



FINANCE AND ADMINISTRATION COMMITTEE AGENDA

Finance and Administration Committee Meeting
Wednesday, March 30, 2016
Tom Davies Square

COUNCILLOR MIKE JAKUBO, CHAIR

Deb McIntosh, Vice-Chair

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

Council and Committee Meetings are accessible. For more information regarding accessibility,
please call 3-1-1 or email clerks@greatersudbury.ca.

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

PRESENTATIONS

1. Report dated March 14, 2016 from the Acting Chief Financial Officer/City Treasurer regarding Debt Financing. **4 - 10**

(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Ed Stankiewicz, Acting Chief Financial Officer/City Treasurer

(This presentation provides the Finance and Administration Committee with information regarding debt financing.)

CONSENT AGENDA

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

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

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

CORRESPONDENCE FOR INFORMATION ONLY

- C-1. Report dated March 14, 2016 from the Acting Chief Financial Officer/City Treasurer regarding 2016 Annual Repayment Limit. **11 - 14**

(FOR INFORMATION ONLY)

(This report sets out the Annual Repayment Limit as provided by the Province.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

For Information Only

Debt Financing

Presented To: Finance and
Administration
Committee

Presented: Wednesday, Mar 30,
2016

Report Date Monday, Mar 14, 2016

Type: Presentations

Resolution

For Information Only

Background

Find attached the Debt Financing Report previously distributed to the Finance and Administration Committee during the 2016 budget deliberations.

Signed By

Report Prepared By

Ed Stankiewicz
Acting Chief Financial Officer/City
Treasurer
Digitally Signed Mar 14, 16

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Mar 14, 16

Request for Recommendation

Finance and Administration Committee



Type of Decision							
Meeting Date	February 2, 2016			Report Date	January 28, 2016		
Decision Requested		Yes	X	No	Priority	X	High
	Direction Only				Type of Meeting	X	Open
							Closed

Report Title
Debt Financing

Budget Impact/Policy Implication		Recommendation	
X	This report has been reviewed by the Finance Division and the funding source has been identified.	For Information Only	
X	Background Attached	Recommendation Continued	

Recommended by the Department	Recommended by the C.A.O.
 Ed Stankiewicz Acting Chief Financial Officer/Treasurer	 Kevin Fowke Acting Chief Administrative Officer

BACKGROUND

At the January 19, 2016 Finance and Administration Committee meeting a parking lot request was made to provide a report on debt financing identifying the City's debt capacity, the City's ability to access our current investment portfolio for internally debt financing, and provide comparison of the City's debt levels to other municipalities.

Debt Management Policy

In October of 2013, City Council approved a debt management policy, which set out the parameters for securing debt, managing the outstanding debt, providing guidance regarding the timing of debt, type of instrument to be used, and the purpose for the use of debt.

The City's debt financing strategy should be coordinated with the City's long term plans. The policy also states that the debt should be affordable and sustainable and should be structured in an equitable manner to have those that benefit from the asset pay for the debt. The policy also sets out the principles of debt financing in accordance with the City's Long Term Financial Plan. The principles state that debt financing should only be considered for:

- New, non-reoccurring infrastructure requirements
- Programs and facilities which are self supporting
- Projects where the cost of deferring expenditures exceeds debt servicing costs
- Securing debt for terms no longer than the anticipated life of the funded asset

The policy addresses the debt categories, that being:

- 1) Tax Supported Debt - The debt repayment sources would be on the tax levy.
- 2) Self Supporting Debt - The debt repayment source would be outside the tax levy, such as user fees or development charges. Such projects would include, but not limited to, water/wastewater projects, parking lot improvements, growth related projects (such as arenas) where other revenues would provide for debt servicing costs.

A copy of the Debt Management Policy is attached.

Debt Capacity

Each year the Ministry of Municipal Affairs and Housing provides the City with a document for the determination of its annual debt repayment limit. For 2015, based on the City's 2013 Financial Information Returns (FIR), which reflects the City's net revenues at \$379 million, the Ministry uses 25% of net revenues for an annual repayment limit ceiling of \$95 million. The Debt Management Policy restricts the City's maximum annual debt repayment at 5% of net revenues. Council has indicated that this policy may be revisited to modify this ceiling if more debt is required. The following chart reflects the amount of debt that can be secured at the current policy level, 10% of net revenue, and 25% of net revenue (Ministry of Municipal Affairs and Housing limit).

(\$ millions)		Current Annual Debt Repayment	Available Debt Repayment	Debt Secured @ 3.2%	Debt Secured @ 3.5%
2013 Net Revenues	\$379				
Ministry of Municipal Affairs 25%	\$95	\$9	\$86	\$1,256	\$1,222
Current Policy 5%	\$19	\$9	\$10	\$146	\$142
Change Policy to 10%	\$38	\$9	\$29	\$424	\$412

This chart reflects the amount of debt that can be secured/funded over a 20 year period.

As reflected under the current policy the City could secure an additional \$142 million in debt for capital projects.

How Does Sudbury Compare to Others

The BMA study that the City participates in on an annual basis compares 104 municipalities across Ontario on a number of factors. There are a number of measures that deal with debt and the following chart reflects how Greater Sudbury compares to others in the 2015 survey.

	Tax Debt Interest as % of Net Revenues	Tax Debt Charges as % of Net Revenues	Debt to Reserve Ratio
Greater Sudbury	0.3%	1.5%	0.2
Median	1.3%	3.2%	0.7
Average	1.4%	4.2%	1.1

These figures are based on the 2014 Financial Information Returns (FIR). In all cases, the City is in a favourable position.

Using Committed Reserve Funds for Capital Projects

At the Finance and Administration Committee meeting of January 19, 2016, a request was made to evaluate the use of committed reserve funds to fund capital projects as these committed funds may not be required for their intended purposes until much later. As reflected in another report on this agenda, there are approximately \$21 million of committed reserves, which could be used to fund projects. The largest amount is the allocation of \$12.2 million for Maley Drive. The second largest committed amount is for the Whitson-Paquette Drain at \$4.1 million. These amounts include allocations identified in the 2015 and previous budgets.

As well, there are also committed reserve funds that are required for the City's obligations. The following table identifies some of the larger committed reserve funds.

Committed Reserve Fund	Description	Balance Forecast @ December 31, 2015
Human Resources Management Reserve Fund	Used for claims fluctuation, succession planning, other potential liabilities and employee rewards and recognition programs	\$6.1 Million
WSIB Reserve Fund	City is no longer able to secure insurance for catastrophic events, therefore must self insure	\$3.6 Million

Capital Financing Reserve Fund – General	Used for a number of one time projects, which include TDS elevator replacement, solar panel project, and funds for market development	\$6.0 Million
Capital Financing Reserve Fund - Water	Contains funds committed from previous capital budgets; as well, it also includes the water stabilization allocation of 10% of revenues as per the Reserve Funds By-law	\$8.6 Million
Capital Financing Reserve Fund – Wastewater	Contains funds committed from previous capital budgets as well it also includes the wastewater stabilization allocation of 10% of revenues as per the Reserve Funds By-law	\$5.6 Million
Capital Financing Reserve Fund – Roads	Contains funds committed from previous capital budgets and funds which are currently deferred for a later date including Maley Drive and several bridge rehabilitations/replacements	\$22.3 Million

In addition to the committed reserve funds, there are a number of uncommitted reserves and reserve funds with significant balances that are required to fulfil obligations of the City. The following table provides a list of some of these reserves with larger balances.

Reserves & Reserve Funds	Description	Balance Forecast @ December 31, 2015
Tax Rate Stabilization	This reserve provides for year-to-year variances in the operating budget	\$2.6 Million
WSIB	The funds are used to pay for invoices from WSIB and to pay rehabilitation expenses	\$4.1 Million
Industrial Reserve Fund	The funds are used for the expansion or creation of industrial parks	\$2.3 Million
Roads – Winter Control Reserve Fund	The funds may be used to offset winter control over-expenditures	\$3.1 Million
Capital Financing Reserve Fund – I.T.	The funds are used for Information Technology projects	\$3.6 Million
Capital Financing Reserve Fund – EMS	The funds are used for ambulance capital projects including all vehicles, equipment, and stations	\$2.3 Million
Capital Financing Reserve Funds – Roads	Funds to be used for capital roads projects	\$11.2 Million
Capital Financing Reserve Funds – Water	Funds to be used for water projects including any projects necessitated by the Ministry of the Environment	\$3.4 Million
Capital Financing Reserve Funds – Wastewater	Funds to be used for wastewater projects including any projects necessitated by the Ministry of the Environment	\$9.5 Million

Some of the balances noted above are committed as part of the 2016 Capital Budget.

None of the Police Services Reserve Funds have been identified in the above charts as the reserve funds are under the control of the Police Services Board.

As outlined in the BMA study, reserves and reserve funds are a critical component of a municipality's long-term financing plan. The purpose for maintaining reserves, as outlined in the report, is to:

- Provide stability of tax rates in the face of variable and uncontrollable factors (consumption, interest rates, unemployment rates, changes in subsidies)
- Provide financing for one-time or short term requirements without permanently impacting tax and utility rates
- Make provisions for replacements/acquisitions of assets/infrastructure that are currently being consumed and depreciated
- Avoid spikes in funding requirements of the capital budget by reducing their reliance on long-term debt borrowings
- Provide a source of internal financing
- Ensure adequate cash flows
- Provide flexibility to manage debt levels and protect the municipality's financial position
- Provide for future liabilities incurred in the current year but paid for in the future

Internal vs External

The City's rate of return on investments for 2015 was 1.97% when considering interest earned only. With the additional returns realized from the capital gains, the rate of return is 3.1%. For the last two months Infrastructure Ontario's lending rates (used as a benchmark) for 20 year borrowing has ranged from 3.1% to 3.3%. If reserve funds were used rather than external borrowing, the opportunity cost would be the 3.1% lost rate of return from the investment portfolio on the funds used for additional capital. As a result, monetarily there would be very little impact in the short term, however, the City would lose the ability to borrow at low rates that are currently being offered. If the City considers external debt financing, the City will be locked into a considerably low interest rate for 20 years in a potentially rising interest rate environment. In this case, the City will also benefit with higher future rates of return on our investment portfolio, ultimately benefitting the reserve funds.

For major capital projects, the debt should be identified for a specific project with a specific time line matching the anticipated life of the asset. Therefore, it would not be considered prudent to use reserve funds for internal long term debt financing. Internal debt should be utilized for smaller capital projects and a projected shorter repayment period. For larger projects, external debt financing should be pursued and the debt repayment period should match the life of the asset to ensure that those individuals consuming or benefiting from the asset pay for it.

Implementation of a Capital Levy to Fund Capital Projects

In an attempt to close the infrastructure gap Council may also consider implementing a capital levy. This could be used to enhance the annual capital program or to secure debt.

A capital levy of 1% (\$2.3 million) could leverage \$33 million of debt to be used for capital programs. The City's Long Term Financial Plan identified the use of a capital levy.

Federal Infrastructure Stimulus

Minister Sohi recently announced the government's approach to the Infrastructure Stimulus Program. He reiterated the government's overall infrastructure commitment of \$60 billion. He had stated the first approach is getting \$10 billion working for the economy now, noting that he trusts municipal governments to set priorities. The government wants "shovel ready and shovel worthy" projects and the Minister spoke to the importance of investing in maintenance deferral to extend the life cycle of assets, using examples such as water and wastewater, housing, and upgrading bus fleets.

As a result the City should be ready with priorities and funding plan to secure our share of the funding requirements.

Additional Resource Requirements

The delivery of a capital project involves costs that can be divided into two broad categories, namely direct and indirect costs. Direct costs include the construction costs and associated physical works such as utility relocations. Indirect costs include a number of non-construction related costs including preliminary investigations, testing, property acquisitions, professional design services, inspections, project management, contract administration, commissioning and record documentation, training and development of operating manuals.

The indirect costs of a project compared to the direct costs will vary with the complexity of the project and value of the project. Purchasing property and relocating expensive utilities such as natural gas lines can significantly affect the percentage of indirect costs. Experience has shown that indirect costs as a ratio of direct costs can vary between 10 and 20 percent of construction costs.

It is important in considering investments in large capital projects that existing staff resources are limited to the capacity of existing capital budgets. To ensure successful completion of the projects additional resources are required as a component of the project. Additional resources can be acquired as permanent staff appointments, temporary secondments, and consultant services. It is also important to note that all projects require a certain amount of time for City staff to ensure that the projects are administered and managed correctly. If specific staff are assigned to a capital project, then it is also possible that they have to be backfilled to ensure their normal work obligations are maintained.

SUMMARY

As a result of the current low interest rate environment in Canada, it would be prudent to fund large capital projects with external debt. The City should be prepared to identify shovel ready projects to the Federal Government and consider appropriate funding sources.

For Information Only

2016 Annual Repayment Limit

Presented To: Finance and
Administration
Committee

Presented: Wednesday, Mar 30,
2016

Report Date Monday, Mar 14, 2016

Type: Correspondence for
Information Only

Resolution

For Information Only

Background

Each year, the Province calculates an Annual Repayment Limit (ARL) for every municipality in the Province as of January 1st. The 2016 Annual Repayment Limit for the City of Greater Sudbury has been received and is attached to this report. It is based on information extracted from the 2014 Financial Information Return (FIR). The 2015 FIR, which will be filed in May, will form the basis for the calculation of the 2017 annual repayment limit.

Under Provincial guidelines, no municipality should spend more than 25% of its net revenues on debt repayment. Based on this percentage, the ARL indicates the maximum debt repayment a municipality could support. Under the Provincial formula of 25%, the City of Greater Sudbury has the capacity to increase debt repayments by \$91.7 million.

For illustrative purposes, the Province indicates that, based upon the stated \$91.7 million annual repayment limit at a 5% and 7% interest rate over an amortization period of 15 years, the City could undertake a further \$952 million or \$835 million respectively in long-term borrowing. Of course, if this were done, the operating budget would have to increase by the \$91.7 million necessary for the debt repayments. However, Council adopted the Debt Management Policy under Bylaw 2013-228 setting a limit of 5% of the City's own purpose revenue for annual debt repayment, which Council deemed to be a prudent financial decision based on the City's ability to afford debt repayments in this current economic climate.

At 2014 year-end, the total long-term liabilities of the City of Greater Sudbury was approximately \$32.5 million (2013 - \$37.3 million) with annual debt repayments and interest of \$5.6 million. As contained in the 2015 BMA Study, the City of Greater Sudbury's debt interest as a percentage of total expenditures was 0.3% at December 31, 2014, well below the survey average of 1.4%. Also, the City of Greater Sudbury's debt to reserve ratio at December 31, 2014 was 0.2, which is below the BMA survey average of 1.1.

Signed By

Report Prepared By

Barbara Dubois
Co-ordinator of Budgets
Digitally Signed Mar 14, 16

Recommended by the Department

Ed Stankiewicz
Acting Chief Financial Officer/City
Treasurer
Digitally Signed Mar 14, 16

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Mar 14, 16

Update of Annual Repayment Limit as of May 2015

As a result of the approval of the Biosolids Project and the new Fleet garage project, where external debt financing was a requirement for the projects, the CFO has updated the Annual Repayment Limit. The updated amount includes the City's secured debt financing for both of these projects through Infrastructure Ontario in May of 2015 and additional debt financing for the Biosolids plant through the private contractor as a condition of the project. The annual debt repayment on these projects totals \$4.4 million, which now increases the annual debt repayment to \$10 million. Based on the City's 2014 Annual Debt Repayment Limit Schedule (Schedule 81), this \$10 million represents 2.6% of the City's net revenues. This is all within the parameters set out in the Debt Management Policy, which sets the limit for the annual debt repayment at 5% of the City's own purpose revenue.

In accordance with the City's Debt Management Policy, the City has \$9.5 million capacity of annual repayments, which translates into \$118 million of debt at 5% over twenty years.

2016 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

MMAH CODE:	23103	FIR CLEAN FLAG:	C
MUNID:	53005		
MUNICIPALITY:	Greater Sudbury C		
UPPER TIER:	N/A		
REPAYMENT LIMIT:		\$	91,707,355

The repayment limit has been calculated based on data contained in the 2014 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2014 to commit to payments relating to debt and financial obligation. Prior to the authorization by Council of a long term debt or financial obligation, this limit must be adjusted by the Treasurer in the prescribed manner. The limit is effective January 01, 2016.

FOR ILLUSTRATION PURPOSES ONLY,

The additional long-term borrowing which a municipality could undertake over a 5-year, a 10-year, a 15-year and a 20-year period is shown.

If the municipalities could borrow at 5% or 7% annually, the annual repayment limits shown above would allow it to undertake additional long-term borrowing as follows:

5% Interest Rate		
(a)	20 years @ 5% p.a.	\$ 1,142,876,345
(a)	15 years @ 5% p.a.	\$ 951,890,982
(a)	10 years @ 5% p.a.	\$ 708,139,884
(a)	5 years @ 5% p.a.	\$ 397,044,853
7% Interest Rate		
(a)	20 years @ 7% p.a.	\$ 971,549,023
(a)	15 years @ 7% p.a.	\$ 835,262,701
(a)	10 years @ 7% p.a.	\$ 644,114,084
(a)	5 years @ 7% p.a.	\$ 376,018,261

DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403/02)

MUNICIPALITY:

Greater Sudbury C

MMAH CODE:

23103

Debt Charges for the Current Year

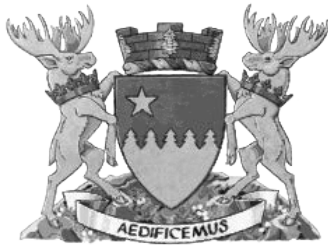
		1
		\$
0210	Principal (SLC 74 3099 01)	4,517,597
0220	Interest (SLC 74 3099 02)	1,117,755
0299	Subtotal	5,635,352
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)	0
9910	Total Debt Charges	5,635,352

Amounts Recovered from Unconsolidated Entities

		1
		\$
1010	Electricity - Principal (SLC 74 3030 01)	0
1020	Electricity - Interest (SLC 74 3030 02)	0
1030	Gas - Principal (SLC 74 3040 01)	0
1040	Gas - Interest (SLC 74 3040 02)	0
1050	Telephone - Principal (SLC 74 3050 01)	0
1060	Telephone - Interest (SLC 74 3050 02)	0
1099	Subtotal	0
1410	Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02)	0
1411	Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02)	0
1412	Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02)	0
1420	Total Debt Charges to be Excluded	0
9920	Net Debt Charges	5,635,352

		1
		\$
1610	Total Revenues (Sale of Hydro Utilities Removed) (SLC 10 9910 01)	538,207,014
	Excluded Revenue Amounts	
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04)	0
2210	Ontario Grants, including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC 10 0815 01)	122,066,522
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	1,322,405
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01)	1,392,899
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01)	13,429,143
2230	Revenue from other municipalities including revenue for Tangible Capital Assets (SLC 10 1098 01 + SLC 10 1099 01)	111,560
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01)	-3,196,305
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01)	4,369,360
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	79,929
2252	Donated Tangible Capital Assets (SLC 53 0610 01)	5,718,152
2253	Other Deferred revenue earned (SLC 10 1814 01)	357,211
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01)	3,185,311
2299	Subtotal	148,836,187
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	0
2610	Net Revenues	389,370,827
2620	25% of Net Revenues	97,342,707
9930	ESTIMATED ANNUAL REPAYMENT LIMIT	91,707,355
	(25% of Net Revenues less Net Debt Charges)	

* SLC denotes Schedule, Line Column.



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;

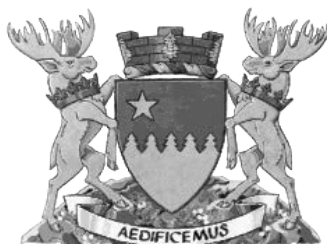
AND WHEREAS the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

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.