



FINANCE AND ADMINISTRATION COMMITTEE AGENDA

Finance and Administration Committee Meeting
Tuesday, December 8, 2015
Tom Davies Square

COUNCILLOR MIKE JAKUBO, CHAIR

Deb McIntosh, Vice-Chair

Revised

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. 2016 Budget Overview
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Kevin Fowke, Acting Chief Administrative Officer
- Ed Stankiewicz, Acting Chief Financial Officer/City Treasurer

(A presentation will be delivered in order to provide Council with an overview of the 2016 Budget.)

OUTSIDE BOARD PRESENTATIONS

1. Nickel District Conservation Authority (NDCA) Board
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Lin Gibson, Chair, NDCA Board
- Carl Jorgensen, General Manager/Secretary-Treasurer, NDCA

(The Nickel District Conservation Authority (NDCA) Board will provide a presentation regarding their 2016 Budget.)

2. Sudbury and District Board of Health
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Dr. Penny Sutcliffe, Medical Officer of Health/Chief Executive Officer, Sudbury and District Board of Health

(The Sudbury and District Board of Health will provide a presentation regarding their 2016 budget.)

CONSENT AGENDA

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

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

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

ROUTINE MANAGEMENT REPORTS

- C-1. Report dated November 19, 2015 from the Acting Chief Financial Officer/City Treasurer regarding 2015 Operating Budget Variance Report - September.
(RECOMMENDATION PREPARED) **5 - 8**

(This report provides a year end projection based on expenditures and revenues to the end of September, 2015.)

- C-2. Report dated November 20, 2015 from the Acting Chief Financial Officer/City Treasurer regarding 2015 Water Wastewater Operating Budget Variance Report - September. **9 - 12**
(RECOMMENDATION PREPARED)
(This report projects a year end position of the Water Wastewater Operating Budget based on expenditures and revenues to the end of September, 2015.)
- C-3. Report dated November 24, 2015 from the Acting Chief Financial Officer/City Treasurer regarding 2015 Capital Budget Variance Report - September. **13 - 18**
(RECOMMENDATION PREPARED)
(This report identifies the capital projects completed as of September 30, 2015.)
- C-4. Report dated November 20, 2015 from the Acting Chief Financial Officer/City Treasurer regarding 2016 Miscellaneous User Fees. **19 - 22**
(RECOMMENDATION PREPARED)
(This report advises Council on the proposed increase to Miscellaneous User Fees in accordance with the respective By-law.)

REGULAR AGENDA

MANAGERS' REPORTS

- R-1. Report dated November 19, 2015 from the Acting Chief Financial Officer/City Treasurer regarding Update on 2016 Budget Community Consultation Options. **23 - 28**
(RECOMMENDATION PREPARED)
(This report provides an update on the 2016 Budget community consultation requests.)
- R-2. Report dated November 17, 2015 from the General Manager of Growth & Development regarding Art Gallery of Sudbury - Reporting Process for Annual Grant. **29 - 30**
(RECOMMENDATION PREPARED)
(This report will outline the recommended due diligence process associated with the Art Gallery of Sudbury's annual operating grant.)
- R-3. Report dated October 19, 2015 from the General Manager of Citizen and Leisure Services regarding Community Action Networks. **31 - 44**
(RECOMMENDATION PREPARED)

(This report outlines that there are currently 16 active Community Action Networks (CANs) within the City of Greater Sudbury. CANs operate with the support of City staff, Council and most importantly the community volunteers who give their time and effort to help make their part of the City of Greater Sudbury an inviting and vibrant place to call home. This report will provide background information on CANs, recent feedback from CANs on their needs and visions and will recommend direction for moving ahead with amendments to the existing Terms of Engagement which have helped to guide the operations of CANs.)

- R-4. Report dated October 20, 2015 from the Executive Director, Administrative Services/City Clerk regarding Closed Captioning of Council and Committee Meetings.

45 - 48

(RECOMMENDATION PREPARED)

(This report provides budget options for the Finance and Administration Committee's consideration.)

- R-5. Report dated November 25, 2015 from the Executive Director, Administrative Services/City Clerk regarding Budget Options - Compliance and Enforcement User Fees.

49 - 54

(RECOMMENDATION PREPARED)

(This report describes enforcement activities which benefit individuals, relate to non-compliance with an order, or to a matter that is private in nature and for which the Municipality may wish to recover the costs of Enforcement.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

Request for Decision

2015 Operating Budget Variance Report - September

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Dec 08, 2015

Report Date Thursday, Nov 19, 2015

Type: Routine Management
Reports

Recommendation

THAT the City of Greater Sudbury accepts the September 30, 2015 Variance Report dated November 19, 2015, from the Acting Chief Financial Officer/Treasurer outlining the projected year end position.

Executive Summary

This report provides Council with a forecast of the City's year-end position based on revenues and expenditures to the end of September 2015. The 2015 projected net surplus of approximately \$650,000 includes savings identified from Project 6 Million (P6M).

Background

The purpose of this report is to provide Council with an updated projection based on results as of September 30th of the municipality's year end position including potential year-end variances. The monitoring and reporting of variances has been conducted in accordance with the Operating Budget Policy and bylaw. Council is provided with a variance report after each quarter end. This report is an update from the 2nd quarter projection provided to Council in September 2015.

The Reserves and Reserve Funds By-law allows certain operations to keep the surpluses generated in their respective areas, only if this does not put the municipality in a deficit position; these areas include Information Technology, Land Reclamation Services, Social Housing Services, Libraries, Police Services and professional development. For 2015, these areas will retain their respective surpluses or a portion thereof, if the municipality is in an overall surplus position in excess of 2015 actual savings achieved from P6M.

Attached is an additional chart that reflects the annual net budget, year-end position and variance for each area. In accordance with the Operating Budget Policy, the following explanations relate to areas where a variance of greater than \$200,000 resulted within a division or section.

Variance Explanations

Signed By

Report Prepared By

Barbara Dubois
Co-ordinator of Budgets
Digitally Signed Nov 19, 15

Recommended by the Department

Ed Stankiewicz
Acting Chief Financial Officer/City
Treasurer
Digitally Signed Nov 19, 15

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Nov 25, 15

1) Taxation Levy

This area is reflecting a projected negative variance of \$560,000 as follows:

- Supplemental taxation is projected to be under budget by \$55,000
- Payments in lieu of taxation are projected to be under budget by \$45,000
- Tax writeoffs are projected to exceed budget by \$460,000 as a result of appeals, and requests for reconsideration and applications under section 357

2) Other Revenues and Expenses

This area is reflecting a projected net positive variance of \$1.91 Million as follows:

- Increased investment income primarily from capital gains from the sale of bonds of \$1.95 Million
- Projected reduction in OLG slot revenue of \$185,000
- Projected increase in interest on tax arrears net of writeoffs of interest and penalties \$120,000
- Projected increase in miscellaneous revenue of \$25,000

3) Transit and Fleet

The projected year-end deficit of approximately \$1,000,000 consists of over expenditures of \$820,000 in Transit and \$470,000 in Fleet which are partially offset by a \$290,000 surplus related to the timing of debt payments for 1160 Lorne Street.

The Transit projected net over expenditures of \$820,000 is largely a result of:

- Over expenditures in Transit bus repairs and maintenance of \$710,000, which includes unanticipated major component rebuild expenses
- Shortfall in Transit fare box revenues of approximately \$310,000 due to a 2 month delay in approving 2015 user fee increases and a decline in ridership
- Under expenditure in Handi-Transit of approximately \$160,000 as a result of favourable consumer price index adjustment in accordance with contract terms
- Under expenditure in Crossing Guards of approximately \$40,000

The Fleet projected net over expenditure of \$470,000 is primarily a result of:

- Over expenditures in vehicle repair and replacement parts, partially a result of fleet vehicles remaining in service beyond their useful lives, damages to department fleet vehicles and unanticipated increases in vehicle licensing fees

4) Planning and Development

The projected year-end under expenditure of \$290,000 in Planning and Development is a result of:

- Vacant positions and staff on leave which results in backfilling/replacement of positions at lower rates than budgeted of \$280,000
- Projected under expenditure of \$20,000 in earth care promotion costs as a result of P6M initiatives
- Projected under expenditure of \$50,000 in various expense accounts
- Projected decrease in committee of adjustments user fees of \$60,000 as a result of fewer applications.

5) Environmental Services

The projected net over expenditure of \$470,000 is a result of the following items:

- Projected reduction in tipping fee revenues of \$420,000 as less industrial, commercial and building related waste are being disposed of at the landfill sites
- Market prices for sale of recyclable materials are lower than expected and therefore a net reduction in revenue of \$250,000 is projected
- Stewardship Ontario Bluebox funding announced exceeding budget by approximately \$120,000

- Projected under expenditure in waste collection costs of \$80,000

6) Social Services

The Social Services Division is undergoing a transformation to a new Provincial Computer System (SAMS) for delivering the Ontario Works Program that is having an impact to all the offices across Ontario. The Ministry continues to work with municipalities on improving the system however the financial reporting component has not been resolved as of yet and cannot be relied on with certainty. As a result of the new reports that are expected from the Ministry, the division is reporting a break even projection at this time.

Summary

As per the attached chart, the City's projected net year end position will result in a reduction to the budgeted draw from the Tax Rate Stabilization Reserve of approximately \$650,000 as a result of Project 6 Million savings. Any additional net surplus realized will be contributed to reserves in accordance with the Reserve and Reserve Fund Bylaw.

	Annual Net Budget	Year End Net Projections	Sept Net Surplus (Deficit)	Projected YE Variance %	Notes*
Corporate Rev and Exp Summary					
Taxation Levy	(236,171,112)	(235,612,863)	(558,249)	(0.00)	1
Grants and Subsidies	(28,468,100)	(28,468,100)	0	0.00	
Other Revenues and Expenses	(16,716,245)	(18,629,245)	1,913,000	0.11	2
TOTAL CORPORATE NET REVENUES	(281,355,457)	(282,710,208)	1,354,751	0%	
Executive and Legislative					
Office of the Mayor	603,396	602,909	487	0.00	
Council Memberships & Travel	72,729	74,570	(1,841)	(0.03)	
Council Expenses	1,045,904	998,506	47,398	0.05	
Healthy Community Initiatives	600,000	600,000	0	0.00	
Auditor General	349,501	312,224	37,277	0.11	
Office of the C.A.O. Summary	1,547,506	1,635,202	(87,696)	(0.06)	
Executive and Legislative	4,219,036	4,223,411	(4,375)	(0)	
Administrative Services					
Election Services	200,000	200,000	0	0.00	
Legal Services	1,528,929	1,446,840	82,089	0.05	
Security & By-law	(788,679)	(800,393)	11,714	(0.01)	
Debt & Contribution to Capital	467,110	467,110	0	0.00	
Clerks Administrative Services	1,078,602	1,006,640	71,962	0.07	
Information Technology	(6,798)	(155,196)	148,398	(21.83)	
Administrative Services	2,479,164	2,165,001	314,163	13%	
Assets & Finance					
Financial Services	7,233,923	7,092,804	141,119	0.02	
Asset Services Summary	4,744,136	4,694,891	49,245	0.01	
Transit and Fleet Summary	13,989,602	14,992,606	(1,003,004)	(0.07)	3
Assets & Finance	25,967,661	26,780,301	(812,640)	(3%)	
Human Resources and O.D.	25,000	24,494	506	2%	
Growth and Development					
Growth and Development Other	271,584	250,678	20,906	0.08	
Economic Development	4,991,309	4,993,817	(2,508)	(0.00)	
Planning and Development	4,816,775	4,527,574	289,201	0.06	4
Building Services	(0)	0	0	0.00	
Growth and Development	10,079,668	9,772,069	307,599	3%	
Citizen & Leisure Services					
Debt & Contribution to Capital	3,467,043	3,467,043	0	0.00	
Citizen Services Summary	11,358,163	11,199,227	158,936	0.01	
Leisure-Recreation Summary	18,202,386	18,366,376	(163,990)	(0.01)	
Citizen & Leisure Services	33,027,592	33,032,646	(5,054)	(0%)	
Infrastructure Services					
Infrastructure Services Other	224,535	220,200	4,335	0.02	
Public Works Depots	1,182,058	1,200,263	(18,205)	(0.02)	
Engineering Services	0	0	0	0.00	
Water - Wastewater Summary	3,321,002	3,321,002	0	0.00	
Roads Maintenance Summary	64,909,372	65,080,151	(170,779)	(0.00)	
Environmental Services Summary	11,139,146	11,605,668	(466,522)	(0.04)	5
Infrastructure Services	80,776,113	81,427,284	(651,171)	(1%)	
Health, Social & Emergency Svc					
G.M. Office and Other	1,126,655	1,018,934	107,721	0.10	
Emergency Services Summary	34,756,906	34,748,900	8,006	0.00	
Social Services Summary	8,119,981	8,119,981	0	0.00	6
Long Term Care-Senior Services	3,494,073	3,570,424	(76,351)	(0.02)	
Housing Services Summary	18,327,256	18,321,615	5,641	0.00	
Health, Social & Emergency Svc	65,824,870	65,779,854	45,016	0%	
Outside Boards					
Outside Boards Other	6,428,378	6,428,378	(0)	(0.00)	
Police Services	52,527,975	52,426,492	101,483	0.00	
Outside Boards	58,956,353	58,854,870	101,483	0%	
TOTAL NET EXPENDITURES	281,355,457	282,059,929	(704,473)	(0%)	
TOTAL	0	(650,279)	650,278		

* see report for explanation of variances

Reduction in draw from Tax Rate Stabilization
Reserve as a result of P6M

\$ 650,278

Request for Decision

2015 Water Wastewater Operating Budget Variance Report - September

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Dec 08, 2015

Report Date Friday, Nov 20, 2015

Type: Routine Management
Reports

Recommendation

THAT the City of Greater Sudbury accepts the September 30, 2015 Water Wastewater Variance Report dated November 18, 2015 from the Chief Financial Officer/Treasurer and the General Manager of Infrastructure Services outlining the projected year end position.

Year End Variance

The year end net over expenditure for Water and Wastewater Services is projected to be \$2,098,578 as outlined in Schedule A. Water is projecting an over expenditure of \$3,822,047 while Wastewater is trending to an under expenditure of \$1,723,469.

The major contributors to this over expenditure are:

Signed By

Report Prepared By

Dion Dumontelle
Co-ordinator of Finance, Water
Wastewater
Digitally Signed Nov 20, 15

Recommended by the Department

Ed Stankiewicz
Acting Chief Financial Officer/City
Treasurer
Digitally Signed Nov 20, 15

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Nov 25, 15

Category	Favourable/(Unfavourable)
User Fees	\$(1,105,200)
Salaries and Benefits	\$924,600
Materials	\$321,800
Energy	\$(181,700)
Purchased Services	\$(3,818,600)
Debenture and Insurance Costs	\$1,483,600
Internal Recoveries	\$159,300
Other Net Variances	\$117,622
Total Projected Over Expenditure	\$(2,098,578)

Variance Explanations

User Fees

Actual user fee revenues are trending below budgeted amounts. For 2015 the estimated consumption has been budgeted at 14.2 million cubic metres. Based upon the most recent information provided by GSU, it is estimated that the consumption will be approximately 13.9 million cubic metres. This is still an estimate as final consumption numbers will be known in early 2016.

Other miscellaneous user fees are projected to be under budget as well but are partially offset by an increase in other revenues.

Salaries and Benefits

Salaries and benefits are projected to be under budget by approximately \$924,600. The division experienced staff turnover and in some cases were / are unable to successfully fill those specialized vacancies on a timely basis. At the time of the writing of this report, there were several full-time vacancies that were unfilled. Overtime, other than that required during the frozen winter services event, has been kept to a minimum, particularly in the plants areas.

Materials

Materials are projected to be under budget by \$321,800. This is a combination of savings in chemicals, break down repair related materials and other plant related maintenance savings.

Energy

Energy costs are projected to be over budget by approximately \$181,700. Energy consumption at the Wahnapiite water treatment plant was higher than normal during the winter event as production was increased to maintain flows through the system. The Sudbury Wastewater plant hydro is now trending below budget due to process improvements, completion of capital projects and lower than expected rainfall.

Purchased Services

Purchased service costs are projected to be over budget by approximately \$3.8 million:

1. There have been 151 watermain breaks to the end of September 2015. This number is projected to be 180 for the calendar year using historical averages for the remaining months, compared to 141 breaks for 2014 and 103 for 2013. It is estimated that contracted repairs of watermains will be over budget by \$2.4 million.

2. The unusual cold weather also had an impact on water services freezing. Frozen water services thawing repairs performed by contractors amounted to approximately \$1.0 million in unanticipated expenditures over budgeted amounts. A separate report summarizing these expenditures procured under the emergency provision of the City's Purchasing by-law has been received by Council. Only a very small amount was recovered from property owners who are billed when the freeze occurred on private property.
3. All other repair work to water related infrastructure (hydrants, curb boxes, and valves) are anticipated to exceed budget by \$ 500,000.
4. Sewer main and manhole repairs will be over budget by \$100,000.

The cumulative effect of the above four items is an overage of \$4.0 million. Offsetting this are projected savings of \$200,000 related to other contracted services, resulting in the net overage of \$3.8 million.

Debenture and Insurance Costs

The projected costs for the external debt repayments related to the Biosolids facility will be lower than budgeted in fiscal 2015 due to the delay in the completion date and acquiring external debt through Infrastructure Ontario at both a lower than expected principal and an interest rate lower than budgeted.

Internal Recoveries

Internal recoveries are projected to be under budget by \$159,300 due to savings in the GSU billing and collection costs, interdepartmental allocations and fleet costs.

Conclusion

The over expenditure in 2015 is a result of the harsh winter conditions, aging infrastructure as well as reduced consumption. Operations works to balance the use of own crews versus contractors to maximize value and maintain service levels as quickly as possible for citizens. The under expenditure in salaries and over expenditure in purchased services reflect this strategy.

The final year end water over expenditure will be funded by a contribution from the Water Capital Financing Reserve Fund while the wastewater under expenditure will be contributed to the Waste Water Capital Financing Reserve Fund in accordance with the By-law. After taking into account these projections, it is estimated that the balance of the Water Capital Financing Reserve Fund will drop to approximately \$1,000,000 while the Wastewater Capital Financing Reserve Fund will rise to around \$7.4M. The balances may vary by year end pending actual results.

Revenue & Expense Summary Water/Waste Water Mtce.

Projected for Year Ended December 31, 2015 (based on September 30 operating results)



Schedule A

	Annual Budget	Projected Actual at December 31	Variance Favourable/ (Unfavourable)	Projected % of Budget
Frontage Charges	229,938	229,938	-	100
Provincial Grants & Subsidies	-	-	-	
User Fees	61,251,728	60,146,554	(1,105,174)	98
From Reserve and Reserve Funds	2,797,213	2,797,213	-	100
Other Revenues	359,600	477,000	117,400	133
Municipal Levy (fire protection)	3,321,002	3,321,002	-	100
Total Revenues	67,959,481	66,971,707	(987,774)	99
Salaries & Benefits	13,441,788	12,517,159	924,629	93
Materials Expenses	4,715,510	4,393,735	321,775	93
Equipment Expenses	-	-	-	
Energy Costs	4,211,393	4,393,127	(181,734)	104
Purchased/Contract Services	10,867,552	14,686,136	(3,818,584)	135
Debenture & Insurance Costs	4,289,574	2,806,002	1,483,572	65
Prof Development & Training	75,198	75,000	198	100
Grants - Transfer Payments	5,000	5,000	-	100
Prov to Reserves & Capital	23,405,157	23,405,157	-	100
Internal Recoveries	6,948,309	6,788,969	159,340	98
Total Expenses	67,959,481	69,070,285	(1,110,804)	102
Excess (Deficiency) of Revenue Over Expenses (before contribution to Reserve Funds)	-	(2,098,578)	(2,098,578)	
Contribution from (to) Water Reserve Fund	-	3,822,047		
Contribution from (to) Waste Water Reserve Fund	-	(1,723,469)		
Excess (Deficiency) of Revenue Over Expenses (after contribution to Reserve Funds)	-	-		

Request for Decision

2015 Capital Budget Variance Report - September

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Dec 08, 2015

Report Date Tuesday, Nov 24, 2015

Type: Routine Management
Reports

Recommendation

THAT the City of Greater Sudbury accepts the Capital Variance Report for completed capital projects from the period of July 1, 2015 to September 30, 2015, dated November 24, 2015 from the Acting Chief Financial Officer/City Treasurer.

Finance Implications

No financial implications

Background

The following report provides City Council with variance for projects in excess of \$200,000 as per the Capital Budget Policy.

The Capital Budget Policy was followed and has given authority to staff to reallocate funds between capital projects or transferred to the respective Capital Financing Reserve Fund.

Appendix A is a summary of all completed capital projects over \$200,000 and cancelled capital projects from the period of July 1, 2015 to September 30, 2015 including explanations for variances greater than \$50,000.

Signed By

Report Prepared By

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed Nov 24, 15

Recommended by the Department

Ed Stankiewicz
Acting Chief Financial Officer/City
Treasurer
Digitally Signed Nov 25, 15

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Nov 25, 15

Appendix A
City of Greater Sudbury
Completed Capital Projects over \$200,000
Completed between July 2015 and September 2015

Note - For all projects below, transfers have been completed in accordance with the Capital Budget Policy and variances greater than \$50,000 have been explained.

Division	Department	Project Description	Year Started	Total Original Budget	Final Cost	Variance	Notes
Infrastructure Services	Environmental Services	Azilda Hanmer Landfill	2008				
		2003 Capital Budget		300,000			
		2004 Capital Budget		776,000			
		2005 Capital Budget		100,000			
		2007 Capital Budget		107,500			
				1,283,500	1,735,548	(452,048)	1
	Roads	Big Nickel Mine Road	2014				
		2014 Capital Budget		6,000,000			
		Contribution from Others (Vale)		120,838			
				6,120,838	6,730,619	(609,781)	2
		Lasalle / Notre Dame Intersection	2011				
		2013 Capital Budget		7,000,000			
		2010 Capital Budget		2,119,000			
		2011 Capital Budget		595,000			
		2014 HCI Contribution (Ward 5)		15,000			
				9,729,000	10,325,843	(596,843)	3
		Contingency	2013				
		2013 Capital Budget		1,722,558	1,722,558	-	4
		Loach's Road and Windle Drive	2012				
		2012 Capital Budget (Loach's Road)		550,000			
		2013 Capital Budget (Windle Drive)		100,000			
2013 Capital Budget (Loach's Road)		600,000					
		1,250,000	1,052,629	197,371	5		
King Street	2013						
2013 Capital Budget		610,000	566,510	43,490			
Guide Rail Installation	2014						
2014 Capital Budget		250,000	220,689	29,311			
Ellen Street	2014						
2014 Capital Budget		575,000	696,420	(121,420)	6		
Surface Treatment	2015						
2015 Capital Budget		1,155,000	1,181,192	(26,192)			

Appendix A
City of Greater Sudbury
Completed Capital Projects over \$200,000
Completed between July 2015 and September 2015

Note - For all projects below, transfers have been completed in accordance with the Capital Budget Policy and variances greater than \$50,000 have been explained.

Division	Department	Project Description	Year Started	Total Original Budget	Final Cost	Variance	Notes
Infrastructure Services	Water	Morris Street	2015				
		2015 Capital Budget		165,000	227,017	(62,017)	7
		Water Service Replacement - Frozen Water Services					
		2011 Capital Budget	2011	200,000			
		2010 Capital Budget		500,000			
				700,000	601,458	98,542	8
		Loach's Road	2013				
		2013 Capital Budget (Loach's)		525,000			
		2013 Capital Budget (Loach's)		175,000			
		2013 Capital Budget (Windle)		150,000			
		2012 Capital Budget (Loach's)		550,000			
				1,400,000	1,383,608	16,392	
		King Street	2014				
		2013 Capital Budget		500,000	431,444	68,556	9
		Ellen Street	2014				
		2014 Capital Budget		450,000	337,917	112,083	10
Wastewater		Afton Avenue	2014				
		2014 Capital Budget		300,000	261,640	38,360	
		Ellen Street	2014				
		2014 Capital Budget		325,000	39,433	285,567	11
		Afton Avenue	2014				
		2014 Capital Budget		125,000	77,427	47,573	
		Loach's Road	2013				
		2013 Capital Budget (Loach's)		315,000			
		2013 Capital Budget (Loach's)		50,000			
		2013 Capital Budget (Windle)		200,000			
		2012 Capital Budget (Loach's)		450,000			
				1,015,000	760,999	254,001	12
		Sewer Inspection Program	2014				
		2014 Capital Budget		500,000	518,249	(18,249)	

Appendix A
City of Greater Sudbury
Completed Capital Projects over \$200,000
Completed between July 2015 and September 2015

Note - For all projects below, transfers have been completed in accordance with the Capital Budget Policy and variances greater than \$50,000 have been explained.

Division	Department	Project Description	Year Started	Total Original Budget	Final Cost	Variance	Notes
Infrastructure Services	Wastewater	Various Plant Repairs 2012 Capital Budget	2012	350,000	297,525	52,475	13
		Various Plant Repairs 2013 Capital Budget	2013	279,727	95,764	183,963	14
		King Street 2013 Capital	2013	250,000	503,310	(253,310)	15
Assets & Finance	Transit	Replacement Buses 2015 Capital Budget	2015	2,359,112	2,351,164	7,948	
Health, Social and Emergency	EMS	Stretchers Power 2014 Capital Budget	2014	384,848			
		Council Resolution CS2014-40		700,000			
				1,084,848	927,421	157,427	16
<u>Cancelled Projects</u>							
Infrastructure Services	Water	Vaughn Avenue 2015 Capital Budget		30,000			17
		Hanmer Water Storage Tank 2012 Capital Budget		600,000			18
	Wastewater	Environmental Management System 2013 Capital Budget		60,000			19
		Misc Plant Repairs 2014 Capital Budget		350,000			20
	Environmental Services	Frobisher Street - Cold Storage 2015 Capital Budget		20,000			21
Assets & Finance	Fleet	Sweepers with Water Tanks 2014 Capital Budget		100,000			22
	Transit	Bus Shelters 2014 Capital Budget		26,210			23
Citizen and Leisure Services	Leisure Services	Kinsmen Sports Complex - Heating and Ventilation 2010 Capital Budget		15,000			24
		Centennial Arena - Boiler 2014 Capital Budget		35,000			25

Appendix A
City of Greater Sudbury
Completed Capital Projects over \$200,000
Completed between July 2015 and September 2015

Note - For all projects below, transfers have been completed in accordance with the Capital Budget Policy and variances greater than \$50,000 have been explained.

Division	Department	Project Description	Year Started	Total Original Budget	Final Cost	Variance	Notes
Notes:							
1		Actual expenditures were higher than budgeted because refuse and bedrock was encountered outside the approved limit of waste. The project should have been completed in 2014, however the wet conditions delayed completion of minor deficiencies. These deficiencies will be completed in 2015. The over expenditures were funded from the following sources: Walden Landfill Transfer Station (\$355,290) and Azilda Landfill Transfer Station (\$96,758).					
2		Actual expenditures were higher than budgeted due to asphalt unit prices higher than estimated and additional rock removal which was required due to the shape of actual rock face upon exposing it by removing overburden which was not included in the budget estimate. The over expenditures were funded from surplus in Brady Street (\$95,000) and from Contingency (\$514,781).					
3		Actual expenditures were higher than budgeted due to asphalt unit prices higher than estimated, additional utility relocations not included in budget estimate, police costs for traffic control higher than estimated, property acquisition costs higher than estimated, large retaining wall construction not included in budget estimate, and construction of retaining walls were more extensive than anticipated due to unfavorable existing rock slopes. The over expenditures were funded from the following sources: Recovery from others including Union Gas (\$38,630); Brady Street (\$155,000); Charrette Street (\$205,000); Property Acquisition (\$173,658); and Loach's Rd (\$24,554).					
4		As per the Capital Budget Policy, the contingency funds have been used to fund repairs not budgeted for, as well as overexpenditures in existing projects, etc. These funds have been mainly used for: Big Nick Mine Road (\$514,781); Madrid Lane sewer improvements (\$406,735); MR4 (\$172,092); asphalt patching on Fielding Rd (\$77,223); rockfall clean up on Regent (\$63,039); culvert repair on MR35 and Swedland (\$59,850); repairs to curbs, landscape and driveways on Havenbrook Drive (\$51,344); testing and geotechnical on Larch Street (\$35,615); MR8 HMA rehabilitation (\$33,751); sidewalks (\$31,000); MR84 Moose Mountain Road (\$25,637); Durham Parkette (\$25,000); Burr Oak Drive culvert repair (\$24,131); Automatic Vehicle Locator (\$20,000); Arthur Street (\$19,962) and MR 15 (\$14,751); easement work on Larch Street (\$12,800); Niemi Road (\$11,725); and various other projects under \$10,000.					
5		Actual expenditures were lower than expected due to favourable tender prices that were lower than budgeted. The surplus was transferred to the following projects: Vaughn Ave (\$155,000), Lasalle Notre Dame (\$24,554), and Transportation Study (\$17,817).					
6		Actual expenditures were higher than budgeted due to tender prices higher than budgeted and additional storm sewer repairs that were not anticipated during budgeting. The over expenditures were funded from Errington Ave (\$121,420).					
7		Actual expenditures were higher than budgeted due to additional curb and sidewalk replacement not anticipated during budgeting. The over expenditures were funded from Errington Ave (\$23,873), Crack Sealing (\$13,144), and Kipling Court (\$25,000).					
8		Actual expenditures were lower than budgeted due to prices coming in lower than estimate. The surplus was transferred to the 2015 Water Service Replacement (\$55,013) and Rehabilitation (\$43,529).					
9		Actual expenditures were lower than expected because the budgeted amount was based on a conceptual design. As well, the tendered unit prices were lower than the detailed design unit prices. The surplus was transferred to Marier Street (\$40,000), with the remaining \$28,556 to be used to cover deficits for 2015 capital projects or will be transferred to the Capital Financing Reserve Fund - Roads for the 2015 year end.					
10		Actual expenditures were lower than expected because the tendered unit prices were lower than the detailed design unit prices. As well, the field conditions were more favorable than expected. The surplus has been transferred to the Capital Financing Reserve Fund - Water for use in the 2016 Capital Budget.					
11		Actual expenditures were lower than expected because the budgeted amount was based on a conceptual design. As well, the tendered unit prices were lower than the detailed design unit prices and the field conditions were more favorable than expected. The surplus was transferred to the Capital Financing Reserve Fund - Wastewater for use in the 2016 Capital Budget.					
12		Actual expenditures were lower than expected because the budgeted amount was based on a conceptual design. As well, the tendered unit prices were lower than the detailed design unit prices and the field conditions were more favorable than expected. The surplus was transferred to the Capital Financing Reserve Fund - Wastewater for use in the 2016 Capital Budget.					
13		Actual expenditures were reduced in order to fund over-expenditures in other capital projects. The surplus was transferred to Jacob Street (\$1,782), Coniston WWTP (\$4,533), Diffuser Replacements (\$2,992), Misc Plant Repairs (\$1,128), with the remaining (\$42,041) for detailed design at the Azilda WWTP.					

Appendix A
City of Greater Sudbury
Completed Capital Projects over \$200,000
Completed between July 2015 and September 2015

Note - For all projects below, transfers have been completed in accordance with the Capital Budget Policy and variances greater than \$50,000 have been explained.

Division	Department	Project Description	Year Started	Total Original Budget	Final Cost	Variance	Notes
14		Actual expenditures were reduced due to capital priorities identified in the 2016 capital budget. The surplus was transferred to the Capital Financing Reserve Fund - Wastewater to be used in the 2016 Capital Budget for the Walden WWTP Rehabilitation project.					
15		Actual expenditures were higher than budgeted as the tender unit prices were higher than the detailed design unit prices, and the budget amount was based on a conceptual design. As well, the tendered unit prices were higher than the detailed design unit prices. The over expenditures were funded from Third Avenue.					
16		Actual expenditures were lower than expected due to lower tendered pricing than budgeted. The surplus was transferred to the Capital Financing Reserve Fund - EMS.					
17		Project was cancelled as field conditions encountered were different than anticipated. The funds were transferred to the Capital Financing Reserve Fund - Water.					
18		Project was cancelled due to recommendations from the Infrastructure Master Plan to not proceed at this present time. The project will be reviewed at a later date. The funds were transferred to the Capital Financing Reserve Fund - Water and will be used for the road restoration contract (operating costs) as approved by City Council on May 26, 2015, as well as for the 2016 Capital Budget.					
19		Project was for establishing a management system for Wastewater with Water, but is no longer deemed a current priority. Will request funding in the future as required. The funds were transferred to the Capital Financing Reserve Fund - Wastewater.					
20		Project was cancelled due to other capital budget priorities within the 2016 Capital Budget. The funds were transferred to the Capital Financing Reserve Fund - Wastewater and will be used for the road restoration contract (operating costs) as approved by City Council on May 26, 2015, as well as for the 2016 Capital Budget.					
21		Project was cancelled due to the fact that vehicles were stored in the former Transit building on Frobisher for the year. It was determined that these funds would be better used to fund over expenditures in the current year and once it was determined what the next steps would be in order to house Environment Services vehicles a new budget will be requested. The funds were transferred to fund over expenditures in contingency (\$19,246) and automatic vehicle locator (\$754).					
22		Project was cancelled as the operating department that requested the equipment completed operating changes that no longer justified the purchases. The surplus was used to fund over expenditures for the following projects: rebuilds (\$40,973); forklift (\$25,883); vans (\$18,193); 3/4 ton pickups (\$13,744); compressors (\$777); and mini vans (\$430).					
23		Project was cancelled due in order to shifting priorities to bus rebuilds instead of bus shelters. The surplus was used to fund over expenditures in bus rebuilds.					
24		Project was cancelled due to the fact that the furnace was still in good repair. The surplus was used to fund over expenditures in various parks.					
25		Project was cancelled due to the fact that the boiler was still in good repair. The surplus was used to fund over expenditures in arena upgrades (\$25,800) and condenser at Carmichael Arena (\$9,200).					

Request for Decision

2016 Miscellaneous User Fees

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Dec 08, 2015

Report Date Friday, Nov 20, 2015

Type: Routine Management
Reports

Recommendation

THAT the City Council prepares the appropriate by-law to increase the 2016 Miscellaneous User Fees as outlined in this report from the Acting Chief Financial Officer/Treasurer.

Finance Implications

The 2016 rates in this bylaw will be incorporated into the 2016 base budget. If there are any changes to these user fees as a result of 2016 budget deliberations an amendment to the miscellaneous user fee bylaw will be passed.

BACKGROUND

User fees are fees charged by municipalities to recover direct costs for services provided to a specific user or group of users, including tourists and non-residents. Alternatively, if a service provides an equal benefit to all citizens, the costs to provide this service may be recovered solely on the municipal tax levy.

2016 Inflationary Increases

In accordance with the current Miscellaneous User Fee By-law, the 2016 user fee rates were to be increased by the greater of 3% and the September 2015 Stats Canada Consumer Price Index (C.P.I.) for all items which was 1.0%.

Most fee increases were scheduled to come into effect on January 1, 2016. However, there are fees in the by-law that follow the playing season such as ice rentals and play fields, and reflect increases at the start of their respective seasons as opposed to the calendar year.

In most cases, the 2016 User Fees have been rounded to the closest \$.25, \$.50, \$1.00, \$5.00 or \$10.00,

Signed By

Report Prepared By

Liisa Brule
Senior Budget Analyst
Digitally Signed Nov 20, 15

Division Review

Barbara Dubois
Co-ordinator of Budgets
Digitally Signed Nov 25, 15

Recommended by the Department

Ed Stankiewicz
Acting Chief Financial Officer/City
Treasurer
Digitally Signed Nov 25, 15

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Nov 25, 15

depending on the value of the service provided.

Each department may request changes to the previous years by-law, including administrative changes for clarity and ease of application. The following is an overview of user fees by department including any exceptions to the 3% guideline increase.

Assets, Citizen and Leisure

Assets, Citizen and Leisure has approximately 850 user fees and variations, which are primarily made up of leisure, fitness, playing fields, ski hills, arenas, parking, transit and others. These fees represent approximately \$18 million of the total user fee revenue collected with the major contributor being transit fares.

Exceptions to the 3% increase and new fees:

- **Aquatics:** To capture the fees for programs being offered, new fees have been added for Howard Armstrong Gym & Swim program, Junior Lifeguard Club, and lifesaving society assistant instructor. A new program withdrawal fee has been added to accommodate approved program withdrawal requests.
- **Ice Use Charges:** In order to increase usage and revenue, and to market unused ice time, a last minute booking incentive rate has been implemented for groups booking within 5 days or less. As well, the arena section will now market unused ice time to parents to host birthday parties in our arena facilities. There is a new fee for youth birthday parties. Finally, fees for ice cancellation have increased in an effort to reduce loss of revenues and to recover cost for remarketing the ice time.
- **Camping Parks:** The existing event chargebacks for events hosted at the Grace Hartman Amphitheatre have now been added to the bylaw. These charges have been added as a strict cost recovery measure. Also, new fees have been added for monthly vendor rental space as there have been requests to rent the space.
- **Community Halls:** To capture the existing hall cancellation fee, this fee has been added to the user fee bylaw. This fee was put in place by the Community Halls Working Committee in 2006 in order to recover administrative costs. This fee has not been increased since its implementation. A fee for the rental of arena parking lots has also been added.
- **Fitness and Recreation Centres:** New 16 visit fitness passes have been added for Howard Armstrong Recreation Centre to provide more options to customers.
- **Leisure Services Fees and Charges:** In order to capture the difference in rates that are derived from the length of a program (number of weeks), several fees have been added. Moderate fitness for older adults, cycling course, leisure specialty instructor, and a fee for issuing tax receipts have also been captured to demonstrate existing and new programs. A new program withdrawal fee has been added to accommodate approved program withdrawal requests.
- **Parking:** Parking rates in the miscellaneous user fee by-law include fees for attended and automated lots only, as these lots require the user to pay on exit and therefore do not require enforcement. Rates for monthly parking, pay & display machines, and meter parking are included in the Traffic and Parking by-law. The special event rate has been increased from \$3 to \$5 to remain competitive with private lots downtown. Also, a new fee of \$5 per space has been added for all lot rentals.
- **Ski Hills:** The program price for junior day camps for season pass holders has increased more than the 3% to harmonize the fee with other ski hill program rates. Also, a fee for 5 day pass cards have been added for Adanac, and Lively ski hills. Flex Pass rates have been adjusted to reflect the closure of the Capreol Ski Hill.
- **Family Day:** Rates for family day were adjusted to 50% of the regular rate as this was the initial

intent when implemented.

- Summer Camps: The Leisure Services Division is now offering summer camp apparel. New fees have been added for this, as well as for the high five leaders in training program at neighbourhood playgrounds. Fees at Camp Wassakwa were increased to match those at Camp Sudaca. Finally, the 8 week integrated playground fees saw an increase as previously approved by Council
- Ticket Charges – Sudbury Community Arena: Ticket handling charges have been frozen to remain comparative with other ticket handling fees in Ontario and Canadian venues to ensure that service charges are not a deterrent from promoters booking the facility and/or people purchasing tickets.

Administrative Services

Administrative Services has approximately 60 user fees which accounts for approximately \$200,000 of the total user fee revenue collected. These fees are made up of administrative services, marriage act, and legal fees, with the majority of the revenue coming from legal services.

Exceptions to the 3% increase:

- Licencing: The fee for Spatial Data has been removed as the City has adopted an Open Data policy.

Finance

Financial Services has over 30 user fees which accounts for approximately \$600,000 of the total user fee revenue collected. The majority of this revenue comes from taxation.

Exceptions to the 3% increase and new fees:

- Financial Services: Fees for tax arrears notices and administrative fees have been frozen at 2015 rates and will only be increased when the cumulative 3% results in a substantial increase (i.e. \$5.00). Also, a new fee for the copy of tax extension agreements has been added to recover costs.

Growth and Development

Growth and Development has approximately 200 user fees which accounts for \$5 million of the total user fee revenue collected. These fees are primarily made up of building services and planning rates with the majority of the revenue coming from building fees.

Health, Social and Emergency Services

Health, Social and Emergency Services has approximately 100 user fees which accounts for approximately \$200,000 of the total user fee revenue collected. These fees are made up of emergency management services, the Lionel E. Lalonde Centre rentals, and fire services with the majority of the revenue coming from the Lionel E. Lalonde Centre.

Exceptions to the 3% increase and new fees:

- Emergency Medical Services: New fees have been added for special events to provide primary care paramedic response unit, and advanced care paramedic response unit. These fees offer options to groups that host special events and festivals
- Fire Fees: Several fees have been added as a result of P6M revenue opportunities and a review of municipal comparators.
- Lionel E. Lalonde Centre: Several fees have been adjusted to remain competitive in the facility rental market, and to stay within the Ministry's current per diem schedule for travel reimbursements. A market survey and analysis of our comparators has been conducted resulting in additional fees for

both prime time, and non prime time room rentals.

Infrastructure Services

Infrastructure Services has approximately 170 user fees which accounts for approximately \$7.5 Million of the total user fee revenue collected. These fees are made up of public works and environmental services with the majority of the revenue coming from tipping fees.

Exceptions to the 3% increase and new fees:

- Infrastructure - General: A new administrative fee has been added for public works departments to recover costs associated with the billing of damages to City property caused by motor vehicle accidents.
- Environmental Services: The annual operating fee for waste management services for high density residential buildings has increased from \$68 to \$75 to reflect year three of the phase in to move towards full cost recovery as approved in the 2014 budget. Several fees have been added to this schedule to combine all Environmental Services fees in other by-laws and provide ease and convenience for the end user. Additional fees have been added to ensure the City is providing the same service when the scales are operational, and not operational. The Fee for Big Blue bins, which is subsidized by the City, has been frozen at the 2015 rate of \$20 to ensure they are accessible to all citizens and to promote diversion.

Request for Decision

Update on 2016 Budget Community Consultation Options

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Dec 08, 2015

Report Date Thursday, Nov 19, 2015

Type: Managers' Reports

Recommendation

WHEREAS a community consultation session for the 2016 Budget was held on September 16, 2015 and the submissions received are summarized in this report, which has been reviewed by Finance and Administration Committee and City Staff;

THEREFORE BE IT RESOLVED that the Finance and Administration Committee accepts the report dated November 19, 2015 from the Acting Chief Financial Officer/City Treasurer and that budget enhancement options be prepared for the consideration of the Finance and Administration Committee, as outlined in Appendix A.

Finance Implications

If approved, staff will prepare Budget Enhancement Options for \$100,000 for an active transportation coordinator position, and an increase in annual grant funding of \$15,000 for Rainbow Routes. Also, staff will prepare a Capital Budget Enhancement Option for a \$100,000 commitment towards a splash pad for Onaping Falls.

Signed By

Report Prepared By

Barbara Dubois
Co-ordinator of Budgets
Digitally Signed Nov 19, 15

Recommended by the Department

Ed Stankiewicz
Acting Chief Financial Officer/City
Treasurer
Digitally Signed Nov 19, 15

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Nov 25, 15

Background

A community consultation session was held on September 16, 2015. In addition, on-line and written submissions were accepted from September 1st to September 18th. The purpose of this report is to provide the Finance and Administration Committee with an update on the status of the 2016 Community Consultation requests and provide staff's recommendation of the next steps and action plans.

Copies of the submissions received can be found at:

<http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&lang=en&id=936#agendaitem10292>

The submissions received by the public include:

- Permanent requests for Budget Enhancements
- One-Time requests for Operating or Capital Budget Enhancements
- General comments

City staff has reviewed all the submissions, organized and consolidated similar requests, and provided comments and recommendations. Please see Appendix A for the summary of the 34 submissions and staff's recommendations for next steps.

Permanent or One Time Operating Budget Enhancements:

During previous budget deliberations, any one time operating budget requests or service level enhancements with permanent budget implications required a report to Council or applicable Committee of Council to clearly identify the budget implications and service level changes in advance of budget deliberations. If Council wished to pursue the one time request or service level enhancement, approval was required to prepare a budget option have it included as a proposed budget enhancement in the budget binder.

Due to time constraints this year as a result of the P6M budget reductions initiative, the public input budget enhancement options have not been vetted by the Standing Committees.

Capital Budget Options:

During previous budget deliberations, any ward specific capital projects requested during the community consultation which were less than \$100,000 were referred to the ward Councillor for consideration under the Healthy Communities Initiatives Funding. Any other capital requests over \$100,000 would be referred to the 5 year Capital budget, and staff would review and prioritize in the Capital Budget as funded or unfunded, where applicable. Staff have noted these as possible funding sources in the attached Appendixes.

Conclusion:

City staff has reviewed all the submissions, organized and consolidated similar requests, and provided comments and recommendations. The purpose of this report is to seek Council's direction regarding the preparation of budget enhancement options.

Appendix A: 2016 BUDGET PUBLIC INPUT LOG

	Submission	Name and Organization	Description	Distributed to	Estimated Budget Impact as per submission	Current Level of Funding / Support	Comments / Action to be Taken	Budget Option Recommended Yes/No
1	Presentation/ written	Linda Cartier, Sudbury Arts Council	Use the \$100,000 previously directed to Art Gallery to enrich the operations and programs of local art organization	Growth and Development	Nil	In 2015 budget, funding for Art Gallery was transferred to its own grant account and increased from \$100,000 to \$200,000.	To create permanent funding for the Art Gallery, the 2015 budget option approved a reallocation of the original \$100,000 funding and therefore there is no available funds to be reinvested. No Budget option required.	No
2	Presentation	John Lindsay/ Friendly to Seniors	Comments to reduce staff, comparison to tax freezes in Windsor and recommend not to borrow but pay as you go for capital projects	All Depts			Comments received by Finance and Administration Committee. Staff have been reduced through Attrition as part of P6M initiative.	No
3	Presentation	Valarie Besserer, Onaping Falls Rec Committee	Group is fundraising for a Splash pad in their community, and would like the City to support in their capital budget.	Citizen and Leisure	Any amount up to \$200,000		The Leisure master plan includes and expansion of Municipal Splash Pad inventory. Staff are recommending a Capital budget option in the amount of \$100,000 and Group would be required to fundraise, apply for grants or possible HCI funding for balance.	Capital Option and Refer to HCI
4	Presentation/ written	Naomi Grant, Coalition for a Liveable Sudbury	Implement an Active Transportation Coordinator. Fund and set timelines for completion of Transportation related policies. Provide Saturday transit Service on Sundays. Dedicate staff and set timelines to complete watershed studies.	Citizen and Leisure, Assets and Finance, Infrastructure	Active transportation Coordinator \$100,000 Cost to Provide Saturday transit service on Sunday \$500,000		Active Transportation Coordinator is recommended in the draft transportation master plan. Staff will be preparing a report on transit standards for Operations Committee in November which will serve as guidelines.	Yes for Transportation Coordinator
5	Presentation/ written	Pam Banks, Friends of Sudbury Transit	Change Sunday transit service to Saturday service levels. Create family transit passes, student passes, free transit for under age 12 and seniors over age 65 at non peak hours.	Assets and Finance	Cost to provide Saturday Service on Sunday \$500,000		Reports on Transit Standards and Transit Fare Structures prepared for Operations and Finance and Administration Committees in November.	No
6	Presentation/ written	Rachelle Niemela, Sudbury Cyclists Union	Implement dedicated cycling capital projects, operational policies plans and strategies. Facilitate programs with an active transportation coordinator.	Infrastructure	Active transportation Coordinator \$100,000	\$500,000 was committed for cycling infrastructure projects in 2015 capital budget.	Active Transportation coordinator is recommended in the draft transportation master plan.	Yes
7	Presentation/ written	Nicole Beaulieu, Sudbury Workers Education and Advocacy Centre	Funding for the Workers Education and Advisory Centre education programs. Group currently has received a Trillium grant which is almost completed.	Human Resources	\$25,000 one time	None	Provincial legislation governs working conditions, and are supported by various Unions, Trade associations and advocacy groups to help ensure employees are being treated fairly. This is not a core municipal responsibility. No budget option is recommended.	No
8	Presentation	Steve May	Comments support sustainability, transit cycling and pedestrian issues, renewable energy, Downtown Master Plan, Elgin Greenway, Community Improvement Plans, and relocating railway lines from downtown.	All Depts			Comments received by Finance and Administration Committee	No
9	Presentation/ written	Brenda Tessaro, Sam Bruno PET scanner steering committee	Contribution towards PET scanner of \$1 Million which will bring their fund raising to 1/2 of their goal.	Health, Social and Emergency	\$1,000,000 one time	No financial support from CGS but previous Council has endorsed the initiative	Funding for health care is a responsibility of the provincial government. Although the department supports the idea, there is currently no mechanism to fund this municipally.	No
10	Presentation/ written	Cathy Orlando, Citizens Climate Lobby	Ensure City makes long term budget plans which included transitioning to a low carbon economy. Consider a resolution to support putting climate warning labels on gas pumps.	Growth and Development		None	No Budget option required.	No

	Submission	Name and Organization	Description	Distributed to	Estimated Budget Impact as per submission	Current Level of Funding / Support	Comments / Action to be Taken	Budget Option Recommended Yes/No
11	Presentation/ written	Renee Belec-Richard & Megan Desbiens / Eyre Playground Association	Request their neighbourhood be considered for a speed bump pilot project.	Infrastructure		Traffic calming measure included in annual operating budget	Staff will review the adjacent street in accordance with the traffic calming policy to assess if measures are warranted.	No
12	Presentation	James Wadell	Comments include prohibiting HCI spending in last 12-18 months of Council term, kill Maley Drive project, hiring freeze, borrow for new Arena, Roads and have new AG do value for money audit on outside legal services	All Depts			Comments received by Finance and Administration Committee	No
13	written	Matt Alexander	1. Redirect all funds budgeted for Road widening to improve transit service 2. Sell all municipal parking lots to private companies or developers 3. Increase monthly parking rates in municipal lots above the price of a monthly transit pass.	Infrastructure Assets and Finance			Road widenings are constructed for safety of the existing vehicular traffic, economic development, growth of the community and for promoting increased active transportation. Parking generates revenue and results in an overall annual reduction to the tax levy of \$200,000. Monthly parking rates meet or exceed the cost of monthly transit passes for all municipal lots except Energy Court and CP.	No
14	written	Adam Bonczak	Public signage paid for/sponsored by private business such as adopt a roads program, and fire prevention programs	Infrastructure			Regulatory signs are the responsibility of the municipality.	No
15	Written	Bob Daigle	Eliminate fixed charges for water and waste water so that each cubic meter of water used has the same cost. Therefore the more you use the more you pay.	Infrastructure			Fixed charges are implemented to complement the fixed costs inherent in providing treated water and treatment of wastewater. Fixed costs are incurred regardless of water volumes. The volumetric charge allows users to effect their individual bills by paying for what they use.	No
16	Written	Cheryl Desforges	Utilize more solar power to reduce hydro costs.	Assets and Finance			Request for proposal in progress for Solar panel projects at Countryside Arena and Pioneer Manor.	No
17	Written	Janet Fournier	Charge homeowners who block sidewalks when snowblowing/plowing their driveways.	Admin Services			Where homeowners are in violation of municipal by-laws, enforcement will be initiated as appropriate.	No
18	Written	D. Greene	Reduce use of credit card purchases, as employees are using corporate credit cards for personal purchases.	Assets and Finance			The CGS has a policy that governs the use of CGS P-cards and explicitly states that the cards may not be used to purchase or pay for personal purchases. Supervisors are required to review the transactions that have occurred on the employee's P-card ensuring that purchases are in compliance with the Purchasing By-law and P-Card policy. Also, the City's Finance Department, on an annual basis, performs a review of a sample of P-cards to ensure compliance with CGS policies and procedures.	No
19	Written	Rick Maisonneuve	Comments on avoiding duplication of services as people on fixed incomes cannot afford to pay for the same service twice.	All Depts			Comments received by Finance and Administration Committee. Efficiencies identified during P6M initiative are incorporated into 2016 budget.	No

	Submission	Name and Organization	Description	Distributed to	Estimated Budget Impact as per submission	Current Level of Funding / Support	Comments / Action to be Taken	Budget Option Recommended Yes/No
20	Written	Glen Murray	Complete Watershed Study.	Infrastructure			Funding has been identified for Ramsey Lake and the deadline is 5 years as per the Source Water Protection Act.	No
21	Written	Brian and Gwen Roles	Capital investment and maintenance of the tennis courts at James Jerome Sports Complex.	Citizen and Leisure			\$150,000 has been included in the 2016 Leisure Services Capital Budget for this project.	No
22	Written	Samantha Zubick	Implement a Bear unit to train people to properly deal with the large number of bear calls in the City.	Admin Services			The Ministry of Natural Resources has a Bear Response team. City Council has requested additional Ministry assistance in managing bear issue.	No
23	Written	Ramsey Lake Stewardship Committee	Assign a lead project Manager and deadline to complete watershed study. Provide seed funding for rain gardens.	Growth and Development Infrastructure			Funding has been identified for Ramsey Lake and the deadline is 5 years as per the Source Water Protection Act.	No
24	Written	Pat and Gord Slade	Enforce rules that bike riders do not ride on sidewalks.	Police Services			Bicycles laws are enforced by Police Services under the Traffic Act. Forwarded to Police Services .	No.
25	Written	Arthemise Camirand-Peterson, Ward 12 CAN	New Sudbury main arteries need beautification. Should add planters to main streets.	Infrastructure Citizen and Leisure			Planters and other infrastructure are typically added during road redesign/upgrades. Staff will consider these elements during future upgrades.	No
26	Written	Arthemise Camirand-Peterson, Neighbourhood Park Association	Winter rink program should be revamped to hire retirees at \$15/hour instead of students at \$12/hour	Citizen and Leisure	\$1300 more per employee	There are 55 outdoor rinks sites budgeted for approx 25 hours per week.	Part time outdoor rink staff are currently paid minimum wage. This change would require changes to the collective agreement to establish a retiree rate of pay.	No
27	Written	Hugh Kruzel, CARP	Review the need for Maley Drive. Retain St Josephs parking lot for Bell Park parking. Concern for lack of seniors affordable housing.	Citizen and Leisure Infrastructure Health Social and Emergency			Report on options for St Joseph's parking lot is being prepared for Community Services Committee in January. Report on Maley Drive was prepared for Council in November. The City will continue to pursue additional affordable housing for seniors, individuals and families. An RFP for affordable housing projects is planned for Spring 2016 and could be focused on seniors housing if that is deemed a community priority.	No
28	Written	Marion Quigley, CMHA	Provide one time funding of \$800,000 for initial renovation costs for the Managed Alcohol Program and \$156,858 of operating per diem subsidy from City's CHPI funding envelope.	Health, Social and Emergency	\$800,000 one time and \$156,858 annually	The department supports the development of a Managed Alcohol Program and is partnering to provide space for a pilot project in 2015-2016. No additional supports have been funded.	No new funds are available, the department could consider reallocating community grant dollars to assist with capital costs. Ongoing funding through a per diem would result in a reallocation of Community Homelessness Prevention Initiative (CHPI) funding, which would require a decrease in service levels or cessation of other community programs and services.	The department, in principle, supports the establishment of a Managed Alcohol Program, however there is no business case or business plan, and insufficient information at this time to commit to funding this initiative.
29	Written	Tenants of 720 Bruce	Fix bedbug problems at 720 Bruce Ave.	Health, Social and Emergency		Greater Sudbury Housing has separate capital and operating budget	Forwarded to Greater Sudbury Housing Corporation. Additional operating budget funding for GSHC has been included in the 2015 operating budget.	No

	Submission	Name and Organization	Description	Distributed to	Estimated Budget Impact as per submission	Current Level of Funding / Support	Comments / Action to be Taken	Budget Option Recommended Yes/No
30	Written	Danielle Barrette, Rainbow Routes	Increase in annual operating funding for Rainbow Routes from \$30,000 to \$45,000.	Citizen and Leisure	\$15,000 increase in annual operating grant	Rainbow Routes currently receives an annual operating grant of \$30,000	Increased funding is for wages and administrative costs. Budget option to be prepared.	Yes
31	Written	Catherine Burns	Increase welfare rates to food basket costs.	Health, Social and Emergency			Ontario works rates are Provincially regulated and funded. No budget option is required.	No
32	Written	Marc Gascon, Clean Air Sudbury	Request for \$5,000 in funding for an air quality trends report.	Growth and Development	\$5,000 one time		This information is publically available by the Ministry of the Environment. No budget option is recommended.	No
33	Written	Rebecca Danard, reThink Green	One time funding of \$60,000 to launch a target based sustainability program for businesses.	Growth and Development	\$60,000 one time		Funding of this initiative would lead to a duplication of existing and planned services offered by the City.	No
34	Written	Laurie Prudhomme, Chair Santa Claus Parade	Increase in funding and support for Santa Claus Parade.	Citizen and Leisure		Leisure special events budget includes \$15,000 to support Parade.	Leisure Service staff is working with Santa Claus Parade committee to review parade budget and determine required level of funding and support. No budget option required at this time.	No

Request for Decision

Art Gallery of Sudbury - Reporting Process for Annual Grant

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Dec 08, 2015

Report Date Tuesday, Nov 17, 2015

Type: Managers' Reports

Recommendation

THAT the City of Greater Sudbury directs staff to implement the reporting and monitoring requirements for the City's direct contribution to the Art Gallery of Sudbury as outlined in the report dated November 17, 2015;

AND THAT this process is implemented for the 2016 contribution of funding to the Art Gallery of Sudbury following the approval of the 2016 Budget and in alignment with the 2016 Arts & Culture Grant Program application intake schedule.

Background

On February 19, 2015 Council made the decision to provide permanent annual funding to the Art Gallery of Sudbury (AGS) in the amount of \$200,000 as a direct contribution. This funding is to commence in the 2016 budget year. This amount will be generated through a permanent reduction to the Arts & Culture Grant Program of \$100,000 and a \$100,000 increase in the 2016 tax levy.

Staff have been requested to provide parameters for an annual reporting process in order to provide the Art Gallery with this funding in a way that ensures accountability and enables consistent due diligence. The purpose of this report is to outline the recommended funding process in order to grant this funding to the AGS on an annual basis.

Recommended Funding Process for AGS

Using the existing requirements for CGS Multi-Year Arts funding as a framework for the direct contribution to the Art Gallery of Sudbury (AGS), the AGS would be required to submit an annual report on past and projected activities, as well as financial information (submitted through CADAC – Canadian Arts Data) for consistent benchmarking. The purpose of this approach is to ensure a level of due diligence and accountability on the parts of both the AGS and the City.

Signed By

Report Prepared By

Meredith Armstrong
Manager of Tourism and Culture
Digitally Signed Nov 17, 15

Division Review

Ian Wood
Director of Economic Development
Digitally Signed Nov 17, 15

Recommended by the Department

Paul Baskcomb
General Manager of Growth &
Development
Digitally Signed Nov 17, 15

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Nov 25, 15

As with organizations requesting ongoing annual funding as part of their multi-year commitment, the Art Gallery of Sudbury would be required to submit the following information every year, utilizing the City's existing online grant portal in order to streamline the process and enable consistent tracking as part of Arts & Culture Sector measurement and reporting:

- A narrative report on past and future years' programming and activities, noting and addressing any significant changes such as staffing, mandate, funding, functional programming and so on;
- Financial and statistical forms completed through the Canadian Arts Data (CADAC); and
- Audited financial statements for the most recent fiscal year end.

The deadline to receive this information would coincide with the deadline for the 2016 Arts & Culture Grant application intake, which is expected to be at the end of February. The process would unfold as follows:

1. After the Gallery submits the report, staff would review the information and address any questions to the Gallery directly.
2. If there are no discrepancies in terms of scope change, organizational or financial governance, the funds would be granted to the gallery as part of a formal Funding Agreement that outlines clear deliverables and reporting expectations.
3. Should there be any discrepancies or concerns regarding the Gallery's annual report, staff would flag these and provide a staff report and recommendations to the Community Services Committee for further deliberation and direction.
4. Once the Community Services Committee has reviewed the report and approved the funding, a formal Funding Agreement would accompany the funding so that deliverables and reporting expectations and timelines are clearly outlined.

It is also recommended that the AGS make an annual presentation to the Community Services Committee to showcase the highlights of the year, to report on their use of the City's investment, and to directly answer any questions that Councillors may have.

Finally, staff recommend that a CGS staff representative from Economic Development be assigned to the Art Gallery as an official liaison, to attend Art Gallery meetings and to receive regular AGS information and related communications on an ongoing basis.

Conclusion

Direct funding signifies an important partnership between the City and the Art Gallery of Sudbury. With this approach the AGS will be given clear guidelines on reporting each year through the grant program with which they are already familiar, and the organization will be given the stability of knowing its annual municipal funding allocation each year. The recommended process as outlined here is to structure this partnership in such a way to ensure due diligence and accountability, with a scheduled annual check-in for regular communications between the Art Gallery, CGS staff and City Council, as represented by the Community Services Committee.

Request for Decision

Community Action Networks

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Dec 08, 2015

Report Date Monday, Oct 19, 2015

Type: Managers' Reports

Recommendation

WHEREAS Community Action Networks were first established following amalgamation in order to retain community volunteers and to enable residents to have a voice in the new City of Greater Sudbury;

AND WHEREAS the Constellation City Report of 2007 requested that operational guidelines be established to identify the role of Community Action Networks and the City of Greater Sudbury support to be provided to them;

AND WHEREAS the Terms of Engagement developed for Community Action Networks in 2007 should be reviewed and amended to better reflect the current needs of Community Action Networks, our community and the concept of Open Dialogue;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury direct staff to work together with a team comprised of members of City Council, existing Community Action Networks and City staff to review and amend the Terms of Engagement for Community Action Networks and report back to Council with recommendations in February of 2016.

Signed By

Report Prepared By

Chris Gore
Manager of Community Partnerships
Digitally Signed Oct 19, 15

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Oct 19, 15

Recommended by the Department

Ron Henderson
General Manager of Assets, Citizen
and Leisure Services
Digitally Signed Oct 19, 15

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Nov 25, 15

Background

Community Action Networks (CANs) evolved from the Mayor's Task Force on Volunteerism (Task Force) and Community Involvement in 2001 shortly after the amalgamation of area Municipalities into the City of Greater Sudbury. 2001 was the International Year of the Volunteer and the Council of the day recognized the value of retaining existing volunteers within all the area municipalities and of enabling all residents to have a voice as the new City of Greater Sudbury evolved. The 2001 Task Force stated, "In this new city, it is vital that all our citizens continue to be engaged and involved." The Task Force was comprised of members of City Council, area residents from throughout the community and City of Greater Sudbury staff.

The mandate for the 2001 Task Force included "Ensuring that volunteer activities supported in the past

continue to receive the same or enhanced level of support within the new City of Greater Sudbury.” The examination of new community participation/involvement through consultation with the community became a focus of the Task Force. From these deliberations and discussions the concept for CANs was first developed. CANs were seen as a method for citizens, Councillors and staff to work together in a stewardship group. The concept was supported by the Healthy Community process which employed four key strategies: broad community participation, multisectoral involvement, local government commitment and the creation of healthy public policy. The first CAN was established in Onaping Falls in 2003.

The 2007 Constellation City Report, ‘Building a Community of Communities in Greater Sudbury’ addressed a number of topics which the still young City of Greater Sudbury had been wrestling with. The report was community-led by a team of 40 community residents (Community Solutions Team) with support from City staff. The team met through the spring and fall of 2006 and the final report was presented to Council and the community in January of 2007. The summary of the report emphasized the intent to build, “a city that is Connected, Caring, Empowered and Equitable.”

Within the section of the Constellation City Report entitled, “Empowering Local Communities”, CANs were identified as one avenue which was successfully encouraging community engagement. The Constellation City Report further stated that CANs were in their infancy and that the support role of the city and city staff for the CANs was not clearly outlined. The Community Solutions Team determined that building upon the CAN model was the best option for community engagement and empowerment. The Constellation City Report recommended a need to build stronger CANs through a number of avenues including public consultation, newsletters and communications, access to community space, funding and the building of links with community policing efforts. The Terms of Engagement for Community Action Networks (2007) addressed these issues by helping to identify the support role of city staff for CANs and by providing annual base funding (\$2500) for each CAN. The Terms of Engagement were intended to reflect and embrace the grass roots nature of CANs and the unique communities they represent, and to provide a fluid framework for CANs. The Terms were developed in consultation with CAN representatives, Council members and city staff.

City of Greater Sudbury Support for CANs

There are currently 16 Community Action Networks within the City of Greater Sudbury. While the CANs interact with many departments within the City, support for the CANs as defined within the Terms of Engagement is mostly provided by the Community Partnerships section within Leisure Services. The Community Partnerships section is comprised of a Manager, three Community Development Coordinators and one administrative support staff. Community Partnership staff spend approximately 20 -25% of their time interacting with and supporting CANs. Most CANs meet monthly or every second month and Community Development staff attend most of these meetings. The staff assist CANs by serving as a liaison to other city departments and community agencies and organizations as required. Community Partnership staff assist with the promotion of CAN activities within the community and provide opportunities for CANs to provide input into initiatives and reports such as the Green Space Advisory Panel and the Sustainable Mobility Plan. CANmail is a monthly e-newsletter sent to all CANs by Community Partnerships to inform CANs of the activities of other CANs, share ideas and to provide information on programs, grant opportunities and events which may be of interest to CANs.

Community Development staff plan and organize CAN Summits which annually bring all CANs together to interact, share ideas and provide comment on specific topics related to City services or of interest to CANs. Staff assist by facilitating CAN visioning sessions to help assist CANs with the review of the priorities they have identified and the establishment of new areas of focus.

Community Development staff enable CANs to implement projects relative to the priorities identified by CAN members during visioning sessions. While CANs are often very effective at soliciting local support for

their projects, staff assist CANs in accessing the resources required to support their efforts and priorities. Typical CAN projects may include trail development, community clean up and beautification projects. The genesis and driving force behind a number of successful community/city projects such as dog parks and community gardens are found within CANs.

Financial support for CANs

Each active CAN receives \$2500 annually from the City of Greater Sudbury as a grant in support of their operation and to encourage community projects. The funds (as defined by the Terms of Engagement) are intended to cover the operating costs of CANs including but not exclusively for the promotion of activities, purchase of supplies, mailings, website development and other day to day expenses. CANs are required to submit annual reports on the allocation of the grant funds in order to be eligible for a subsequent grant. The City also provides CANs with access to meeting space, promotional space in the Leisure Guide and funds for the printing of up to three newsletters per year for each CAN.

Upon receiving the request for a report to Council, staff liaised with each CAN and asked the following four questions in order to obtain the CAN's position on their role, function and relationship with the City and community. Below is a summary of the responses received from all CANs.

1. What kind of support do you expect from the City and your Community Development Co-ordinator?

CANs expect that a City Liaison and Ward Councillor(s) participate in all meetings to provide assistance/support/guidance for community projects, grants, city policies and procedures, etc. It was noted that timely responses from all City departments is desired and that there should be centralized resources (i.e. communications, training & tool kits, projects, events, etc.) and information sharing. Most importantly, transparency and accountability were strongly encouraged.

2. What kind of opportunities do you see for the CAN to gain new members?

A CGS website for CANs is seen as being key in the recruitment of new members. Other comments received indicated that there is an interest in having the City promote the successes of CANs to community. It was felt that perhaps joint promotion and Councillor advocacy of CANs would also improve member numbers. Social networking is on the rise and most CANs now have a Facebook page. Other suggestions included; multi-CAN projects, CAN booths during events, welcome baskets for newcomers, posters in local businesses and PSAs.

3. What does your vision of an ideal CAN look like and how would it function?

All CANs deemed that the Link between community, City staff and Councillor(s) was imperative to the success of a CAN. As well, that staff and Councillor(s) provide support to CAN projects, meetings, etc. It was felt that CANs work on projects that are important to the community and that there should be support/partnerships from local businesses, schools, churches and other organizations in order to be successful. CANs are not political and should be inclusive, open and transparent to all citizens regardless of age or socio-economic background, having all members working cooperatively and respectfully of one another. CANs should help keep the community informed and contribute to the quality of life in their respective areas, and are committed to improving the City as a whole. It was noted that additional project funding is required in order to succeed.

4. What are the most significant things that your CAN has accomplished? Please list 3-5.

CANs listed many accomplishments over the years, some included; beautification, community road signs, street banners, road improvements and street sign toppers. Also mentioned were newsletters, Facebook pages, an electronic sign and community presentations to address areas of concern

pertaining to each Ward. Other common successes listed were; a Community Theatre, a Pumpkin Park, Dog Parks, Splash Pads & Skate Board Parks, Seniors Housing, a community yard sale, bike lanes on roadways, community gardens, Christmas tree lighting, Memorial Parks, Community Conferences, Family Health Team Support, block party and community festivals/carnivals. Beautification, trail development, community clean ups and many others were listed.

For an expanded list of some of the initiatives undertaken by CANs, please see Appendix A.

Terms of Engagement

The Terms of Engagement for CANs (Appendix B) were brought forward to Council in 2007 and have been used as the guideline for the operation of CANs since that time. The Terms of Engagement were developed in consultation with members of CANs, members of City Council and City staff. As CANs have continued to evolve over the past eight years it has become evident that a review and revision to the Terms of Engagement may be timely to assist CANs with remaining sustainable and enabling them to encourage broad participation and representation from the communities they serve.

The Community Engagement Survey conducted in 2014 indicated that 89% of respondents to the survey want to be engaged in municipal affairs however 70% of respondents do not feel engaged. In an effort to engage all residents of our community the City of Greater Sudbury has used public consultation, community fairs, advisory panels, task forces, focus groups, open houses, neighbourhood associations and CANs. CANs provide an opportunity for individuals to become involved at a grass roots level and to work on projects and events which have direct impact on the neighbourhoods and communities where they live.

The City of Greater Sudbury has adopted the principles of Open Government and one of the four pillars is Open Dialogue. The concept of Open Dialogue would apply to all community engagement efforts of the City of Greater Sudbury including CANs. It is essential to more clearly define the operation of CANs, increase community awareness of CANs and clarify the support required for CANs in order to ensure their success and to maximize their relevance to the community.

This report recommends that Council direct staff to begin a review of the existing Terms of Engagement for CANs in consultation with Council and CAN representatives and that the suggested amendments to the Terms of Engagement be brought back to Council early in 2016 for consideration.

CAN Accomplishments

Azilda CAN

- Azilda Outdoor Rink
- Beach Volleyball Court at Whitewater Lake Park
- Azilda Dog Park

Capreol CAN

- Eco-Park
- Downtown Community Improvement Plan
- Community Garden

Chelmsford CAN

- Second largest community garden in Greater Sudbury
- Development of passive park with water fountain - Inspiration Garden
- Partnered with a local non profit organisation to host a bbq and bike rodeo for 400 people

Coniston CAN

- Renaming of the Coniston Arena to the Toe Blake Memorial Arena
- Involved with Rainbow Routes in the creation of the Jean Tellier Trail
- Involved with the Legion in the moving of the War Memorial from the centre of our Park to its new more prominent location.

Copper Cliff CAN

- Community Signage: Entrance to Copper Cliff and Electronic Sign at the Library
- Community Yard Sale
- Asphalt trail from Balsam to existing Rainbow Routes trail to be completed this fall.

Donovan Elmwest CAN

- Victory Park Splash Pad
- Welcome baskets to community newcomers
- Donovan Days

Garson Falconbridge CAN

- GFCAN Family Fun Days (4 years in a row)
- Central Lane Outdoor Skating Rink
- Garson Community Garden

Minnow Lake CAN

- First Off-Leash Dog Park
- Involved with creation of area hilltop and waterfront parks including Minnow Lake Place Lakeside park, basketball court, signage, and garbage enclosures.
- Worked in establishment of skateboard park

New Sudbury – Ward 12 CAN

- Street Sign Toppers in New Sudbury
- Partnered with 2 other CANs to develop New Sudbury Days festival
- Supporting the New Sudbury Historical Society (a subset of NSCAN)

Onaping Falls CAN

- Purchase and maintenance of large community road sign to promote local functions and community events.
- Creation of a community movie theatre (RIO Encore Theatre) that everyone can enjoy free of charge.
- Establishment of the Onaping Falls Recreation Committee which is fundraising for a splash pad.

South End CAN

- Area trail development
- Promoting safe area cycling strategies
- Area clean up projects

Uptown CAN

- Installation of Street Sign Toppers in the Uptown area

Valley East CAN

- Partnership with Club Optimiste de Vallee Est to assist with the Christmas Breakfast with Santa.
- Racing Against Drugs
- Tree Lighting at HARC

Walden CAN

- Healthy Community and Environment Conferences
- Beautification of former “downtown” Main Street corridor
- Development of website

Ward One CAN

- Community gardens at Delki Dozzi and Marguerite and Gerry Lougheed Parks
- West End Block Party
- Upgrade to pedestrian crossing at Martindale Rd and Lorne St. crossing the CPR tracks

Ward 8 CAN

- Rejuvenation of the Twin Forks Playground
- Establishing a community gardens at Twin Forks
- Partnered with 2 other CANs to develop New Sudbury Days festival

Community Action Network Terms of Engagement

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

Community Action Network Terms of Engagement

Responsibilities	<ul style="list-style-type: none">•Respond to CAN inquiries•Provide information through brochures, media releases, public meetings, etc.	<ul style="list-style-type: none">•Survey CANs regarding potential policy changes•Attend meetings, as requested with CANs to discuss plans and alternatives	<ul style="list-style-type: none">•Engage CANs at the onset when considering changes to policies, procedures, etc.	<ul style="list-style-type: none">•Work with CANs at all stages to realize outcome based projects (i.e. trails, parks, etc.)
Council Role	<ul style="list-style-type: none">•To listen•To provide information	<ul style="list-style-type: none">•To solicit feedback•To provide information	<ul style="list-style-type: none">•To be involved in the decision-making process	<ul style="list-style-type: none">•To use CANs as a community sounding board

Request for Decision

Closed Captioning of Council and Committee Meetings

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Dec 08, 2015

Report Date Tuesday, Oct 20, 2015

Type: Managers' Reports

Recommendation

THAT the City of Greater Sudbury receives the report from the Executive Director, Administrative Services and that Option _____ be selected with regards to Closed Captioning of Council and Committee meetings.

Option One: That staff be directed to bring this item back in 2018, by which time updates to the technology, which will allow for captioning of both live and on-demand videos and more affordable costing options, are anticipated to be available.

Option Two: That staff be directed to prepare an Option, for decision as part of the 2016 Budget process, to implement delayed Closed Captioning of the Council and Committee archival webcasts at an annual operating cost of \$53,500 and a one-time capital cost of \$5,000.

Option Three: That staff be directed to prepare an Option, for decision as part of the 2016 Budget process, to implement real-time Close Captioning of the Council and Committee cable television broadcasts and webcasts and the archival webcast at an initial budgeted operating cost of \$131,000 and a one-time capital cost of \$74,500.

Signed By

Report Prepared By

Danielle Wicklander
Legislative Compliance Coordinator
Digitally Signed Oct 20, 15

Recommended by the Department

Caroline Hallsworth
Executive Director, Administrative
Services/City Clerk
Digitally Signed Oct 20, 15

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Nov 17, 15

Finance Implications

If option 2 or 3 is approved, a budget enhancement option will be prepared for consideration during 2016 budget deliberations.

Executive Summary

This report describes options for the implementation of Closed Captioning services for the broadcasts of City Council and Committees on both cable television and through webcasts.

Background

In March 2015, Council resolved to work towards an Open Government model that is based on four principles, being Open Information, Open Data, Open Dialogue and Open Doors.

The City of Greater Sudbury broadcasts approximately 120 meetings of Council and Committee annually which translates into 400-425 broadcast hours per year in each of two mediums. The first medium is cable television. Meetings have been broadcast for many years on Eastlink, the community's local cable television channel, however viewership statistics specific to Council and Committee meetings on cable television are not available. In recent years, meetings have also been webcast on the internet via livestream.com. At any one time there are on average 71 citizens who watch the webcasts and the average viewing time is roughly 23 minutes.

According to the Canadian Hearing Society, *"Nearly 1 out of every 4 adult Canadians reports having some hearing loss"* and *"4.46% of Ontarians are deaf or hard of hearing"*. Individuals with hearing loss use a variety of techniques and technologies to accommodate their hearing needs, including raised volume, hearing aids and other assistive hearing devices, and Closed Captioning.

Closed Captioning (CC) refers to the system of displaying the text version of the spoken part of the broadcast across the bottom of the screen. Unlike subtitles which only transcribe dialogue, Closed Captioning also describes sounds and other audio information pertinent to the viewer. The Canadian Radio and Television Commission (CRTC) standards for Closed Captioning (Regulatory Policy 2012-362) include that live time captions have a lag time between the audio and the caption not exceeding six seconds with an accuracy rate of 95%. The accuracy standard for post production captioning 100% including spelling. Captioning services use a team of trained, specialized staff with considerable skills who are capable of listening and simultaneously transcribing speech at rates of up to 200 words per minute.

At present, neither the television broadcasts nor the webcasts of CGS Council and Committee meetings offers Closed Captioning. Under the CRTC guidelines, smaller, community based television broadcasters including Eastlink are exempt from Closed Captioning regulations and Eastlink has advised that they currently do not have the technical infrastructure required to directly implement this service. Larger cable television providers, including the Toronto/GTA and Ottawa markets are required under the CRTC regulations to provide Closed Captioning of all their broadcast programming. At this time, staff are not aware of any regulatory requirements for Ontario municipalities to offer Closed Captioning of webcasts.

Through consultation with municipalities and service providers it has been found that the demand is growing for Closed Captioning of meeting broadcasts, however the technology has not caught up to the demand and the cost of implementing the service is not a cost effective or affordable option for many municipalities. While many municipalities offer streaming services or cable television coverage of meetings, only a handful of Ontario municipalities have integrated Closed Captioning into their webcasts because of these constraints.

The industry is in the process of making changes to support better accessibility in a more affordable model that will better support on-demand captioning and more affordable costing option; however these developments are currently in progress and though not yet available are anticipated to be more widely available within two to five years. This shift in technology may require different platforms or equipment should current methodologies be replaced by new solutions.

Should either Option 2 or Option 3 be selected, staff will issue an RFP for the captioning/webcast services and will order the necessary equipment, all of which will require installation and testing before going live. It is anticipated that it will be the summer of 2016 before the service can be fully implemented for both mediums.

Option 1: Implement Closed Captioning in the Next Term in Office

In this option, the status quo is maintained for this term in Office and staff is directed to bring this item back in 2018, by which time lower cost, real-time, technology based solutions are anticipated to be available.

Option 2: Prepare a Budget Option for Delayed Closed Captioning of Webcast Only

In this option, staff is directed to prepare an Option, for decision as part of the 2016 Budget process, to implement delayed Closed Captioning of the Council and Committee webcasts at an annual operating cost of approximately \$53,500 and a one-time capital cost of \$5,000.

In this option, the real-time Eastlink cable TV and live streamed webcasts would be broadcast without captions. Within a period of 12 to 48 hours after the meeting has concluded, captions would be prepared by the webcast service provider in partnership with a third party captioning service. Once the captions are ready, the web based archival meeting video would be updated to include captions.

Option 2	Capital	Operating	Total Year 1
Streaming Services		\$7,500	\$7,500
Implementation	\$5,000		\$5,000
Post Production Captioning Services		\$46,000	\$46,000
SUBTOTAL	\$5,000	\$53,500	\$58,500

Should Council wish to proceed with Closed Captioning in this term of office, this approach provides the lowest risk, fiscally responsible and reasonable solution in our environment. The produced captions would be required to meet the 100% accuracy post production standard for captions thus ensuring that citizens have all information required to follow the actions and activities of their municipal government.

Option 3: Prepare a Budget Option for an Interim Real-Time Closed Captioning Solution of Live and Archived Broadcasts.

In this option, staff is directed to prepare an Option, for decision as part of the 2016 Budget process, to implement real-time Closed Captioning of Council and Committee cable TV broadcasts and webcasts, as well as captioning of archival broadcasts at an estimated annual operating cost of \$131,000 and a one-time capital cost of \$74,500.

In this option, meeting broadcasts will be captioned in what is essentially real-time. While webcast service providers can add captions to the feed, Eastlink does not have the technology in place to add captions to the feed after it is received. Therefore, in this option, staff will work with the service providers to research and invest in solutions that allow us to caption the video once in all formats and then send the captioned feed to Eastlink. There is some chance that there may be challenges with the quality and stability of the feed that the City provides to Eastlink which will need to be addressed as the model is implemented. This is likely to change as new technologies emerge that would allow for captioning to be shared across formats.

After the live broadcast is completed, captioning would be reviewed in post production for accuracy and corrected as required to meet the broadcast standards and the web archive updated to include the finalized closed captioning text.

Option 3	Capital	Operating	Total Year 1
Streaming Services		\$7,500	\$7,500

Equipment, Software and other Real-Time Communication Costs	\$59,000	\$4,500	\$63,500
Archival Data Transfer and Customizations	\$5,000		\$5,000
Technical Contingencies, Wiring, Electrical Upgrades etc.	\$10,500		\$10,500
Live Captioning Service		\$73,000	\$73,000
Post Production Captioning Service		\$46,000	\$46,000
SUBTOTAL	\$74,500	\$131,000	\$205,500

Request for Decision

Budget Options - Compliance and Enforcement User Fees

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Dec 08, 2015

Report Date Wednesday, Nov 25,
2015

Type: Managers' Reports

Recommendation

THAT the City of Greater Sudbury directs staff to prepare a budget option for the establishment of the implementation of User Fees to recover all or parts of the costs associated with the following activities:

1. By-law Officer attendance at inspections when an order is in default and/or remedial work is required;
2. Appeal Hearings;
3. Towing vehicles from private property; and
4. Late business license renewals all as described in the report from the Executive Director, Administrative Services/City Clerk entitled "User Fees for Enforcement Activities";

AND THAT if the budget option is approved, staff be directed to prepare the necessary amendments to the Miscellaneous User Fee By-law for implementation in 2016.

Signed By

Report Prepared By

Darlene Barker
Coordinator of Compliance and
Enforcement
Digitally Signed Nov 25, 15

Recommended by the Department

Caroline Hallsworth
Executive Director, Administrative
Services/City Clerk
Digitally Signed Nov 25, 15

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Nov 25, 15

Finance Implications

If approved, a budget option for approximately \$33,000 of revenue from new compliance and enforcement user fees will be prepared for the consideration of the Finance and Administration Committee during 2016 budget deliberations.

Executive Summary

This report describes enforcement activities which benefit individuals, relate to non-compliance with an order, or to a matter that is private in nature. As these types of enforcement activities are very specific to the requestor of the service, the municipality has the right, under legislation, to provide these services on a fee for service basis so as to recover the costs to the municipality of the service.

Background

Ontario's *Municipal Act* (MA) authorizes municipalities to charge for services or activities provided or done by or on behalf of the municipality. The costs included in a fee or charge may include costs incurred by the municipality related to administration and enforcement. Further the MA provides that the fees imposed are a debt to the municipality and may be collected in a like manner as municipal taxes, provided that it is the owners of the property who are responsible for paying the fees and charges. Currently the City does not impose any costs or charges for enforcement and administration of its regulatory by-laws, except those pursuant to the sign by-law.

At issue is the difference between those enforcement activities which are for the benefit of the broader community and those enforcement activities which benefit an individual, relate to non-compliance with an order or to a matter that is private in nature.

A municipal survey was conducted and several municipalities were consulted. Most have fees for enforcement services, although the types and costs of these services vary considerably. A copy of the results of the survey is attached to this report, named "User Fees for By-law Enforcement Activities – Municipal Survey". Currently, the City of Greater Sudbury does not collect fees for these services, relying on the tax levy to cover all inspection costs.

The fees for services recommended in this report have been established through an analysis of the actual costs of service delivery which was calculated from the cost centre reports of the department's annual expenditures in 2014 with both salary costs as well as administrative and operating costs such as vehicles and clerical support included. Based on these calculations, a rate of \$60 per hour reflects the actual costs of service delivery by a By-Law Enforcement Officer.

Accordingly, an inspection fee of \$60 per hour or part thereof is recommended for those activities that are as a result of non-compliance with the City by-laws, which provide for cost recovery from the person causing the additional service, or are of a private nature with no direct benefit to the public. This proposed fee is well aligned with the results of the survey conducted of other municipalities which indicates that Thunder Bay, Barrie, London, Brampton and Toronto all have user fees established for by-law officer inspection costs, ranging from \$50 to \$103 per hour.

If Council establishes fees for all of the services provided in this report as described, a projection of annual increased revenue based on activity levels in 2014 and 2015 is estimated at approximately, \$33,000. Further, there will be added benefit of having these fees in that they will all serve as a tool for staff in Compliance and Enforcement to encourage and motivate property owners to comply with, or find alternative solutions to, their outstanding property matters.

By-law Officer Inspections when Order/Notice is in Default and/or Attendance is Required During Remedial Work

Data from Active Citizen Request (ACR) indicate that there were approximately 2569 requests for enforcement in 2014, not including those recorded for parking enforcement. Most requests are first confirmed by inspection and if a violation exists, a Notice or Order may be issued which contains a date for compliance. The officer will re-inspect the property on or after the date for compliance to ensure the Notice or Order has been complied with. In some instances attendance may also be required to supervise a contractor who is doing remedial work under a Notice or Order. It is recommended that inspection fees only for those additional inspections that are required when a property continues to be in default or when an officer is required to supervise a contractor, be collected from the owner(s) of the property. These additional inspections are a cost attributed directly to the non-compliance activity of the person(s) who the Notice or Order was issued to. Implementing this fee will allow the City to recover the costs of repeated follow-up inspections which would be unnecessary if the order was complied with.

In 2014 from the 2569 requests received there were 154 additional inspections for cases where compliance was found to be incomplete during a re-inspection of the property. If owners were responsible for covering costs of additional inspections at \$60 per hour, user fees in the approximate amount of \$9,000 may be generated.

Appeal Hearings for Property Standards Orders, Grounds and Yards Notices, Licensing Decisions and Vicious Dog Notices

It is quite an undertaking for the City to provide an appeal process to notices, orders and decisions made pursuant to the City's by-laws. Article 44 of the CGS Procedure By-law describes the composition and mandate of the Hearing Committee, which is comprised of 5 members of council and is convened when necessary. There is considerable staff time and effort associated with each Hearing, from the work of the Compliance and Enforcement staff who prepare and present the required report to the Committee, to the work of Clerks Services staff in preparing for and managing the meeting, and Legal Services staff who may provide legal advice to both staff and committee members. Additional resources may be required due to certain types of hearings; Appeals of a Vicious Dog Notice usually requires attendance by the Animal Control Officer; Appeals of a Property Standards Order to Comply usually requires attendance by the City's Chief Building Official; and depending on the complexity of the hearing the City Solicitor may be in attendance.

The survey conducted indicates that the municipalities of Toronto, Mississauga, Hamilton, London and Brampton have user fees attached to appeal hearing requests ranging from \$100 to \$450. Some have a set fee for all appeal requests; others have separate fees depending on the type of appeal requested.

In order to recover a small portion of the actual costs to conduct a hearing it is recommended that a \$100 fee for service be imposed upon the person requesting the hearing. This will ensure that the person requesting the hearing is serious in their intent and committed to the process of making representations at the hearing, without being an onerous barrier to the appeal process. In a typical year, there might be five such hearings and therefore the annual revenue for this user fee is estimated at \$500.

Towing Vehicles from Private Property

Currently, there are no fees collected by Compliance and Enforcement to respond to a request from a private property owner to tow a vehicle from his or her property. As there is no benefit to the general public for this service, it is recommended that the cost be recovered as a user fee from the requestor.

Upon receipt of a request to tow a vehicle from a private property owner, the By-Law Enforcement officer conducts an initial inspection to confirm the particulars and ensure that the evidence of the property owner is sufficient to authorize the tow. The officer then creates a tracking record and contacts the police for verification, searches the appropriate records to identify the vehicle owner and sends a registered letter to the owner, advising of the request to tow. Following these processes, the Enforcement Officer notifies the tow company and re-inspects the property to ensure the vehicle has been towed. The cost of towing is paid by either the property owner or the vehicle owner.

The municipalities of Guelph and Mississauga have user fees associated with the administration of towing vehicles in the \$30 to \$50 range. However, based on the actual costs of performing this service, which includes on average two hours of By-Law Officer time for two site visits, case management, database searches, police verification and issuance of correspondence as well as the \$20 cost to send the registered letter, it is recommended that the property owner be charged \$140 when requesting this service. In 2014 this service was provided to private property owners 119 times. At approximately 100 such requests annually, revenue in the amount of \$14,000 may be generated by this cost recovery.

Late Business License Renewals

The City's licensing by-laws require that a license contains an expiry date and if the business intends to continue operating past the expiry date on the license, it must renew the license before it expires. The Licensing Officer sends two separate notifications to all businesses well in advance of the expiry of the license. If licensees do not renew, enforcement officers are engaged in follow up, through investigations and inspections to determine if the business is still operating. The fee for the enforcement activity of following up with a business owner that has not renewed their license is recommended to be considered a user fee and a cost directly to the person who has caused the enforcement action. A fee for late license renewals imposed on business owners will assist to recover the cost of follow up to late renewals and provide motivation for business owners to renew their licenses on time in compliance with business licensing by-laws.

Municipalities that have established a fee for business owners if they renew their business license after it expires are Thunder Bay, Barrie, London, Brampton, Mississauga and Toronto. Some have a set fee ranging from \$31 to \$75. The City of Toronto has a graduated approach to fees for late renewals.

It is recommended that the system of a graduated approach be adopted by CGS, in the manner described in the following table.

Notice	Cost	Description
1 st Late Renewal Notice	\$10	Mailed at least 30 days after license expiry – covers the administrative cost associated with reporting on, preparing, printing and mailing a notice.
2 nd Late Renewal Notice	\$70	Mailed at least 90 days after license expiry - 1 hour cost of \$60 for officer to investigate, inspect and follow up to ensure renewal plus \$10 for 1 st Late Renewal Notice

The additional fee for owners will hopefully motivate compliance resulting in less late renewals and a more consistent approach to budget projections. The Web Apps Business Licensing Data Base indicates from experience from the past 2 years, that approximately \$9,500 in additional revenue may be obtained from businesses that renew after the expiry date on the license.

Financial Implications

An estimate in the annual revenue collected from the establishment and implementation of the user fees recommended in this report is based mostly on 2014 data, previous experiences and summarized in the following table.

Revenue Summary

Recommended User Fees	Potential Revenue (yearly)
By-law Officer Inspections	9,000
Appeal Hearings for Property Standards Orders, Grounds and Yards Notices, Licensing Decisions and Vicious Dog Notices	500
Towing Vehicles from Private Property	14,000
Late Business License Renewals	9,500
Total Potential Yearly Revenue	\$33,000

Conclusion

The services and activities performed by staff in Compliance and Enforcement described herein are identified as user fees and recommended to be charged to the person directly responsible for cost of these services. This recommendation provides additional enforcement tools to affect compliance with CGS by-laws, is in line with the City's

mission to use its resources responsibly and will be reviewed and adjusted annually according to inflation costs as part of the annual review of the Miscellaneous User Fee By-Law.

User Fees for By-law Enforcement Activities - Municipal Survey								
City	By-law Officer Re-Inspections	Admin Fee for Remedial Action of Order or Notice	Attending Property Cleanup, Repair or Demolish	Renewal of Business License after Expiry	Request Appeal	Bylaw Officer Pay Duty	Towing fm Private Property Admin Fee	Court / Tribunal Attendance
Thunder Bay	50		30 per officer	50				
Barrie	103	50% of costs to do work		31				
Guelph						45 per officer per hour - min 2 hrs	34.13	
London	95 per hour			75	100			
Brampton	100	15% of costs or \$250 whichever is greater			125			
Hamilton					125 Property Standards; 137 Licensing; 154 Vicious Dog			
Mississauga				75	450 Vicious Dog		34-car, 50- heavy vehicle	
Toronto	94 first hour/55 each additional hour or part thereof.	Depending on contract cost. From 100 for 500 in costs to 2000 for over 10,000 in costs		up to 30 days, 8.28; 31-60 days, 61.10; 61-90 days 118.06	265 Property Standards; 200 for all others			558.81
Oshawa	100		Full recovery, all costs including officer time		200 Property Standards; 250 Taxi Licensing	65/hr min 2hrs; 97.50 after hours; Vehicle 150		



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;

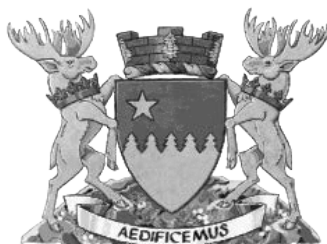
AND WHEREAS the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

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.