



# **FINANCE AND ADMINISTRATION COMMITTEE AGENDA**

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Finance and Administration Committee Meeting  
**Tuesday, January 17, 2017**  
Tom Davies Square

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**COUNCILLOR MIKE JAKUBO, CHAIR**

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**Deb McIntosh, Vice-Chair**

4:30 p.m. FINANCE AND ADMINISTRATION COMMITTEE MEETING  
COUNCIL CHAMBER

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

## **REGULAR AGENDA**

### **REFERRED & DEFERRED MATTERS**

- R-1. Report dated December 22, 2016 from the General Manager of Community Development regarding City of Lakes Family Health Team Tax Relief. **4 - 9**  
**(RESOLUTION PREPARED)**  
(This report is referred from the November 14, 2016 Community Service Committee Meeting and is requesting Municipal Capital Facility Status for the Family Health Team sites in Walden, Val Caron and Chelmsford.)

### **MANAGERS' REPORTS**

- R-2. Report dated December 22, 2016 from the General Manager of Community Development regarding Annual Grants Value for Money Review. **10 - 28**  
**(RESOLUTION PREPARED)**  
(This report is a follow up to the November 15th report on Community Grants. The report outlines the criteria that was created to assess community grants, the scoring process and the results for Council review.)
- R-3. Report dated December 21, 2016 from the Director of Human Resources & Organizational Development regarding CAO Performance Evaluation and Performance Planning and Development. **29 - 43**  
**(FOR DIRECTION ONLY)**  
(This report outlines a proposed process for Chief Administrative Officer Performance Evaluation building on a methodology recommended by the Canadian Association of Municipal Administrators. It will also update Council on the linkage anticipated with this review process and performance planning and development processes in place for other managerial employees at CGS.)
- R-4. Report dated December 21, 2016 from the Director of Human Resources & Organizational Development regarding Request For Proposal (RFP) for Employee Benefits Provider. **44 - 45**  
**(RESOLUTION PREPARED)**  
(This report is to request for authorization to solicit an employee benefits provider for a five (5) year term with the potential to renew for two (2) further five (5) year terms with Council approval.)
- R-5. Report dated December 20, 2016 from the Executive Director of Finance, Assets and Fleet regarding Minimum Property Tax Bill . **46 - 47**  
**(RESOLUTION PREPARED)**  
(This report deals with a proposal to institute minimum property tax bills for the interim and final tax billings annually.)

### **ADDENDUM**

**CIVIC PETITIONS**

**QUESTION PERIOD AND ANNOUNCEMENTS**

**NOTICES OF MOTION**

**ADJOURNMENT**

## Request for Decision

### City of Lakes Family Health Team Tax Relief

Presented To: Finance and  
Administration  
Committee

Presented: Tuesday, Jan 17, 2017

Report Date Thursday, Dec 22, 2016

Type: Referred & Deferred  
Matters

### Resolution

WHEREAS the City of Lakes Family Health Team taxes are currently paid by the Ministry of Health and Long Term Care (MOHLTC);

AND WHEREAS effective March 31, 2017, changes to the ministry funding agreement for Family Health Teams will result in property taxes no longer being paid by MOHLTC;

AND WHEREAS the City of Greater Sudbury Family Health Team model has been a key component of the City's rural health strategy and physician recruitment and retention initiative;

AND WHEREAS Section 110 of the Municipal Act allows a municipality to provide financial assistance at no cost to persons who have agreed to enter into an agreement with the Municipality to provide Municipal Capital Facilities of a type specified in the regulation OR603/06;

AND WHEREAS regulation OR603/06 includes 14 categories of services which can be deemed Municipal Capital Facilities and one of these categories is health services;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury approves the request for the City of Lakes Family Health Team locations in Walden, Val Caron and Chelmsford to be deemed Municipal Capital Facilities;

AND THAT the applicable Municipal Capital Facility by-law and agreement with the City of Lakes Family Health Team be prepared.

### Finance Implications

If approved, a by-law would have to be passed deeming these buildings as Municipal Capital Facilities. For 2017, this would result in lost municipal tax revenue up to approximately \$30,000, depending upon when the by-law is approved and the exemption date is made effective. This would also result in a reduction in the

#### Signed By

**Report Prepared By**

Barbara Dubois  
Coordinator of Housing Programs  
*Digitally Signed Dec 22, 16*

**Division Review**

Barbara Dubois  
Coordinator of Housing Programs  
*Digitally Signed Dec 22, 16*

**Recommended by the Department**

Catherine Matheson  
General Manager of Community  
Development  
*Digitally Signed Dec 22, 16*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Dec 22, 16*

taxable assessment base going forward. This decision could create an interest by health care practitioners within private buildings who may request grants or property tax abatements.

## **Background**

The City received a request by the Executive Director for the City of Lakes Family Health Team to have their existing facilities in Walden and Val Caron and the additional facility under development in Chelmsford be tax exempt beginning in 2017 by virtue of being deemed a Municipal Capital Facility. A copy of the request is provided in Appendix A - Letter of Request.

As part of the City's rural physician recruitment and retention strategy, current and previous Councils have invested in various operating and capital initiatives in order to recruit physicians for the underserved areas of the City. These initiatives include funding for physician service agreements as well as turnkey clinics and the family health teams.

### **History of the City of Lakes Family Health Team Initiative**

In 2005, the Ministry of Health and Long Term Care announced the funding for the creation of Family Health Care Teams to address the shortage of family medical practitioners in the province of Ontario. Family Health Teams provided an interdisciplinary model of delivering primary health care and comprehensive care that included health promotion, treatment of minor illnesses and chronic diseases. Family Health Teams are comprised of family physicians, specialists, nurse practitioners and other allied health care providers. In addition to Sudbury site, the City of Lakes Family Health Team was approved to locate primary care facilities in areas of the City of Greater Sudbury most affected by the shortage of family medicine practitioners; Valley East, Rayside Balfour and Walden.

Family Health Teams were created as joint venture between the Ministry and sponsoring municipalities. The City's contribution to the joint venture was infrastructure in the form of surplus properties (former town offices in Valley East, Walden and Chelmsford) as a result of amalgamation. Capital costs for renovation of the properties for the Family Health Teams were cost shared with the Province, 50/50 for Pioneer Manor, Walden and Valley East and 65/35 for Chelmsford. Each FHT location signed a 10 year lease agreement, the terms of which included the City maintaining and repairing the municipally owned buildings and the FHT paying for the operating costs of their lease space such as utilities and property taxes. The first two of these leases will be up for renewal in 2018. The City's operating and capital investment in each of the three FHT's that are requesting municipal capital facility status are provided in Appendix B - Investment in FHT sites.

The City had a vision that the FHT model of care would be an attractive physician recruitment strategy for the underserved outlying areas of Greater Sudbury. This vision has resulted in a successful 10 year strategy and as a result of this initiative, fifteen family physicians and thirteen allied health providers serve 20,000 patients in Walden, Val Caron and Sudbury. A fourth clinic is currently under construction and will be ready in early 2017. Once fully operational, the City of Lakes Family Health Team will be serving over 24,000 patients - many of whom did not have a family physician prior to their existence.

### **Reason for the Request**

Under the current Family Health Team funding agreement with the Ministry of Health and Long Term Care (MOHLTC), the MOHLTC pays for the property taxes for the Family Health Team. Effective March 31, 2017, as a result of changes to this funding agreement, property taxes will no longer be paid for by the MOHLTC. The change in funding has resulted in this request by the FHT for tax relief.

### **Municipal Capital Facilities**

Section 110 of the Municipal Act 2001 allows a Municipality to provide certain forms of financial or other assistance at less than fair value or no cost to persons who have agreed to enter into an agreement with the municipality to provide Municipal Capital Facilities of a type specified in the regulation. The regulation OR603/06 identifies 14 categories of services that can be deemed Municipal Capital Facilities.

One Category is Health Services, under which the City of Lakes Family Health Teams facilities could be considered. This request is to change the tax class from "commercial taxable" to "exempt status" as the form of relief for a Municipal Capital Facility.

**Taxation implications**

The request for tax relief is being sought for the three locations in the outlying areas of the City of Greater Sudbury. The following chart reflects the 2016 taxes for the three properties:

	Municipal	Education	Total
Val Caron	\$19,126	\$9,664	\$28,790
Walden	\$10,472	\$5,510	\$15,982
Chelmsford ( EST)	\$18,959	\$9,410	\$28,369
Total	\$48,557	\$24,584	\$73,141

If the request is approved, the properties would be deemed exempt and the taxable assessment for these properties would be lost to the municipality. The Chelmsford Family Health Team location is currently under development and although an estimate of property taxes has been provided, no taxes have ever been levied for this property. The municipal share of taxes levied for 2016 for the Val Caron and Walden properties is \$29,598. This lost taxation would be passed on to all other properties owners in the City of Greater Sudbury, as there would be less properties on which to share the municipal tax burden. The education portion of taxes would be lost to the school boards.

**SUMMARY**

The City has made significant investments in the recruitment and retention of physicians over the last decade, including the capital investment in Family Health Teams. This successful 10 year strategy includes ongoing operational support in the form of maintenance and repairs to the City owned facilities in which the FHT's reside.

Retention of physicians by the City of Lakes Family Health team is critical to patient care and maintains their financial viability. As a result of changes to provincial funding agreements, the City of Lakes Family Health Team is seeking Municipal Capital Facility or property exempt status for its clinics in the outlying areas of Walden, Valley East and Chelmsford as a rural retention strategy. This status will maintain the existing operating costs for the facility and the share of expenses currently paid by the physicians.

In 2015, Municipal Capital Facility status was granted to the Greater Sudbury Housing Corporation (GSHC) properties and the tax levy savings for the education portion of their property taxes were approved to be reinvested into GSHC capital improvements. Previous Council's have approved property tax relief in the form of grants to entities such as Alzheimers Society and Sudbury Finnish Rest Home Society Inc.



City of Lakes | Ville de lacs

**Family Health Team**  
**Équipes de santé familiale**

yourFamilyHealthTeam.com

October 1, 2016

Ms. Catherine Matheson  
 General Manager of Community Development  
 City of Greater Sudbury  
 200 Brady Street  
 Sudbury, ON, P3A 5P3

Dear Ms. Matheson,

Please accept this letter as our request for property tax relief on municipally-owned properties occupied by the City of Lakes Family Health Team (COLFHT).

The COLFHT is an interdisciplinary team of healthcare professionals providing primary care to residents across the City of Greater Sudbury (CGS) at four clinical sites- Sudbury, Val Caron, Walden and soon-to-be Chelmsford. All four clinics are located in municipally-owned buildings.

In 2005, the CGS sponsored our application to the Ontario Ministry of Health and Long-term Care to establish a Family Health Team in Sudbury. We shared a vision for bringing family physicians and other allied healthcare providers to the outlying areas of Greater Sudbury where there had been a chronic shortage of family physicians going back several decades. We agreed that the COLFHT's new model of care would be an attractive physician recruitment strategy. And we were right! Today fifteen family physicians and thirteen allied health providers serve 20,000 patients in Walden, Val Caron and Sudbury. And, as you know, a fourth clinic is currently under construction in Chelmsford and will be ready in early 2017. Once fully operational, our team will be serving over 24,000 patients- many of whom did not have a family physician prior to being rostered to our team.

Our sights are now firmly set on maintaining a sustainable network of clinics across the city. Physician retention is critical, and that means we need to ensure that our clinical operations are financially viable. There is nothing that prevents any of our physicians from leaving the COLFHT and the CGS to pursue other practice opportunities. We are acutely aware of the potential for an outmigration of physicians from our rural clinics over time. With two of our existing leases due for renewal in 2018, we are conscious of the need to maintaining the COLFHT as an attractive destination for local family physicians.

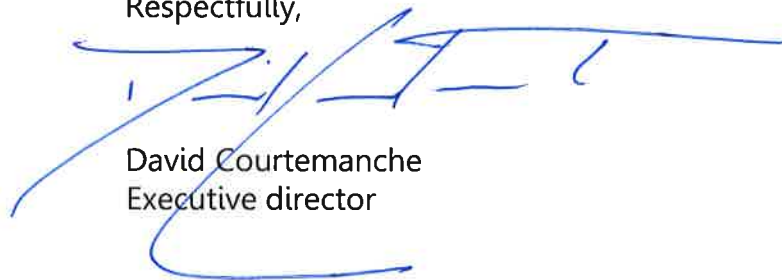
**Sudbury Clinic**  
 960 Notre Dame Ave  
 Unit C  
 Sudbury ON P3A 2T4

Tel: 705 560 1018  
 Fax: 705 566 7617

As a rural retention strategy, we view a property tax exemption as an effective way of attracting and retaining family physicians in Greater Sudbury's rural communities. Pursuant to subsection 110(6) of the Ontario Municipal Act, municipal councils have the authority to exempt certain properties from taxation; and pursuant to subsection 2(1) of Ontario Regulation 603/06, the classes of municipal facilities that are eligible for the purpose of a tax exemption include facilities related to the provision of health services. We respectfully request a municipal capital facilities property tax exemption for three of our rural clinics which are located in the outlying areas of Greater Sudbury; specifically, Walden, Val Caron and Chelmsford. We ask that this exemption effective April 1, 2017.

We would be pleased to update City Council on our progress at their invitation.

Respectfully,

A handwritten signature in blue ink, appearing to read 'D. Courtemanche', with a long horizontal stroke extending to the right.

David Courtemanche  
Executive director

cc. Dr. Chris McKibbin, Chair of the Board of Directors  
Dr. Tom Crichton, Lead Physician



**Appendix B: Investment in Family Health Team Sites Seeking Municipal Capital Facility Status**

FHT Site	Total Operating Costs for FHT		Capital Investment		Changes in Assessed Value		# of Doctors
	Costs	Explanation	Province	City	Before	After	
Val Caron FHT	\$84,461	Total Repairs and Maintenance since 2008.	\$147,770	\$121,260	Exempt \$223,000	Taxable \$728,000	4
Walden FHT	0	Shared facility with \$118,423 of operating costs recovered since 2011.	\$364,309	\$364,896	Exempt \$1,311,000	Exempt \$939,000, Taxable \$423,040	4
Chelmsford FHT	\$58,159	Utility costs for Vacant Space since 2012 . Utilities will be paid by FHT once completed.	\$447,900	\$1,101,662		Not yet assessed	4
Total Investment			\$959,979	\$1,587,818			

## Request for Decision

### Annual Grants Value for Money Review

Presented To: Finance and  
Administration  
Committee

Presented: Tuesday, Jan 17, 2017

Report Date Thursday, Dec 22, 2016

Type: Managers' Reports

### Resolution

WHEREAS staff were directed by City Council on March 8th, 2016 to develop clear criteria and an application process for annual grants, and each grant recipient was advised they would have to reapply every five years commencing in 2017, and;

WHEREAS the Finance and Administration Committee of November 15th, 2016, directed staff to conduct a value for money audit on the Annual Grants, and;

WHEREAS a tool with clear criteria and scoring was utilized and staff contacted the recipients to gather the required information;

THEREFORE BE IT RESOLVED THAT the Finance and Administration Committee adopt the six (6) recommendations from the report dated January 17th, 2017;

AND THAT any savings for 2017, generated as a result of the six recommendations, be considered to support Population Health Initiatives, a written report with recommendations for the use of these savings will be brought to Community Services Committee in April 2017,

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

### Finance Implications

The value for money review recommends a reduction of \$73,500 in community grants for 2017. Further review and negotiations with groups may result in additional savings. This report recommends an additional report be brought back to Community Services Committee in April, 2017 to finalize savings and recommendations. Consideration may be given by Council for reinvestment of savings into population health priorities, other granting opportunities or savings to the municipal budget.

#### Signed By

**Report Prepared By**

Tyler Campbell  
Director of Social Services  
*Digitally Signed Dec 22, 16*

**Division Review**

Tyler Campbell  
Director of Social Services  
*Digitally Signed Dec 22, 16*

**Recommended by the Department**

Catherine Matheson  
General Manager of Community  
Development  
*Digitally Signed Dec 22, 16*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Dec 22, 16*

**Background**

This is a follow up to the report from the Finance and Administration Committee dated November 15th, 2016 in which staff were directed to create a framework for auditing annual grants in the context of value for money as per the following resolution FA2016-38:

*WHEREAS the City of Greater Sudbury provides annual grants to various community organizations to help provide programs and services for our community;*

*AND WHEREAS staff has been directed by City Council on March 8, 2016 to develop clear criteria and an application process for annual grants; and each grant recipient be required to reapply every five years;*

*AND WHEREAS all recipients of Leisure Services grants have been informed they will need to reapply for 2017 allocation;*

*THEREFORE BE IT RESOLVED that the annual grant recipients complete a grant application form every five years and complete a year end report each year;*

*AND THAT prior to formalizing the applications for 2017, staff conduct a value for money audit on the grants and make recommendations to the Finance and Administration Committee in January of 2017;*

*AND THAT staff report to Council prior to the approval of new annual grant allocations and prior to renewal of grant applications every 5 years; and that staff prepare a year end report each year for Finance and Administration Committee.*

**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**

Staff created a value for money framework 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 were run through the tool with a total score out of 100 points (Appendix A – Eligibility and Evaluation Criteria - attached).

The grant recipients that are identified in the Annual Grants Allocation By-law 2016-44 were broken down into six different groupings for comparison purposes. Each grouping indicates a range of scores and provides information on the background of the grants, the purpose and findings for Council consideration and direction.

**Community Grants**

The following community grants scored in a range of 72 to 88 points. The review indicates that the value for City expenditure produces a community benefit as defined by the criteria.

Capreol Northern Railway Museum	\$3,570
Rainbow Routes	\$45,000
Volunteer Sudbury/Bénévolat Sudbury (Volunteer Centre)	\$10,000
Sudbury Community Foundation	\$50,000

Social Planning Council	\$100,000
Junction Creek Stewardship Committee (2015 - 2018)	\$30,000
Sudbury Rainbow Crime Stoppers	\$50,000
Child Care Resources	\$20,000
Samaritan Centre	\$27,000

### Findings and Other Considerations

These organizations also receive funding from other sources, and are provided with a grant from the City of Greater Sudbury for a specific purpose or program.

The Samaritan Centre's operational grant funding also enables them to qualify for property tax exempt status by MPAC.

The Junction Creek Stewardship Committee's grant was approved by Council as a four year request for funding that expires after the 2018 grant.

The annual grant to the Sudbury Community Foundation (SCF) is a direct contribution to the endowment fund that the Foundation holds. Through past contributions and other support, the total endowment fund has grown to approximately \$4,000,000. The City of Greater Sudbury is one of forty donors to the fund. The interest generated from this fund is used to make annual grants to registered charities to deliver programs.

The City contributions to the SCF are a result of a 2003 budget request and have enabled the endowment fund to grow. With respect to the value for money review, it is recommended that the City cease future contributions as the fund has reached a sustainable level.

The annual grant to Child Care Resources (CCR) was developed to help run a highly specialized service in one location in the community as a summer program for developmental services. This program was historically operated by the City, without the trained staff and specialized programming that is offered by CCR. The program provides services for a target age group of 12 to 18 years old with multiple complex needs including g-tube feeding. The operating grant provides direct staffing support in order to provide individualized programming for this target group.

The Social Planning Council (SPC) was reviewed in light of the original grant of \$50,000 that they have received for well over a decade. For this original grant amount, the SPC was funded as a backbone organization for social development in the community and this need still exists today. The direction by Council through the 2017 budget process eliminated the additional \$50,000 that was added to their grant in 2007. This additional \$50,000 was not part of this review.

### Seniors Groups Grants/Senior Citizens Centres

Overall the Seniors Groups scored in a range of 81 to 89 points. These grants specifically target seniors programs throughout the community and allow the identified seniors groups to access the Elderly Persons Centre (EPC) grant from the province. The most recent group that was added to the grants by-law in 2014 was Club Amical du Nouveau Sudbury and the intent at the time was to allow this group to apply for the provincial EPC grant. The size of the grants vary due the timing by which they were initiated and fulfilled the EPC requirements which specify a twenty percent Municipal contribution towards operating expenses. The Provincial grant has a maximum of \$42,700.

Club Accueil Age d'Or - Azilda	\$14,100
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Club Accueil Age d'Or - Hanmer	\$17,080
Rayside-Balfour Senior Craft Shop	\$5,700
One Eleven Senior Citizens Centre Inc. - Sudbury	\$12,000
Parkside Older Adult Centre Sudbury (formerly Sudbury Seniors)	\$12,000
Onaping Falls Golden Age Club	\$9,527
Club 50 - Chelmsford	\$12,000
Nickel Centre Seniors Club	\$6,700
Club Amical du Nouveau Sudbury	\$14,000

### Findings and Other Considerations

All of the seniors groups with the exception of Club Amical du Nouveau Sudbury were able to provide staff with audited financial statements as it is a requirement of the provincial EPC funding. The audited financial statement allowed for a full review of spending areas and any other sources of revenue beyond what is received from the province. In terms of recommendations, while Club Amical du Nouveau Sudbury provides community value for the grant they received, the original intention of the grant was to leverage Municipal dollars to receive the EPC grant. At this time, the Province has not opened a call for applications for new applicants and therefore the Club cannot apply for the EPC grant. The status of the EPC grant for this Club will be brought forward for Council review during the year end report that was called for through the Finance and Administration Committee resolution FA2016-38 as noted above.

The lowest scoring grant in this group was the Parkside Older Adult Centre due to the stability of revenue and cash flow along with the number of paid staff employed versus the other seniors groups that rely primarily on volunteers. It should also be noted that the Parkside Older Adult Centre receives additional support which is identified as a grant on their financial statements. The City provides approximately \$140,000 towards the operating costs for the Parkside space which is owned by the City. Furthermore, as identified in the September 27, 2016 report to Council on parking matters, Parkside OAC volunteers receive free parking, valued at approximately \$24,000 per year. The percentage of maintenance and utility costs is directed through the Condominium Agreement with the YMCA. Additional costs as a result of special revenue generating events, such as weddings, are invoiced by the YMCA directly to the Parkside Centre. The combination of using City space and having paid staff contributes to them being the highest revenue generating seniors group in the category, which surplused approximately \$70,000 in 2016. It is recommended that the City re-negotiate the operational costs with the Parkside Older Adult Centre within the first half of 2017, and leave the grant in place to continue to leverage Provincial funds.

### Community Recreation Centre Grants

Overall the Community Recreation Centre grants scored in a range of 54 to 86 points. These grants were put into place to support non-owned municipal buildings that provide recreational opportunities to the community. The exception to this is the Kukagami Campers Association which uses a private lodge site.

Some of the buildings also have additional uses such as the Wahnapiatae Community Centre which is an emergency evacuation site. The City also runs outdoor rink programs at some of these locations. Both the Skead and Wahnapiatae Community Centre grants existed at amalgamation and Carole Richard, Penage Road and Beaver Lake Community Centres were added in 2004. For the Community Recreation Centres, audited financial statements were not available so staff used sources and uses statements, which were generally prepared by outside sources.

Wahnapiatae Community Centre	\$16,000
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Skead Community Centre	\$16,000
Penage Road Playground Association	\$16,000
Beaver Lake Community Centre	\$16,000
Carole Richard Park Community Centre	\$16,000
Kukagami Campers Association	\$16,000

### Findings and Other Considerations

The lowest scoring grant of the group was the Kukagami Campers Association which was added to the Annual Grants Allocation By-Law in 2010. The group had been supported prior to this date from the Emergency Services Budget and primarily allows for the association to purchase and maintain fire suppression equipment, water quality testing for their five area lakes and the purchase of 6 Automated External Defibrillators. In review of the statement of financial position, the Association has accumulated over \$50,000 which increased by approximately \$11,000 from 2015 to 2016. Given that Fire Services has responsibility for fire suppression services within the Municipality, the positive cash position and the minimal expenditures on recreation, it is recommended that this grant be ceased.

Carole Richard Park Community Centre is another grant that stood out due to the return of their 2016 grant cheque which was stale dated. Based on this information, a review of the banking information for the Centre showed a positive cash balance at this time. The governance model is currently undergoing a renewal to ensure that the group becomes more active in recreational programming as per the intent of the grant. It is recommended that only half of the 2016 grant be re-issued given that the City's summer program was operated at the site in 2016. Furthermore, it is recommended that Centre continue to be eligible for the 2017 grant as long as a work plan is provided to Leisure Services with projected fund utilization. They have also committed to running the outdoor rink program for the winter of 2017.

### Youth Centre Grants

Overall both Youth Centre grants scored above 70. Both of these grants provide operating funding for programming and staffing for two youth centres. Beyond these two youth centre grants, the City also directly operates six other youth centres which are spread throughout the City and include; Ryan Heights, Capreol, Dowling, Onaping, Valley East and Walden. These six centres are funded by the City, with a Provincial grant specifically available for the Ryan Heights program.

Both Centres that receive a Municipal grant run through the summer whereas the six that are operated by the City only offer programming from September to June. The operating hours and number of days vary by location.

Rayside-Balfour Youth Centre	\$60,000
Sudbury Action Centre for Youth (SACY)	\$89,120

### Findings and Other Considerations

Both Youth Centres scored well in the majority of the tool, however lacked points in the volunteer category as full time paid staff are in place. The Rayside-Balfour Youth Centre operates out of Cote Park, which is a Municipally owned facility at no cost. Rayside-Balfour Youth Centre did not have audited statement however they did have sources and uses statements provided by a third party. The statements show that the Youth Centre received additional grants for staffing subsidies to help with operational costs.

SACY provided audited statements which show that the Centre received additional grants through other sources such as the United Way.

It is recommended that a review of all Youth Centres be undertaken for comparison and consistency of service across the geographic area.

### **Community Event Grants**

The following three grants are intended for specific annual community events and as such audited financial statements were not received. Given the specific focus of this type of grant, a simple pass or fail rating was used as the grant is either being used for the intended purpose or it is not. The evaluation committee did however review the narrative from each group to consider community impact.

Onaping Falls Lions Club - Cavalcade of Colours	\$1,500
Science North – Canada Day Fireworks	\$10,000
Anderson Farm Site Committee – Walden Fall Fair grant	\$2,500

### **Findings and Other Considerations**

The Science North grant for Canada Day Fireworks was fully utilized towards the fireworks display and Science North inquired about an increase to the grant in future years given that the grant does not cover the full cost of the fireworks display. It should be noted that the City pays for a portion of paid duty officers during the Canada Day event along with some in kind support for items such as barricades and pylons for the event from the Parks Section.

Cavalcade of Colors receives a minimal annual grant from Leisure Services and they indicated that the grant was primarily used for advertising for the event.

The Anderson Farms Historical Society grant helps to support the society in a broader context so that they can provide community events such as the Walden Fall Fair. The submission in this case, indicates that the grant helps to support operating costs in a broader context such as annual fees for insurance. Overall, the full grant was utilized to support the Anderson Farms Historical Society.

### **Community Action Networks (CAN's)**

All the CAN's identified below are currently receiving a yearly grant of \$2,500 for costs associated "with promotion of activities, photocopying and mailings" (Appendix B - CAN Terms of Engagement - attached).

Given the small value of the grant, a modified process was used to evaluate the grant that focused more on what the grant was being spent on and if the entire grant was being spent. Sources and uses of funds were received from the CAN's for this review.

Capreol	\$2,500
Coniston	\$2,500
Copper Cliff	\$2,500
Donovan/Elm West	\$2,500
Garson/Falconbridge	\$2,500
Minnow Lake	\$2,500
New Sudbury Ward 12	\$2,500
Onaping Falls	\$2,500
Azilda	\$2,500
South End	\$2,500

Walden	\$2,500
Ward 1	\$2,500
Valley East	\$2,500
Chelmsford	\$2,500
Ward 8	\$2,500

### **Findings and Other Considerations**

The Flour Mill CAN has become active again during the 2016 year, but was not named in By-law 2016-44 meaning that staff could not release the grant without creating another by-law. It is recommended that this CAN receive half of the 2016 allocation given their activity during the past half year.

For the majority of the CAN's, the review found that during 2015, only two followed the current Terms of Engagement regarding the grant that was paid by the City. In many cases, CAN's had donated some of the grant funds to other community initiatives such as Keeping Seniors Warm, Community Garden projects and the Lions Club Telethon. While some of these initiatives may be deemed as worthwhile community causes, it is not what the CAN funding was intended for. As CAN's have evolved since their inception, a new Terms of Engagement document has been developed by staff and will be brought forward to Council for consideration. Staff have already brought forward the new draft Terms of Engagement for review and input from the CAN's at the CAN Summit which was held on November 28th, 2016. It is recommended the grant funding for 2017 be held until Council has approved the new Terms of Engagement during the first quarter of 2017 and further that the CAN funding be reduced to \$2,000 each.

### **Grant Allocations Budget**

With Council approval of the recommendations in this report, it will lead to an under expenditure in the grants budget for 2017. It is recommended that these budgeted dollars continue to contribute to the community, through the Quality of Life initiative as defined by Council's strategic plan. The Community Development Department is currently meeting with community partners to develop a framework for a population health initiative which will be brought forward to Community Services Committee in 2017. It is recommended that the unspent grant funds be dedicated to this initiative which is based on improving the social determinants of health.

### **Summary of Recommendations**

- 1) It is recommended that the grant to the Sudbury Community Foundation be ceased due to the current size of the endowment fund.
- 2) It is recommended that the City negotiate a new agreement with the Parkside Older Adult Centre Sudbury in terms of cost sharing for the operating costs of the Centre given the healthy revenue and cash balance that is in place.
- 3) It is recommended that the grant to Kukagami Campers Association be ceased due to the grant utilization findings and their growing cash balance.
- 4) It is recommended that half of the 2016 recreation centre grant be issued to Carol Richard Park Community Centre and that they have eligibility for 2017 with an appropriate work plan in place.
- 5) It is recommended that a report be brought forward to the Community Services Committee by the second quarter of 2017 with a review of Youth Centres for comparison and consistency of service across the community.
- 6) It is recommended that an updated Terms of Engagement for CAN's be brought forward for Council



approval in the first quarter of 2017 before the release of the 2017 funds. Furthermore, it is recommended that the CAN funding be reduced to \$2,000 per year based on the review of the grant utilization.

### Eligibility and Evaluation Criteria

Community Grants are grants to assist with the annual operating costs of programs, events or facilities.

In order to be eligible for an annual operating grant, the applicant organization must:

- be a registered charity or non profit organization/community group that is located within the boundaries of the City of Greater Sudbury
- respect the Canadian Charter of Human Rights and promote equal access and opportunity for all persons
- have a governance structure that includes a board of directors or committee of volunteer members
- demonstrate a financial need and community benefit for their operating funding,
- be able to demonstrate any active fundraising efforts to support the continuation of program, project or service
- agree to be provide annual reports regarding the expenditure of the funding received
- not be indebted to the municipality, organizations with debt ( eg outstanding receivables including taxes owed, fines or outstanding final reports for previous grants etc.) will be deemed ineligible

### Eligible Expenses for Operating Grants

The costs incurred to deliver the organizations programs, services or events such as:

- employee compensation and development
- The space in which the organization operates and related expenses (eg. rent, insurance, utilities, maintenance)
- Fees related to operations (eg. marketing, legal, accounting etc.)
- Non-capital program and office equipment and supplies necessary for the ongoing operation and development of the organization

### Ineligible Expenses for Operating Grants

- Capital Costs ( expenses for purchase of buildings, land etc)
- Deficit funding (ie. Funds intended to cover and or decrease the organizations deficit position)
- Equipment or expenses for personal use

### **Evaluation Criteria**

The grant funding application will be evaluated based on the following criteria:

#### **1. Organizations Viability and Impact ( 10 Pts)**

- Description of organization and its goals
- Goal achievement and community contribution
- Financial information provided ( financial statements, project budget, information supporting request)
- Other sources of funding, fundraising or other government assistance

#### **Key Questions**

- Please provide an overview of your organizations mission and goals?
- Please provide examples of how your organization has worked towards its mission and is achieving its intended goals over the past 12 months and more broadly over the past five years?
- Does the organization have annual audited financial statements prepared? If yes, please provide us with a copy of the most recent year end. If No, what financial reporting does the organization prepare and please provide a copy of the most recent report and bank statement. What are your primary sources and uses of cash over the last 12 months?
- Does your organization receive any other grants or in kind contributions from the City of Greater Sudbury or other levels of government?
- Does your organization engage in fundraising within the community and if so what level of funds are raised on an annual basis
- Please explain the organizations governance structure? How does the organization govern itself if there is no formal Board of Directors in place? Who is the Treasurer and authorized signing officers?

#### **2. Funding Impact ( 10 pts)**

- Limited capacity of program users to pay full cost of service or program. Program cannot proceed without municipal assistance and significant loss to community if program delayed or cancelled
- Funding removes barriers to equitable participation
- Can organization maintain program or service without municipal funding

- Opportunity to leverage municipal funding in order to receive funding from other levels of government

#### **Key Questions**

- What is the community impact of your initiative?
- Does your organization employ paid staff? If so, how many and at what annual cost?
- What programs or services do the City's grant funds support? Please provide examples of expenditures that the Municipal grants support?
- Will your municipal grant funding be used to leverage any other types of one time grant funding?

### **3. Public Benefit ( 25 pts)**

- Promotes public benefit ( benefit to all residents, community or neighborhood residents, or specific interest groups)
- Scope, scale or type of inclusion. Is there a demonstrated need or opportunity

#### **Key Questions**

- How many program participants does the organization's programs serve?
- How many members does the organization have and has the membership grown or declined in the past 5 years?
- Please provide an overview of how far your organization reaches within in the Ward and greater community?
- Does any other organization provide similar or alternate programs in the Ward or community?

### **4. Project Merit in relation to Municipal goals and funding priorities (25 pts)**

- Application and project has clear stated goals and objectives which align with Council approved strategic plans (attach)
- Stated outcomes for program are realistic and achievable
- Demonstrated community need for program or service

#### **Key Questions**

- How is your organization aligned with Council's strategic priority of Quality of Life and Place? (See Below)

## Quality of Life and Place

*Strengthen the high quality of life we already know and love*

- A. Create programs and services designed to improve the health and well-being of our youth, families and seniors.
- B. Maintain great public spaces and facilities to provide opportunities for everyone to enjoy.
- C. Promote a quality of life that attracts and retains youth and professionals, and encourages seniors to relocate to our community, taking into consideration all of Greater Sudbury.
- D. Focus on clean, green living and the environment, by investing in our future and celebrating how far we've come.

- If your organization had more funding what would you do differently?

### 5. Contribution to Healthy Communities Challenges ( 15 points)

- Organizational congruence with the Healthy Community Challenges approved by Council (attach)

#### Key Questions

The Social Determinants of Health have 11 challenges: income and income distribution, education, unemployment & job security, employment and working conditions, early childhood development, food insecurity, housing, social inclusion, social safety network, health services , aboriginal status, gender, race and disability

- How does your organization meet the challenges of improving the Social Determinants of Health?

### 6. Volunteer Impact and Economic Benefit ( 15 points)

- Opportunity for volunteer development, community engagement, diversification, cost saving efficiencies, enhanced profile of organization as a result of proposed project or service
- Volunteer economic impact based on "Canada Survey of Giving, Volunteering and Participating" from Statistics Canada.

#### Key Questions

- How many volunteers or members are involved in the program delivery for your organization?
- How many volunteer hours do you employ on an annual basis?

## Background

On June 10, 2001, City Council unanimously adopted recommendations from the Mayor's Task Force on Community Involvement and Volunteerism, including a recommendation to initiate Community Action Networks (CANs). Working in partnership with the Sudbury Roundtable on Health, Economy and the Environment, the City of Greater Sudbury (CGS) introduced the concept of CANs to help in the planning, budgeting and implementation of community initiatives. CANs were also identified as a valuable resource in the encouragement of civic engagement within the Healthy Community Strategy (HSC) and the Regional Centre of Expertise on Education for Sustainable Development.

CANs bring people together to build a healthy community giving each resident of the City of Greater Sudbury an opportunity to have their voice heard at city hall. The Constellation City Report noted that residents in the former outlying areas felt disconnected from the city. CANs were established to help provide a better line of communication between the community, Council and City staff. Such groups embody the values that are reflected in the HCS, which identifies four pillars: Active Living/Health Lifestyle, Natural Environment, Economic Growth, and Civic Engagement/Social Capital.

## Benefits of Community Action Networks

CANs work collaboratively to advocate for positive change and the betterment of the community.

- **Enhancement** in the overall quality of life in the CGS by addressing issues within the four HC Pillars: social, environmental, active living and economic.
- **Awareness** of the services offered by the CGS and other community organizations to local residents.
- **Participation and involvement** in project planning at the community level through **identification and prioritization of** community needs at a local level; taking action to address each priority individually.
- **Promotion of community inclusiveness** to ensure all residents have the opportunity to participate and be heard.

## What Community Action Networks Are Not

- Ratepayer associations
- Groups focusing on a single issue or mandate
- Political entities
- Policy creators
- Are not responsible for City personnel

## Development of the Terms of Engagement

Since 2004, 16 CANs have been established within the CGS in partnership with the community, Council and CGS staff. CANs can bring a unique perspective of a particular area, reflecting the values and needs of residents living within the community. Each CAN operates in their own unique manner, allowing for flexibility in the operational methods of the executive.

In January 2007, the Constellation City Report called for the development of 'Terms of Reference' to better define the role of CANs helping to outline their responsibilities to the communities they represent. The report noted that in developing a Terms of Reference for CANs, *"the city risks losing the grassroots nature*

*that has made the CANs a success to this point.*” As a result, the Terms of Engagement establish guidelines which provide direction for CANs, staff and Council.

The revised **Terms of Engagement** are intended to accomplish the following:

- Reflect and embrace the grassroots nature of CANs and the unique community that each represents.
- Provide a fluid framework that is more representative of how CANs develop and change over time.
- Set minimum eligibility criteria for a group to be considered a CAN.
- Detail the expectations for CANs and their responsibilities to the community which they represent and to the city as a whole.
- Ensure that relationships between CANs, Council and City Staff are mutually respectful.
- Provide an inclusive and respectful environment that supports positive interaction between CAN members.
- Identify administrative and financial support provided to the CANs from the CGS.
- Ensure that ultimate responsibility and decision making rests with the elected City Council.
- Create increased awareness of HCS and its connections to the CAN priorities.
- CANs are unique and reflect the diverse needs of each community. They are open to new members and encourage acceptance and inclusivity.
- Encourage active involvement and participation in CAN activities.

### *CAN Minimum Eligibility Requirements*

- Community driven and lead
- Non-profit in nature
- Open and transparent to the public
- Strive to represent the broad interests of the community
- Encourage active participation from all residents across a variety of ages and interests
- Reflect the cultural diversity of the community
- Actively participate in CAN Summits and other learning opportunities
- Meet a minimum of five times per year
- Knowledgeable in the HCS

### *How will Eligibility Be Measured?*

- Each CAN will conduct a visioning session to identify the community’s strengths, weaknesses, opportunities and threats (SWOT Analysis).
- The priorities identified in the visioning session should be reviewed annually.
- Meetings will be advertised and open to the public.
- The Community Development Coordinator will be informed of CAN activities in a timely manner (i.e. meeting dates, agendas, minutes and newsletters).
- Individuals appointed or elected to executive positions within the CAN should be community members in that respective area.
- The CAN will seek community input and participation when initiating projects
- Each CAN will strive to engage the various service clubs and associations, and businesses within their area.
- Attendance at CAN Summits and other learning opportunities

### *Community Action Network (CAN) Terms of Engagement*

*Following the CGS's Public Participation Policy, the CAN's Terms of Engagement helps to define the interaction between Council, City Staff and CANs through the process of informing, consulting, involving and collaborating.*

### Inform

- Provide a Community Development Coordinator (CDC) as the primary liaison between the CGS and the CAN
- Identify a directory of key contacts from all departments within the CGS
- Provide information about CGS programs, policy change and opportunities (i.e. CANmail)
- CDCs are not required to attend all CAN meetings, however they are available to respond to CAN inquiries
- CANs assist in disseminating information to the local area.
- Provide a forum for CANs to exchange information and best practices with one another (i.e. CANmail and CAN Summits).
- CANs serve as a primary point of contact for the community for CGS projects and initiatives (HCS).

#### Considerations:

It is important that all information provided is timely, clearly defined and easily understood as well appropriately targeted to members of the CANs and that the basic concepts are in line with the H.C. priorities.

### Consult

- Encourage feedback when considering policy change or developing new ways of doing business that require community input
- Community consultation can be facilitated through CANs
- Attendance at CAN meetings to discuss issues or projects relevant to the CAN (i.e. promoting HCS)
- CANs provide feedback representative of the broader community
- Help to connect with other community champions.

#### Considerations:

This type of engagement involves seeking community views regarding specific issues.

### Involve

- Work directly with CANs to understand concerns at the community level
- Cooperatively develop solutions which will address the identified community needs
- Ensure CAN input is reflected in any directions chosen
- Communicate with CANs on how public input impacts final decisions
- CANs work with the CGS to increase awareness of participation in existing CGS programs.

#### Considerations:

This type of engagement is more of a process than consultation and is most effective when all relevant groups and individuals within a community are involved. The CAN requires a high level of organization for involvement to be effective, which details how decisions are made and the roles of all involved.

### Collaborate

- Work cooperatively with CANs to develop community partnerships to deliver outcome-based projects and programs



- Encourage partnerships with other community groups to nurture civic pride and engagement at the local level (i.e. service clubs, schools, etc.)
- CAN is working in each of the four pillars of the HCS (Active Living/Healthy Lifestyle, Civic Engagement/Social Capital, Natural Environment, Economic Growth)
- CAN reflects the cultural diversity of the community or neighbourhood it represents

#### Considerations:

To have successful collaboration, CANs must be truly representative of their communities. They should have representation from youth, seniors and the private sector. There should be representatives from service clubs and associations from the area. CANs need to be open and inclusive to all residents, and need to encourage participation from the community at large.

### *Administrative Support*

Those CANs meeting the minimum eligibility requirements will receive the following administrative support from the CGS:

- Meeting space
- CAN Reference manual
- Office space (if available)
- Printing of 3 newsletters annually
- Mysudbury.ca website space and training
- Promotional space in Leisure Guide (general CAN info)
- Liability coverage for approved CAN activities
- CANmail

### *Funding Recommendations*

In addition to the administrative support previously outlined, each CAN is eligible to receive the amount of \$2,500 per year. The funds are intended to cover costs associated with promotion of activities, photocopying, mailings, developing websites (other than mysudbury.ca sites), and other day-to-day expenses. CANs looking for financial support for outcome based projects have the option of requesting funds from their City Council representative, community sponsors or by submitting grant applications where eligible.

CANs are required to prepare an annual financial report in order to remain eligible for funding.

The report should include an outline of recent accomplishments, and should include a list of groups and associations affiliated with the CAN. Money is provided to CANs for annual operating expenditures and should not accrue over the years.

### *Ensuring CANs are Sustainable*

In addition to the administrative support provided by the CGS, learning opportunities and CAN Summits to assist with CAN sustainability will also be offered. CANs are expected to have members attend these learning opportunities as part of their eligibility. CAN Summits provide excellent networking opportunities and allow CANs to share ideas and best practices. To date some of the learning opportunities provided at the CAN Summits include presentations by Rainbow Routes, Greater Sudbury Police Services, and Volunteer Sudbury/Ontario Summer Games. Other topics covered have included HCS updates, social networking, youth engagement, and risk management.

Topics to be addressed at future CAN Summits may include:

- Volunteer recruitment
- Facilitating group discussions and effective meetings
- Conflict resolution/Consensus building
- Engaging seniors/private sector
- Strategic planning
- Special event organization
- Developing project proposals
- Succession planning

### *Reporting back to Council*

As with all other community groups, CANs may request the opportunity to present before Council. Presentations to Council provide CANs with an opportunity to update Council on their current projects and priorities.

## HOW THE CITY OF GREATER SUDBURY ENGAGES CANs (A VISUAL REPRESENTATION)

	Inform	Consult	Involve	Collaborate
Overview	<ul style="list-style-type: none"> <li>•To provide information to increase the community's understanding of issues and decisions made for the CGS, for example: updates on progress of HCS and the Sustainable Mobility Plan</li> </ul>	<ul style="list-style-type: none"> <li>•To seek community level input regarding plans, policy and procedures</li> <li>•Seek input regarding HCS</li> </ul>	<ul style="list-style-type: none"> <li>•To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered</li> <li>•Community to identify projects within the 4 pillars of HCS</li> </ul>	<ul style="list-style-type: none"> <li>•To partner with the public in each aspect of the decision-making process including the suggestion of alternative ideas and the identification of preferred solutions.</li> <li>•Develop how to carry out HCS to entire community.</li> </ul>
CAN Stages of Development	<ul style="list-style-type: none"> <li>•Few active members</li> <li>•Informal operating structure</li> <li>•Undeveloped ties with local associations</li> <li>•Introduction of HCS</li> </ul>	<ul style="list-style-type: none"> <li>•Loose structure (Co-Chairs)</li> <li>•One or two active projects</li> <li>•Some key community organizations involved</li> <li>•Obtain input regarding HCS</li> <li>•Relate priorities and projects to the HCS</li> </ul>	<ul style="list-style-type: none"> <li>•Some working committees</li> <li>•Well organized with regular meetings and broad community involvement</li> <li>•Work in multiple Healthy Community pillars but not all</li> <li>•Develop priorities and align with HCS</li> </ul>	<ul style="list-style-type: none"> <li>•Youth, senior and business representation</li> <li>•Community associations well represented</li> <li>•Functioning sub-committees and executive/Recognition of HCS within planning and priorities</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>•Staff guiding process</li> </ul>	<ul style="list-style-type: none"> <li>• Key community champions identified to work with staff</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer of leadership to community</li> <li>• Established executive in place</li> </ul>	<ul style="list-style-type: none"> <li>•100% community driven</li> <li>•CAN Executive developing new leaders (succession planning)</li> </ul>
CAN Responsibilities	<ul style="list-style-type: none"> <li>•Disseminate information received to local community</li> <li>•Identify additional community partners</li> <li>•Work with CGS to increase participation in City programs (Community Clean Up, Trails, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Provide feedback which represents the broad community</li> <li>• Identify community partners</li> </ul>	<ul style="list-style-type: none"> <li>• Lead, engage and mobilize community groups and members</li> <li>• Use visioning sessions &amp; SWOT Analysis to identify community priorities</li> </ul>	<ul style="list-style-type: none"> <li>•Involve and engage existing local community associations</li> <li>•Explore external funding opportunities to assist project funding</li> <li>•Pursue projects linked to HC Strategy</li> </ul>
CDC Role	<ul style="list-style-type: none"> <li>•Help navigate/guide CAN</li> <li>•Respond to inquiries</li> <li>•Educate CGS departments and Council regarding CANs</li> <li>•Introduce HCS</li> </ul>	<ul style="list-style-type: none"> <li>•Animator</li> <li>•Keep other departments &amp; Council informed</li> <li>•Identify link(s) of project to HC pillars</li> </ul>	<ul style="list-style-type: none"> <li>•Enable</li> <li>•Facilitate</li> <li>•Keep other departments &amp; Council informed</li> <li>•Create link(s) of project to HC pillars</li> </ul>	<ul style="list-style-type: none"> <li>•Project support</li> <li>•Access to resources</li> <li>•Keep other departments &amp; Council informed</li> <li>•Encourage CANs to pursue projects that link to the HC pillars</li> </ul>
Other City Staff				

**Responsibilities**

- Respond to CAN inquiries
- Provide information through brochures, media releases, public meetings, etc.

- Survey CANs regarding potential policy changes
- Attend meetings, as requested with CANs to discuss plans and alternatives

- Engage CANs at the onset when considering changes to policies, procedures, etc.

- Work with CANs at all stages to realize outcome based projects (i.e. trails, parks, etc.)

**Council Role**

- To listen
- To provide information

- To solicit feedback
- To provide information

- To be involved in the decision-making process

- To use CANs as a community sounding board

## Request for Decision

### CAO Performance Evaluation and Performance Planning and Development

Presented To: Finance and  
Administration  
Committee

Presented: Tuesday, Jan 17, 2017

Report Date Wednesday, Dec 21,  
2016

Type: Managers' Reports

### Resolution

THAT the City of Greater Sudbury directs the Chief Administrative Officer and the Director of Human Resources and Organizational Development to implement an annual CAO Performance Evaluation process by adopting the steps outlined in the report dated December 21, 2016 from the Chief Administrative Officer.

### Finance Implications

This report has no financial implications.

#### Signed By

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

Kevin Fowke  
Director of Human Resources &  
Organizational Development  
*Digitally Signed Dec 21, 16*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Dec 21, 16*

## Background

The Chief Administrative Officer (CAO) and the Director of Human Resources and Organizational Development (HR & OD) are working on a CAO Performance Evaluation process which would flow logically into the Performance Planning and Development (PPnD) process for Non Union staff. The CAO process is envisioned to provide a forum for the CAO and members of Council to develop a mutual understanding about performance goals, key results, core leadership competencies and performance measures.

## Analysis

In 2016 the Canadian Association of Municipal Administrators (CAMA) surveyed CAOs and Council members across Canada on the subject of performance evaluation of CAOs. Their findings resulted in the production of a toolkit for CAO Performance Evaluation. The 2016 CAMA CAO Performance Evaluation Toolkit recommends the following three steps:

1. CAO creates CAO Handbook for Performance Evaluation
2. Mayor and Council meet to create a final performance evaluation report
3. CAO, Mayor and Council meet to discuss the performance evaluation report

The three (3) steps are outlined in the attached Quick Reference Guide entitled Appendix A. This report

recommends the following process be adopted by CGS CAO and Council in light of existing tools prepared through CGS's ongoing work on various Talent Development systems.

1. The CAO Handbook for Performance Evaluation would be comprised of the following :
  - a. The CAO Job Description and Predictive Index profile of the role used by the CAO Hiring Committee;
  - b. The CAO By-law and relevant sections of the delegations By-law;
  - c. S. 229 of the Municipal Act;
  - d. The Level 5 (Enterprise Leadership) competencies from our core Leadership Competency Dictionary;
  - e. The generic accountabilities for Level 5;
  - f. A list of eight (8) to ten (10) goals as decided by the CAO in consultation with Executive Leadership Team (ELT) to be representative of the deliverables for a given year that summarize the goals and key results expected of the CAO; and
  - g. Measures for the goals set by Council for the CAO.
2. There are defined leadership competencies and role accountabilities defined for each level of leadership at CGS. Using the "Level 5" set of competencies and accountabilities would be appropriate for the CAO role. A prescribed form will be used to document goals and expected key results. The source for these goals and expected results would be Council's Strategic Plan and the plans described in the 2017 Budget. It will also record performance results on each item along with feedback on each of the Level 5 leadership competencies and the accountabilities.
3. The process of compiling a report on the CAO's performance anticipates the use of a third party with experience in executive search/talent management. This would typically include 360 degree feedback on the core leadership competencies and related details obtained from confidential personal interviews with councilors, community stakeholders and the Executive Leadership Team. This information would be compiled in a report for the CAO and Council and serve as a basis for discussion in the year end performance review meeting. Council's year end review would be produced on a prescribed form. A sample copy of this review form can be found in Appendix B to this report.
4. The third party report and associated discussions between Council and the CAO would be the subject of a closed meeting agenda item. Similar to previous periods, the Director of HR & OD would facilitate a performance discussion between Council and the CAO. This would include time for the Mayor and Council to discuss the CAO's performance and work with the Director of HR & OD to append additional information to the third party report and/or confirm it reflects Council's views on the CAO's performance.
5. Following this meeting, the Mayor would meet with the CAO and present the completed PPnD Review. It is important to view the process as a method for maintaining productive, positive communication between Council and the CAO and ensuring there is an appropriate level of attention paid to achieving desired longer-term outcomes and day-to-day performance.

## **Process for 2017**

This report recommends the following process timing be adopted at CGS for an annual CAO Performance Review. It is suggested that Mayor and Council begin 2017 by summarizing eight (8) to ten (10) CAO objectives and in so doing, begin the cycle of annual performance review discussions with the CAO. These objectives would be discussed and set by way of a report on the open Council agenda on February 14th,

2017. Council would receive the CAO Handbook for Performance Evaluation shortly thereafter. At the closed session for the August 22nd, 2017 Council meeting, the CAO will lead a performance discussion as a mid-year check on objectives and to begin the preparation process for the annual review. A third party would work during the fourth quarter on gathering feedback that would be used in a report considered at a closed session December 12th. At this meeting, Council would finalize its annual evaluation. The Mayor would meet with the CAO prior to the end of the year to discuss the performance evaluation report.

## **Conclusion**

This evaluation process for the CAO is timely and should naturally dovetail with PPnD conversations to take place at various levels over the next two (2) years as a part of our ongoing roll out of Talent Development sub-systems. All Non Union staff at Level 4 and Level 3 (primarily ELT and Directors) will have similar review cycles established in 2017. All have taken part in 360 degree core leadership competency reviews and this data will be helpful in crafting sound development plans for our senior most leaders as well as more robust process for setting goals and measuring progress throughout the year. In 2018, staff will work on rolling out these PPnD discussions to Levels 2 and 1 in the organization (Managers and Supervisors/Coordinators).



VERSION 1.0

## QUICK REFERENCE GUIDE TO THE CAO PERFORMANCE EVALUATION TOOLKIT

**CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS**



Please contact us with your questions and comments. CAMA will help connect you with other colleagues.

**Contact**

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To access templates and best practices documents related to this Toolkit, please use the Member's section of CAMA's website (which is password protected), at: <http://www.camacam.ca/en/MembersArea.asp>

## CONTENTS

Overview .....	1
1. The CAO's Process: Creating the <i>CAO Handbook for Performance Evaluation</i> .....	2
2. Mayor and Council's Process: Creating the <i>Final Performance Evaluation Report</i> .....	3
3. CAO, Mayor and Council Meet to Discuss the Performance Evaluation .....	4
Acknowledgements .....	5
Permissions .....	5

# OVERVIEW

The Toolkit fosters open conversations between CAO and Mayor and Council to set clear goals for the successes of the organization and community. For both parties, the Toolkit promotes:

- 
- a foundation for good communication;
  - an approach to dialogue and conversation that reduces misunderstandings;

- a process for setting annual work-related goals;
- a shared understanding of performance measures;

- a recognition of the CAO's achievements and assessment of what is being accomplished;
- an identification of performance gaps and proactive measures; and
- a focus on aligning the CAO's goals with the strategic plan for the organization.

To facilitate performance conversations, the *Toolkit* tasks CAOs and Mayor and Council to pick and choose from tools and templates to create deliverables. In the CAO's case, the deliverable is *The CAO Handbook for Performance Evaluation* for Mayor and Council's response. The *Handbook* includes a Performance Evaluation Template that each elected official scores. A consultant may be hired, or a sub-committee struck to compile the scores together into the *Final Performance Evaluation Report*. At this time, the CAO, Mayor and Council review the final report together.

# 1. THE CAO'S PROCESS

## CREATING THE *CAO HANDBOOK FOR PERFORMANCE EVALUATION*

Note that your municipality may not have all the elements described in the process, but because this Toolkit is a “pick and choose” model, you don’t need all of the elements. Use the elements that you do have, and consider, as you read through, whether you’d like to investigate additional elements for next year. As you work through Part 1, you will collect information into a Handbook to give to Mayor and Council for their work in preparing the *Final Performance Evaluation Report* in Part 2. A checklist for your information gathering is provided in [Appendix 2: CAO Process Checklist](#).



**1.1 Review Governance Requirements:** The CAO gathers and reviews all policies, bylaws, regulations, and acts that relate to or clarify the role of the CAO or that Councils must follow in regard to performance evaluations of their CAO.

**1.2 Review Hiring Documents:** The CAO gathers and reviews the CAO job description, contract, and covenants (if any).

**1.3 Review Goals & Key Results:** The CAO gathers and reviews previously agreed-upon strategic goals, key result areas, the strategic plan, and/or Council priorities.

**1.4 Review Core Competencies & Performance Metrics:** The CAO gathers and reviews previously agreed-upon core competencies and the performance metrics.

**Figure 2: Annual CAMA Performance Evaluation Cycle, Part 1**

**1.5 Pull the Data Together:** The CAO has completed a review of relevant documents, gathered the quarterly reviews, and is prepared to share the review with Mayor and Council.

**1.6 Conduct the Self-Assessment:** The CAO uses Template 1.6A: Performance Evaluation template to conduct the self-assessment. This template will provide you with your own self-assessment process, which you can evaluate prior to the Mayor and Council using the same assessment on you.

## 2. MAYOR AND COUNCIL'S PROCESS

### CREATING THE *FINAL PERFORMANCE EVALUATION REPORT*

Part 2 of the performance evaluation cycle occurs when Mayor and Council have the CAO's Handbook for Performance Evaluation in hand. The deliverable for this stage is the *Final Performance Evaluation Report*.



**2.1 Council Receives the CAO's Information Package:** Analyze the data that the CAO has provided. This includes the CAO's Self-assessment prepared on the performance evaluation template as well as all the background/foundational data the CAO gathered as part of the package.

**2.2 Mayor and Council Organize their Review:** The task of gathering and assessing the data involves agreeing on how to get input from all members, whether to designate a committee of Council to lead the exercise and, whether assistance is required from Human Resources or a consultant.

**2.3 Using a Template for Performance Evaluation:** This is the traditional step of the process wherein Mayor and Council rate the CAO's performance using Template 1.6A: Performance Evaluation.

Figure 3: Annual CAMA Performance Evaluation Cycle, Part 2

**2.4: Mayor and Council Discuss their Review of the CAO's Self-assessment** – In this step Mayor and Council need to agree on the process for capturing (note taking) agreement on their feedback and developing the *Final Performance Evaluation Report* (rolled up feedback).

**2.5: Council Prepares for the Discussion with the CAO** – Things to be considered include: the rules of feedback, the purpose and desired outcome of the performance evaluation discussion, and who is chairing the discussion.

**2.6: Council Shares the Final Performance Evaluation Report with the CAO** – A date is set for discussion.

### 3. CAO, MAYOR AND COUNCIL MEET TO DISCUSS THE PERFORMANCE EVALUATION REPORT



Figure 4: Annual CAMA Performance Evaluation Cycle, Part 3

**3.1: Joint Review of the Final Performance Evaluation Report** – The conversation presents and discusses the *Final Performance Evaluation Report*. The templates offer tips about providing constructive feedback. Discussion revolves around the key elements of the Toolkit.

- How well did the CAO’s performance align with Council’s Strategic Goals?
- What were the overall ratings?
- What discussion arises from the final notes? Are there any themes that emerged?

**3.2: Final Review of Proposed New Goals for the CAO** - A final review of the proposed Strategic Goals and Key Result Areas for the coming year links the CAO’s goals with the municipality’s strategic plan/priorities.

**3.3: Meet to Sign off on the Final Performance Evaluation Report** – The CAO, Mayor and Council sign off on the document.

**3.4: A New Year** – Begin the performance evaluation cycle again.

## ACKNOWLEDGEMENTS

### CAMA CAO Performance Evaluation Project Task Force

#### Chair

Janice Baker (CAMA Representative for Ontario and CAO/City Manager for the City of Mississauga, ON)

#### Members

Don MacLellan, CAMA President/Representative for New Brunswick & General Manager of Community Safety Services, City of Moncton, NB

Robert Hughes, CAMA Past President & CAO for the Town of Stratford, PEI

Patrick Draper, CAMA Member/City Manager for the City of St. Albert, AB

Scott Barton, CAMA Member/CAO for the Town of Raymond, AB

Jason Gariepy (Retired Member)

Donald Hrynyk (Retired Member)

#### Administration

Project Supervisor, Jennifer Goodine, Executive Director, CAMA

Writer, Nancy Mackenzie, Bronze Horse Communications

## PERMISSIONS

CAMA gratefully acknowledges support and permissions from the following municipalities and association for use of sample forms and templates used for performance evaluation purposes.

City of Calgary (Alberta Government)	County of Grande Prairie
City of Grande Prairie	Municipality of Jasper
City of Mississauga	Town of Beaumont
City of Moose Jaw	Town of Canmore
City of St. Albert	Town of Essex
City of Summerside	Town of Olds
Comox Valley Regional District	Town of Torbay
Conroy Ross	Town of White City
County of Elgin	International City/Council Management Association (ICMA)

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Every effort has been made to provide proper acknowledgement of original sources. If errors or omissions are identified, please notify CAMA so appropriate action can be taken.

Name:	Click here to enter text.		Job Title:	Click here to enter text.	
Date:	Click here to enter a date.	Employee #:	Click here to enter number.	Department #:	Click here to enter number

Corporate / Department Goals					
(Please review the department's performance goals for the year)					
Performance Goals					
(Goals should be aligned with the corporate and departmental goals; should be no more than 10 and stated in "SMART" terms. They may be ongoing goals which are assigned each year or projects which form a significant performance expectation on the year.)					
Performance Goal		Weight of Goal %	Mid-term Status / Comments	Rating	Evidence for Rating / Comments
Goal 1	Click here to enter text.	Enter percentage here	Click here to enter text.	Choose rating	Click here to enter text.
Goal 2	Click here to enter text.	Click here to enter text.	Click here to enter text.	Choose rating	Click here to enter text.
Goal 3	Click here to enter text.	Click here to enter text.	Click here to enter text.	Choose rating	Click here to enter text.
Goal 4	Click here to enter text.	Click here to enter text.	Click here to enter text.	Choose rating	Click here to enter text.
Goal 5	Click here to enter text.	Click here to enter text.	Click here to enter text.	Choose rating	Click here to enter text.
Goal 6	Click here to enter text.	Click here to enter text.	Click here to enter text.	Choose rating	Click here to enter text.
Goal 7	Click here to enter text.	Enter percentage here	Click here to enter text.	Choose rating	Click here to enter text.
Goal 8	Click here to enter text.	Enter percentage here	Click here to enter text.	Choose rating	Click here to enter text.
Goal 9	Click here to enter text.	Enter percentage here	Click here to enter text.	Choose rating	Click here to enter text.
Goal 10	Click here to enter text.	Enter percentage here	Click here to enter text.	Choose rating	Click here to enter text.
Development Plan					
Development Goal ("SMART" terms)		How? (Plans, Resources, Opportunities)	Mid-term Status / Comments	End of Year Status / Comments	



Goal 1	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Goal 2	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Goal 3	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.

Leadership Competencies Strategic Implementation III Level				
Leadership Competencies	Level Immediate Manager	Level Self	Level Others	Behavioural Examples – Immediate Manager
<b>Business Acumen:</b> The ability to understand the business implications of opportunities and decisions, and to implement successful business strategies to improve organizational performance. <ol style="list-style-type: none"> <li>Not at level 1</li> <li>Possesses basic knowledge of business</li> <li>Incorporates business fundamentals</li> <li>Understands the internal and external environment</li> <li>Applies broader business metrics</li> <li>Demonstrates strategic agility</li> <li><b>Directs the organization</b></li> </ol>	Enter Competency level exhibited	Competency Level	Competency level	Click here to enter text.
<b>Judgment and Decision Making:</b> The ability and willingness to make sound decisions involving varied levels of complexity, ambiguity and risk, and considering the impact of decisions on various individuals or groups. <ol style="list-style-type: none"> <li>Not at level 1</li> <li>Gathers information to make basic decisions</li> <li>Assimilates and interprets data to make decisions</li> <li>Develops alternatives in making complex decisions</li> <li>Formulates a "big picture" understanding</li> <li><b>Evaluates long-term business impact</b></li> </ol>	Enter Competency Level exhibited	Competency Level	Competency Level	Click here to enter text.
<b>Strategic Orientation:</b> The ability to understand the business implications of decisions on one’s role, and link daily work to the organization’s strategy. <ol style="list-style-type: none"> <li>Not at level 1</li> <li>Understands and aligns actions with strategic goals</li> <li>Thinks in strategic (future-oriented) terms</li> <li>Understands external impact on internal strategy</li> <li><b>Incorporates complex factors into a strategy</b></li> </ol>	Enter Competency Level Exhibited	Competency Level	Competency Level	Click here to enter text.
<b>Collaboration:</b> The ability to work and communicate collaboratively within City of Greater Sudbury to create alignment within and across teams and groups. <ol style="list-style-type: none"> <li>Not at level 1</li> <li>Is willing to help</li> <li>Collaborates within one's area</li> <li>Collaborates beyond one's area</li> <li>Enables organizational collaboration</li> <li><b>Acts for the enterprise</b></li> </ol>	Enter Competency level exhibited	Competency Level	Competency Level	Click here to enter text.
<b>Driving for Results:</b> The personal drive to achieve results, and the ability to focus one’s attention on accomplishing key objectives and positive outcomes for oneself, one’s team and the business. <ol style="list-style-type: none"> <li>Not at level 1</li> <li>Achieves or exceeds performance expectations</li> <li>Establishes own standard to maximize performance</li> <li>Sets and works to meet challenging goals</li> <li>Makes cost-benefit analyses</li> <li><b>Drives the business forward</b></li> </ol>	Enter Competency level exhibited	Competency Level.	Competency Level	Click here to enter text.
<b>Impact and Influence:</b> The ability to persuade, convince, influence or gain the commitment of others to get them to accept a point of view, adopt a specific direction, commit to an idea, or take a course of action. <ol style="list-style-type: none"> <li>Not at level 1</li> <li>Uses direct persuasion</li> <li>Adapts actions or words to persuade</li> <li>Uses customized influence strategies</li> <li>Uses complex indirect influence strategies</li> <li><b>Uses highly sophisticated influence strategies</b></li> </ol>	Enter Competency level exhibited	Competency Level	Competency Level	Click here to enter text.
<b>Organizational Awareness:</b> The ability to learn and understand the key relationships, diverse interest groups and power bases within one’s own and other organizations, as well as in the wider community. <ol style="list-style-type: none"> <li>Not at level 1</li> <li>Understands and uses the formal structure</li> <li>Understands and uses informal structures/networks</li> <li>Understands climate and culture</li> <li>Understands organizational politics</li> <li><b>Understands long-term organizational issues</b></li> </ol>	Enter Competency level exhibited	Competency Level	Competency Level	Click here to enter text.

Leadership Competencies Strategic Implementation III Level				
Leadership Competencies	Level Immediate Manager	Level Self	Level Others	Behavioural Examples – Immediate Manager
<b>Building Organizational Capability:</b> Building the organization's capability to produce and sustain results and to ensure the talent is in place to meet future business needs. 0. Not at level 1 1. Staffs strategically 2. Builds bench strength 3. Develops future capability <b>4. Builds organizational capability</b>	Enter Competency level exhibited	Competency Level	Competency Level	Click here to enter text.
<b>Building Partnerships:</b> The ability to build and maintain reciprocal, strategic relationships with networks of internal and external stakeholders who may assist in attaining the organization's goals. 0. Not at level 1 1. Build or maintains rapport 2. Actively seeks input/participation from stakeholders 3. Builds a local network for business benefit <b>4. Strategically networks for the organization</b>	Enter Competency level exhibited	Competency Level	Competency Level	Click here to enter text.
<b>Holding Self and Others Accountable:</b> Expecting the best from oneself and others by establishing appropriate levels of responsibility, holding people to account for delivery of objectives, and implementing controls to ensure compliance. 0. Not at level 1 1. Provides clear directions 2. Expects excellence and demands high performance 3. Monitors performance and gives corrective feedback 4. Acts to address performance issues <b>5. Promotes a high performance culture</b>	Enter Competency level exhibited	Competency Level	Competency Level	Click here to enter text.
<b>Leadership:</b> The ability to inspire others to work toward common goals by engaging and empowering them. It involves providing inspiration, clarity and direction through a compelling vision of the future. 0. Not at level 1 1. Manages and informs the team 2. Optimizes team effectiveness 3. Obtains resources and takes care of the team 4. Acts as a credible leader 5. Communicates a compelling vision <b>6. Galvanizes the organization around a vision</b>	Enter Competency level exhibited	Competency Level	Competency Level	Click here to enter text.

Accountabilities		
Accountabilities	Rating	Comments
Plan for and monitor progress of the Organization toward its Vision for the future.	Choose a rating	Click here to enter text.
Communicate broadly about the key strategies for the organization in the 5-10 year time horizon (i.e. work that spans the duration of more than one Council.)	Choose a rating	Click here to enter text.
Apply strategic thinking and business knowledge of the environmental influences that could interrupt progress toward organizational goals.	Choose a rating	Click here to enter text.
Lead and communicate significant organization wide changes	Choose a rating	Click here to enter text.
Declare organizational priorities especially as they pertain to the interactions between Departments that cause undesired outcomes and impact service levels.	Choose a rating	Click here to enter text.
Assess potential and manage the talent pool of resources who could reasonably fill Level Four roles in the future.	Choose a rating	Click here to enter text.
Maintain an awareness of performance issues at Level Three, review and decide removal from role.	Choose a rating	Click here to enter text.
Assess, develop and manage the performance of direct reports	Choose a rating	Click here to enter text.

Eligibility for Merit Increase		
<input type="radio"/> YES	<input type="radio"/> NO	Based on the Employee's performance I recommend they be approved for an annual merit increase
<input type="radio"/> A merit increase is not applicable as this individual is at their maximum step		

Comments
----------

Employee Comments

Click here to enter text.

Manager Comments

Click here to enter text.

Signatures

\_\_\_\_\_

Direct Manager's Signature

\_\_\_\_\_

Employee's Signature

## Request for Decision

### Request For Proposal (RFP) for Employee Benefits Provider

Presented To: Finance and  
Administration  
Committee

Presented: Tuesday, Jan 17, 2017

Report Date Wednesday, Dec 21,  
2016

Type: Managers' Reports

### Resolution

THAT the City of Greater Sudbury authorizes the Director of Human Resources and Organizational Development to solicit an employee benefits provider for a five (5) year term with the option for one (1) additional renewal term of up to five (5) years subject to Council's approval.

### Finance Implications

The change in the cost of benefits plan resulting from the award of this RFP will be incorporated into the 2018 Operating Budget.

#### Signed By

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

Kevin Fowke  
Director of Human Resources &  
Organizational Development  
*Digitally Signed Dec 21, 16*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Dec 21, 16*

## Background

The Manufacturers Life Insurance Company (Manulife Financial) has been the City's provider for Employee Benefit services since January 1, 2003 and ACE INA Life Insurance has provided Accidental Death & Dismemberment insurance during his same period. Annual renewals were negotiated for these services, however the last bid solicitation was performed in 2002.

Council approved an extension with the current providers for the 2017 benefit year and staff is preparing the RFP with a goal to choose a successful vendor by June 30, 2017 for an initial term of January 1, 2018 to December 31, 2022. Further, in accordance with with section 8, (1) of the Purchasing By-law, any multi-year contract award where the term, including any optional extension terms exceeds five years and the annual acquisition cost is \$50,000 or more are subject to Council approval.

## Analysis

Given the complexity of the services and implementation of any change in provider and the potential transitional impact to employees and retirees, staff is requesting the ability to source a provider for a five (5) year term with the potential for one (1) additional renewal term of up to five (5) years subject to Council's approval. There are a number of reasons for this recommendation:

- Ongoing files with the existing provider continue even after conversion (especially short and long term disability files existing at the time of any change in provider, which remain with the former carrier while the new carrier accepts new claims).
- Cost in terms of new contracts, benefits booklets, benefit wallet cards and information on file with healthcare providers.
- Transfer of significant volumes of personal data and claims history.
- Time and cost involved in the bid solicitation process.

Staff will monitor the performance of the successful proponent and raise a recommendation to Council in year four (4) (i.e. 2021 and potentially 2026) to either engage in another competitive bid solicitation for the period from January 1, 2023 or to continue with the provider for an additional period. Further, staff are engaged in benchmarking a number of benefits related measures and costs with other Municipalities and review these measures annually.

## Summary

The relationship with a benefits provider is somewhat unique and staff are recommending soliciting for a five (5) year term with the option for one (1) additional renewal term of up to five (5) years based on performance, costs and continued demonstration of value for money. Per section 8, (5) approval of the contract with the successful proponent will require a resolution of Council, it is anticipated that this would come back to Council in June or July of this year.

## Request for Decision

### Minimum Property Tax Bill

Presented To: Finance and  
Administration  
Committee

Presented: Tuesday, Jan 17, 2017

Report Date Tuesday, Dec 20, 2016

Type: Managers' Reports

### Resolution

THAT the City of Greater Sudbury establishes a minimum tax levy of \$50.00 per tax bill for the interim, final and supplementary tax billings in 2017;

AND THAT the Miscellaneous User Fee By-law be amended.

### Finance Implications

The establishment of a minimum tax bill of \$50.00 for the interim, final and supplementary tax billings will result in a contribution to the general revenues of the City in the approximate amount of \$45,000.00.

### Purpose

This report deals with a proposal to institute minimum property tax bills for the interim, final and supplementary tax billings annually.

### Background

Each year the Municipal Property Assessment Corporation returns the assessment roll to the City of Greater Sudbury thereby providing assessed values of all property within the municipality. The assessment roll forms the basis for the tax roll enabling the City to levy property taxes on all rateable property within the City.

Taxes are levied against all current value assessments on all eligible tax classes of property, however certain lands are subject to low assessed values due to being landlocked, poor topography, forming parts of unopened subdivisions or because of access limitations. Such properties yield very low tax revenue and in many cases the taxes are less than the cost to produce a tax bill.

In addition to the aforementioned, the Province of Ontario passed Ontario Regulation 430/15 authorizing the valuation and subsequent taxation of billboards. Billboards on private property are now subject to property taxes in the commercial tax class for the taxation years 2014, 2015 and 2016. A review of these tax accounts indicates that since billboards are assessed by their replacement cost, the current value

#### Signed By

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

Tony Derro  
Manager of Taxation  
*Digitally Signed Dec 20, 16*

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

Ed Stankiewicz  
Executive Director of Finance, Assets  
and Fleet  
*Digitally Signed Dec 20, 16*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Dec 21, 16*

assessments are low and in many cases result in a minimal tax liability.

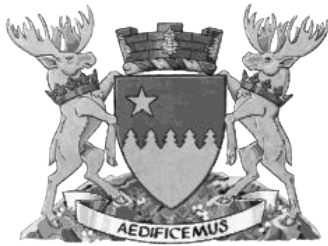
A review of the City's 2016 tax roll indicates that approximately 1200 properties generate tax revenue of less than \$100.00 annually (municipal and education).

For the information of Council, Section 355 of the Municipal Act provides the authority for a municipality, by bylaw, to set minimum tax amounts that result in a tax levy that differs from the methodology of assessment times the tax rate. As well, the municipality has the discretion to set the amount of the minimum tax bill and excess revenues are recorded in the general revenues of the municipality.

## **Conclusion**

It would be appropriate for the City of Greater Sudbury to adopt a minimum tax bill.

–



# 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;

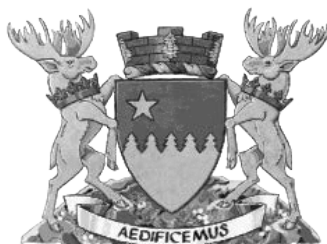
**THEREFORE BE IT RESOLVED THAT** Council for the City of Greater Sudbury approves, adopts and signs the following City of Greater Sudbury Charter to complement these guiding principles:

**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.