would incur the same yearly payments; however those payments would be serviced annually through the Municipal levy.

#### **Parkland Disposal**

As mentioned, there are ten (10) playground structures that have been identified as being redundant based on the recommendations in the POSMP. A listing of the 10 sites can found in Appendix B - Playgrounds in Poor Condition Within 400m Overlap (attached). It is recommended that the City move forward with the disposal of these surplus spaces based on the Parkland Disposal Policy (Appendix C - By-Law 2010-158 Adopt a Policy for Disposal of Parkland - attached).

#### **Next Steps**

Upon approval from Council, the Leisure Services Division would work with necessary City departments to finalize a business case for the 2018 budget. Based on 2018 budget approval, a Parks Superintendent would be assigned to work on tender packages for the 48 sites with work starting in the summer of 2018.

Work would also begin over the next year to fulfill all of the requirements of the Parkland Disposal Policy for the 10 redundant sites that have been identified.

Ward	Location
1	Hillcrest Park
1	Participation Tot Lot
1	Queen's Athletic Field Park
1	St. Charles Park
2	Black Lake Playground
2	Centennial Park (Campground)
2	Den Lou Playground
2	Lively 6th Avenue Playground
2	Meatbird Lake Park
2	Penage Road Community Centre Park
2	Simon Lake Park
2	VLA Playground
2	Whitefish Playground
3	Algoma Tot Lot
3	Cote Park
3	Gill Loop Tot Lot
3	Nickel Basin Tot Lot
3	Onaping Tot Lot
3	Pine & Fir Tot Lot
3	Russell Beaudry Skateboard Park
4	Birch Tot Lot
4	Selkirk Park
4	Shawn Tot Lot
5	Confederation Tot Lot
5	Daniel Tot Lot
5	Grandview Playground
5	MacMillan Tot Lot
5	Pinecrest Tot Lot
5	Ryan Heights Playground
6	Centennial Arena Park
6	Howard Armstrong Sports Complex
6	Lion's Tot Lot
7	Brighton Tot Lot
7	Central Lane Skateboard Park
7	Doug Mohns Sport Complex
7	Metcalfe Park
7	Parkinson Tot Lot
7	Penman Park
7	Pine Street Playground
7	Ravine Park
7	Saturn Tot Lot
7	Thomas Tot Lot
8	Don Lita Playground
8	Lebel Playground
8	Paquette Tot Lot

8	Place Hurtubise Playground
8	Rose Marie Playground
8	Summerhill Park
9	East Street Tot Lot
9	Long Lake Playground
9	Mountainview Park
9	Ray Street Tot Lot
9	Wahnapitae Community Centre Park
10	Lakeview Playground
11	Morel Family Foundation Park
12	Cedar Park Playground
12	Columbus Tot Lot
12	Eyre Playground

# APPENDIX B - Playgrounds in Poor Condition Within 400m Overlap

Playground	Ward	400m Overlap
Participation tot Lot	1	Byng Tot Lot
Queen's Athletic Field	1	Marguerite & Gerry Loughheed Park
Pine & Fir Tot Lot / Gil Loop Tot Lot	3	Pine & Fir Tot Lot / Gil Loop Tot Lot / Onaping Community Centre
Shawn Tot Lot	4	Rick McDonald Complex / Spruce Meadows Tot Lot
MacMillan Tot Lot	5	Rose Court Tot Lot
Pinecrest Tot Lot	5	Carol Richard Playground
Ravine Park / Lion's Park	7	Lion's Park / Ravine Park
Paquette Tot Lot	8	Valleystream Playground / Lansing Playground
Rose Marie Playground / Place Hurtubise Playground	8	Rose Marie Playground / Place Hurtubise Playground / Twin Forks
Summerhill Park	8	Porter Park

**BY-LAW 2010-158**

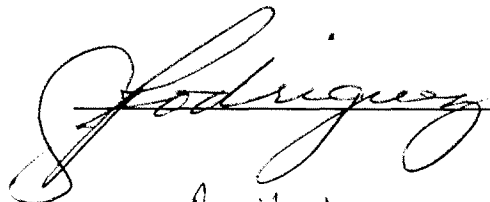
**A BY-LAW OF THE CITY OF GREATER SUDBURY TO  
ADOPT A POLICY FOR THE DISPOSITION OF PARKLAND**

**WHEREAS** the Council of the City of Greater Sudbury deems it advisable to  
adopt a Policy for the Disposition of Parkland;

**NOW THEREFORE THE COUNCIL OF THE CITY OF GREATER SUDBURY  
HEREBY ENACTS AS FOLLOWS:**

1. The Policy for the Disposition of Parkland attached hereto as Schedule "A" is hereby adopted.
2. This By-law shall come into force and take effect immediately upon final passage.

**READ AND PASSED IN OPEN COUNCIL** this 14th day of July, 2010.

  
\_\_\_\_\_  
A. Hacké  
\_\_\_\_\_  
Clerk



**SCHEDULE "A"**  
**TO BY-LAW 2010-158**

**PAGE 1 OF 2**

**Park Land Disposal Policy**

In determining whether or not a Park Land property shall be declared surplus and sold by the City, the following criteria and requirements shall apply:

**Criteria**

1. Consider parkland for disposal if site is deemed non-essential for current or future use, within the context of service area standards, and a balanced, connected parks system.
2. Consider parkland for disposal if there is ample supply and type of the same park and open space or facility in the neighborhood, ward, and community based on the adopted classification system, and service area standards.
3. Parkland disposal should conform to the policies of the Official Plan.
4. Waterfront properties owned by the municipality will not be offered for sale or disposal except in the case of municipal shore allowances
5. Other surplus Parks and Open Space lands may be considered for sale subject to:
  - a. There are overlapping service areas,
  - b. There are no facilities or site facilities are significantly underutilized,
  - c. There are no important ecological or environmental functions present, or no recognized natural heritage features,
  - d. The lands are located within an area that has an oversupply of existing and planned parkland, following the target of 4 ha per 1000 residents, within 800m of residential areas without crossing a major barrier. Generally, a neighbourhood should be served by both a neighbourhood park and natural park, based on the adopted classification system.
  - e. The lands are not needed for future parks as identified by the parks classification system or municipal infrastructure requirements.
6. Parkland should not be disposed if the site has an identified risk management function or liability or it protects significant municipal assets (i.e. well head protection).
7. Parkland should not be disposed where there are significant opportunities to add or link to existing green space or further create a more balanced parkland system.

**SCHEDULE "A"**  
**TO BY-LAW 2010-158**

**PAGE 2 OF 2**

8. Proposed site for disposal should have low or limited recreation potential, conservation potential, or attractiveness/sense of place.

**Other Requirements**

9. Disposal is based on an appraisal of fair market value both for full or limited marketability sites.
10. Following internal circulation/review, proposed disposals should be circulated to the ward councilor, area CANs, playground and neighbourhood association, or other community groups known to represent area interests, for input, and to all property owners within a 200 metre radius, requesting written comments if any within 30 days of mail-out. Area mail out radii may be increased based on the significance of the disposal on the advice of the ward councilor, or for properties valued at greater than \$100,000. For these more significant disposals, a small, clearly worded notice may also be placed in the appropriate media.
11. A generic sign will also be posted on the site for 30 days. This sign will have contact information (phone and website) regarding this potential disposal. A copy of the area mail-out, and a clear notice of the cut-off date for comments will also be affixed to the sign. The notice will also be posted to the city website, linked by a clearly visible and clearly labeled 'button' on the 'residents' page.
12. All residents who have submitted written comments will be informed of the date of the Planning Committee meeting at which the matter will be considered for decision.
13. The staff report regarding the proposed disposal should include: the rationale for the sale of parkland, a map localizing the site, and the expected benefits to the City and ward parks system from the sale. The staff report should also include attached copies of all public comments received, and a section relating the staff recommendation to these comments.
14. Funds from the sale of surplus parkland would be deposited in the Parkland Reserve. Fifty percent of the funds from any particular sale will be directed towards acquisition of parkland based on the adopted priority list. The other fifty percent of the funds from any particular sale will be directed towards acquisition of parkland or park development in the ward in which the sale was made.

## Request for Decision

### Northern Water Sports Centre - Request for Tax Relief

Presented To: Finance and  
Administration  
Committee

Presented: Wednesday, Apr 12,  
2017

Report Date Tuesday, Mar 28, 2017

Type: Managers' Reports

### Resolution

WHEREAS the Northern Water Sports Centre (NWSC) is occupied by the Canoe Club, Rowing Club and Dragon Boat Festival; and

WHEREAS the City of Greater Sudbury and the NWSC signed a Memorandum of Understanding that the NWSC would be responsible for all taxes for this facility; and

WHEREAS the Chair of the NWSC has requested property tax relief from the City;

THEREFORE be it resolved that the City of Greater Sudbury abide by the terms of the Memorandum of Understanding and not provide tax relief to the NWSC.

### Finance Implications

If Option 1 is approved, the City will continue its collection efforts for taxes payable on this property.

If Option 2 is approved, Council would determine the amount of the grant to the Northern Water Sports Centre for the provision of paying property taxes.

If Option 3 is approved, the City would write off 2016 and 2017 property taxes totaling between \$60,000 and \$100,000 depending on the date of the passage of the bylaw. In addition, this lost assessment would reduce the tax base and the additional taxes would be passed on to all other tax payers.

## Background

The Northern Water Sports Centre is located on City owned land, forming part of Bell Park. The facility is occupied by the Canoe Club, Rowing Club and Dragon Boat Festival as tenants in accordance with a Memorandum of Understanding dated September 13, 2013.

### Signed By

#### Report Prepared By

Tony Derro  
Manager of Taxation  
*Digitally Signed Mar 28, 17*

#### Division Review

Ed Stankiewicz  
Executive Director of Finance, Assets  
and Fleet  
*Digitally Signed Mar 28, 17*

#### Recommended by the Department

Kevin Fowke  
General Manager of Corporate  
Services  
*Digitally Signed Mar 28, 17*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Mar 28, 17*

The construction of the NWSC, with a budget of \$4.6 million commenced in 2013. There were a number of parties that supported this initiative and they are as follows:

City of Greater Sudbury	\$516,000
Fednor	\$1,140,000
NOHFC	\$1,055,000
Xstrata	\$1,000,000
Community Fund Raising & NWSC Partners	\$441,000
Future Fund Raising	\$400,000
	\$4,552,000

Once constructed, the operating arrangement provided for 65% paid by NWSC and 35% by the City of Greater Sudbury. The City currently has a \$30,000 annual budget for the operation of this facility. This formula was identified in the Memorandum of Understanding and was to form part of the lease agreement.

Members of the Northern Water Sports Centre have notified the City of their inability to pay the property taxes. A letter dated January 16, 2017 from Mr. Ron Mulholland is appended to this report for the information of Council. The Northern Water Sports Centre is requesting a grant to offset the property tax bill.

## **Tax Implications**

In the Memorandum of Understanding, the NWSC agreed to pay all taxes on the facility. In 2016, the Municipal Property Assessment Corporation reviewed the property and provided a Current Value Assessment. This property has received a supplementary tax bill of \$38,833 for 2016, which represented just over seven months of occupancy. An annualized tax bill would be approximately \$65,000.

As of this date, the NWSC has not met its obligation and has not paid the 2016 supplementary tax bill.

## **Options**

### **Option 1**

City Council may deny the request for a funding grant from the Northern Water Sports Centre and uphold the terms of the Memorandum of Understanding signed by the group on September 13, 2013. Should Council choose this option, the Finance Division will continue its collection efforts, via its Accounts Receivable Section.

### **Option 2**

City Council may consider providing a grant or partial grant to the Northern Water Sports Centre, equivalent to or partially equivalent to the property tax liability generated by its occupation of the facility. City Council's authority to provide grants can be found in Section 107 of the Municipal Act. However, this action may encourage other groups occupying similar facilities to approach Council in an effort to be treated in the same fashion. The annual property taxes are estimated to be approximately \$65,000.

### **Option 3**

Properties owned and occupied by a municipality are exempt from taxation pursuant to Section 3 of the Assessment Act. However, where a municipality leases property to an organization or group, the property becomes taxable. If such a tenanted property is designated as a Municipal Capital Facility, the property becomes exempt from taxation. City Council may, by by-law, designate the Northern Water Sports Centre

as a Municipal Capital Facility as authorized under Section 110 of the Municipal Act. Should Council choose this option, the Northern Water Sports Centre would be exempt from taxation and the lost revenue would be passed on to all other property owners in the City.

A previous report requesting that the Family Health Team's facilities be deemed Municipal Capital Facilities and therefore becoming tax exempt was presented for consideration to the Finance and Administration Committee and was denied.

## **Summary**

It is recommended that the City of Greater Sudbury abide by the terms of the Memorandum of Understanding and not provide tax relief to the Northern Water Sports Centre.

## **Reference**

[Northern Water Sports Centre Lease Agreement Report April 23, 2013](#)



## Memorandum of Understanding

This document represents an Agreement between:

City of Greater  
Sudbury  
Ville du Grand  
Sudbury

PO BOX 5000 STN A  
200 BRADY STREET  
SUDBURY ON P3A 5P3

CP 5000 SUCC A  
200 RUE BRADY  
SUDBURY ON P3A 5P3

705.674.4455

[www.greatersudbury.ca](http://www.greatersudbury.ca)  
[www.grandsudbury.ca](http://www.grandsudbury.ca)

**The City of Greater Sudbury**

and

**The Northern Water Sports Centre**

### Description of Collaborating Organizations

The City of Greater Sudbury (CGS) is a municipality upon whose lands the new water sports centre will be built and who will be the owner of said lands and associated buildings.

The Northern Water Sports Centre (NWSC) is a non-profit organization. The new water sports centre facilities will support the programs of the Sudbury Canoe Club, the Sudbury Rowing Club and the annual Sudbury Dragon Boat Festival. The water sports centre will include the construction of two fully accessible buildings on a fully accessible site with a courtyard and large, hard surfaced apron to facilitate wheelchair access to the docks and beach.

### Objectives and Scope:

One of the two buildings to be constructed will be used exclusively for the storage of boats, and the other, which will be the main building, will be used for boat storage and year-round programming. The main building will include a 1,038 square foot training and gathering space with kitchen facilities, an adjoining outdoor deck, a 240 square foot meeting room and barrier-free washrooms. Community groups as well as the NWSC will be able to book space in these areas via the City's facility booking system, with fees based on the User Fee By-law. A minimum of 35% of the facility booking schedule will be available for community usage, after the NWSC has had an opportunity to book the space for its programming needs. There will also be public access to decks and exterior washroom facilities during regular municipal park hours and access to the internal change rooms, washrooms and public spaces of the building during regular facility hours, if open to the public. Should the city be opening the facility to the public or renting the space to a non-NWSC club member, then 48 hours notice will be given to the NWSC. A number of docks will be constructed to provide access to the water sports programs.

### The Purpose and Terms of the Memorandum of Understanding (MOU)

The purpose of this MOU is to set out interim Terms and Conditions for construction of the Phase 1 project that, once completed, will be formalized and incorporated within the final lease document between the CGS and the NWSC.



City of Greater  
Sudbury  
Ville du Grand  
Sudbury

PO BOX 5000 STN A  
200 BRADY STREET  
SUDBURY ON P3A 5P3

CP 5000 SUCC A  
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SUDBURY ON P3A 5P3

705.674.4455

www.greatersudbury.ca  
www.grandsudbury.ca


#### Terms and Conditions that will form part of the Lease:

1. The lease term will be for 5 years with the option of 3 extensions of 5 years each, to a maximum of 20 years.
2. There will be no annual lease fees payable to the CGS.
3. The operating costs will be split based upon the agreed formula in Appendix A: approximately 65% NWSC and 35% CGS.
4. Revenue generated will also be split 65/35 NWSC and CGS.
5. The Great Room will be available for rent by the public a minimum of 35% of the time. If the room is not booked 2 weeks prior, it can be booked by the clubs.
6. The CGS will be responsible for interior and exterior repairs unless damage was caused by the clubs' use of the facility.
7. NWSC will be responsible for any and all taxes should they become payable.
8. The CGS building on McNaughton (currently used by the Sudbury Canoe Club, Sudbury Rowing Club and Sudbury Dragon Boat Festival) will be fully vacated once the new buildings are completed and occupied. It is understood that the NWSC and its club partners will continue to use the dock facilities at the McNaughton site, for its on-water events involving the NWSC race course.
9. The NWSC must comply with all CGS by-laws, with some exceptions, pertaining to parks hours and usage (this may be subject to limitations depending on circumstances).
10. Insurance for the building and property is to be obtained by the City of Greater Sudbury. Insurance for the operations and contents will be the responsibility of each of the partners, NWSC, CGS, Sudbury Rowing Club, Sudbury Dragon Boat Festival and Sudbury Canoe Club.

#### Terms and Conditions during Construction:

1. The construction of the buildings will be managed by CGS staff; Frank Taylor of Parks Services will be the main contact and Bruce Drake of Quality, Administrative and Financial Services will be the contact for financial issues.
2. All contemplated Change Orders (and costs) are to be approved by Catherine Matheson, General Manager, Community Development. The NWSC Project Manager will be consulted on all contemplated changes that are initiated by the city or the contractor.
3. The NWSC Project Manager will be notified, in advance, of funds being released as Project Expenditures (all contracted amounts and possible extra costs), to facilitate the NWSC Board's tracking of project expenditures.
4. Funding collected to date for the NWSC's share of the estimated Phase 1 construction cost, will be turned over to the CGS for the administration of the construction contract.
5. Reconciliation of funds raised and expenses will be provided to City staff.
6. If there are any excess funds once the construction is complete and all levels of government funding have accepted the finalized and reconciled construction cost, the excess funds will be reviewed with the NWSC Board, held in trust by the City, and applied to the mutually agreed-upon, best use of those funds.
7. Construction costs cannot exceed funding currently available, ~~either~~ <sup>CGS CS TJSM</sup> in the bank or committed via <sup>Acct CS TJSM</sup> funding partners.

Effective as of August 26, 2013

  
Catherine Matheson, General Manager, Community Development  
Signed on behalf of The City of Greater Sudbury

Date Sept. 13/13



Date August 27, 2013

Dr. Thomas Merritt, Chair, Northern Water Sports Centre  
Signed on behalf of the Northern Water Sports Centre



Mike Jakubo, Chair  
Finance and Administration Committee  
City of Greater Sudbury Council  
Sudbury, Ontario

16 January 2017

Dear Mr. Jakubo

I am writing to request a grant for tax relief for the Northern Water Sports Centre. Find attached a copy of the property tax bill for \$38,000. You may know that taxes at the Elizabeth Street building were nil; the previous NWSC board never contemplated this amount.

We are being treated as tenants by MPAC while we are presently operating under an MOU (attached) with no lease. Nevertheless, the MOU clearly states we will be responsible for any taxes payable. I am not sure the signers of the document understood that meant a tax bill in such a large amount, \$38,000.

We operate on a modest budget; this year it is less than \$30,000 if we don't count our NOHFC intern salary (\$31,500). Our ability to raise funds depends on our member clubs, the Canoe Club, Rowing Club and Dragon Boat festival, all who also have modest budgets.

The Canoe Club is well known in Sudbury for its strong volunteer base and many successful programs that introduce children and youth to experiences on the water.

The Rowing Club has volunteer coaches and a successful para rowing program that this year saw one of its participants (Curtis Halladay) win a Paralympics bronze medal. Additionally, Carling Zeeman, also coached by our volunteer Amanda Schweinbenz, rowed in Rio. Equipment, training and regatta expenses are high in this sport.

The Dragon Boat Festival has raised over \$1.5million for local charities. As a registered non-profit they operate on a minimal budget.

The point is, all three clubs as well as the NWSC itself, are run by volunteers on modest budgets and do good work for our community. It will be an unfair burden to shoulder this load in addition to the hard work, fundraising, and long hours already being contributed by volunteers. For this reason, we are requesting a grant from the city to offset this tax bill.

We are also requesting the City's assistance in addressing the appropriateness of a tax bill from MPAC. We are not tenants; as we do not have exclusive access to the building, particularly the hall but also the terrace, exterior washrooms internal washrooms, change rooms and public spaces. As you know, the City is responsible for hall scheduling. Further details regarding our partnership with the City are found in the attached MOU.

I am pleased to respond to further questions. I look forward to a response from your committee.

Sincerely

A handwritten signature in blue ink that reads "Ron Mulholland".

Ron Mulholland, Chair  
c. Deb McIntosh, Fern Cormier  
c. Tyler Campbell, Bruce Drake





# 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;

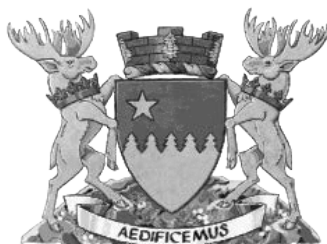
**AND WHEREAS** the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

**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.