

**Vision:** *The City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together.*

**Vision:** *La Ville du Grand Sudbury est une communauté croissante de calibre international qui rassemble les talents, les technologies et le style de vie exceptionnel du Nord.*



## Agenda

### Policy Committee

meeting to be held

Wednesday, October 19<sup>th</sup>, 2011

**at 6:00 pm**

Council Chamber, Tom Davies Square

## Ordre du jour

réunion du

### Comité des politiques

qui aura lieu

mercredi 19<sup>e</sup> octobre 2011

**à 18h 00**

dans la Salle du Conseil, Place Tom Davies

## **POLICY COMMITTEE AGENDA**

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For the 9th Policy Committee Meeting  
to be held on **Wednesday, October 19, 2011**  
**Council Chamber, Tom Davies Square at 6:00 pm**

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**COUNCILLOR CLAUDE BERTHIAUME, CHAIR**

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**Jacques Barbeau, Vice-Chair**

**(PLEASE ENSURE CELL PHONES AND PAGERS ARE TURNED OFF)**

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

## **COMMUNITY DELEGATIONS**

1. QuadraFNX New Mine - Victoria Project, Worthington **8 - 9**  
**(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)**
  - Pat Lewis, Manager, Business Relations, QuadraFNX Mining Limited

(Presentation regarding QuadraFNX New Mine - Victoria Project, Worthington, and the positive impact it will have on Greater Sudbury)

## **PRESENTATIONS**

2. Report dated October 12, 2011 from the General Manager of Growth and Development regarding Town Centre Community Improvement Plan Update. **10 - 35**  
**(ELECTRONIC PRESENTATION) (RECOMMENDATION PREPARED)**
  - Kris Longston, Senior Planner

(This report provides an update on the public consultation process that took place with respect to the Town Centre Community Improvement Plan process and recommendations for next steps.)

## **CORRESPONDENCE FOR INFORMATION**

3. Report dated October 11, 2011 from the Director of Human Resources & Organizational Development regarding Professional Development and Talent Management Systems. **36 - 41**  
**(FOR INFORMATION ONLY)**

## **REFERRED & DEFERRED MATTERS**

## **MANAGERS' REPORTS**

4. Report dated October 11, 2011 from the General Manager of Growth and Development regarding Update and Recommendations from the Solid Waste Advisory Panel. **42 - 57**  
**(RECOMMENDATION PREPARED)**

(This report outlines the various issues or reviews undertaken by the Solid Waste Advisory Panel in the five meetings held between May 25, 2011 to September 23, 2011.)

**MOTIONS**

**ADDENDUM**

**CITIZEN PETITIONS**

**ANNOUNCEMENTS**

**NOTICES OF MOTION**

**9:00 P.M. ADJOURNMENT (RECOMMENDATION PREPARED)**

(Two-thirds majority required to proceed past 9:00 pm)

Franca Bortolussi  
Deputy City Clerk

Liz Collin  
Council Secretary

## COMITÉ DES POLITIQUES ORDRE DU JOUR

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Pour la 9<sup>e</sup> réunion du Comité des politiques  
qui aura lieu le **19 octobre 2011**  
**dans la Salle du Conseil, Place Tom Davies, à 18h 00**

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**CONSEILLER CLAUDE BERTHIAUME, PRÉSIDENT(E)**

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**Jacques Barbeau, Vice-président(e)**

**VEUILLEZ ÉTEINDRE LES TÉLÉPHONES CELLULAIRES ET LES TÉLÉAVERTISSEURS)**

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**DÉCLARATION D'INTÉRÊTS PÉCUNIAIRES ET LEUR NATURE GÉNÉRALES**

## **DÉLÉGATIONS DE LA COMMUNAUTÉ**

1. Nouvelle mine de la société QuadraFNX – chantier Victoria, à Worthington **8 - 9**  
**(PRÉSENTATION ÉLECTRONIQUE) (A TITRE D'INFORMATION)**
  - Pat Lewis, gestionnaire des relations avec le monde des affaires de la société QuadraFNX Mining Limited

(Présentation au sujet de la nouvelle mine de la société QuadraFNX – chantier Victoria, à Worthington et de l'impact positif qu'elle aura sur le Grand Sudbury)

## **PRÉSENTATIONS ET EXPOSÉS**

2. Rapport du directeur général de la croissance et du développement, daté du 12 octobre 2011 portant sur Compte rendu sur le plan d'améliorations communautaires du centre-ville . **10 - 35**  
**(PRÉSENTATION ÉLECTRONIQUE) (RECOMMANDATION PRÉPARÉE)**
  - Kris Longston, planificateur principal

(Ce rapport donne un compte rendu sur la démarche de consultation du public qui a eu lieu en ce qui a trait au plan d'améliorations communautaires du centre-ville et les recommandations en vue des prochaines étapes.)

## **CORRESPONDANCE À TITRE DE RENSEIGNEMENTS SEULEMENT**

3. Rapport du directeur des Ressources humaines et du Développement organisationnel, daté du 11 octobre 2011 portant sur Systèmes de gestion du perfectionnement professionnel et des compétences. **36 - 41**  
**(A TITRE D'INFORMATION)**

## **QUESTION RENVOYÉES ET REPORTÉES**

## **RAPPORTS DES GESTIONNAIRES**

4. Rapport du directeur général de la croissance et du développement, daté du 11 octobre 2011 portant sur Compte rendu et recommandations du Comité consultatif sur les déchets solides. **42 - 57**  
**(RECOMMANDATION PRÉPARÉE)**

(Ce rapport passe brièvement en revue les divers questions ou examens entrepris par le Comité consultatif sur les déchets solides pendant les cinq réunions qu'il a tenues du 25 mai 2011 au 23 septembre 2011.)

## **MOTIONS**

## **ADDENDA**

## **PÉTITIONS DE CITOYENS**

## **ANNONCES**

## **AVIS DE MOTION**

## **LEVÉE DE LA SÉANCE À 21 H (RECOMMANDATION PRÉPARÉE)**

(Une majorité des deux tiers est requise pour poursuivre la réunion après 21h 00.)

Franca Bortolussi  
Greffière municipale adjointe

Liz Collin,  
Secrétaire du Conseil

## For Information Only

### QuadraFNX New Mine - Victoria Project, Worthington

Presented To: Policy Committee

Presented: Wednesday, Oct 19, 2011

Report Date Wednesday, Oct 12, 2011

Type: Community Delegations

### Recommendation

For Information Only

Signed By

No signatures or approvals were  
recorded for this report.



Sept 13, 2011

City Clerk  
Greater City of Sudbury  
200 Brady Street  
Sudbury, Ont  
P3A 5P3

Please be informed that Quadra FNX Mining Ltd. (QUX") would welcome an opportunity to make a presentation to city council during one of its fall sittings. QUX operates three (3) mines within the City of Greater Sudbury, employing some 400 people with an annual payroll of \$43,000,000 and a local goods and services account valued at \$120,000,000 per year.

The subject of the presentation would be a new mining project which will have a significant impact on the economy of Sudbury for many years to come. The Victoria project, situated in the Worthington area, is expected to receive board approval later this fall and pending receipt of stakeholder approval and all regulatory permits and applications, construction is expected to commence in the second quarter of 2012. Time line for construction is a five year period (2012 – 2017) with a capital budget of \$750,000,000. Employment is expected to peak at some 250 workers during the construction phase and some 200+ full time workers during the 15 – 20 year life of mine.

If such an opportunity exists, please provide me with date/dates that might be suitable for an up coming council meeting.

Yours truly,

Pat Lewis  
Manager, Business Relations

Cc. Frank Flynn  
Manager, Victoria Project

## Request for Decision

### Town Centre Community Improvement Plan Update

Presented To:	Policy Committee
Presented:	Wednesday, Oct 19, 2011
Report Date	Wednesday, Oct 12, 2011
Type:	Presentations

### Recommendation

1. That a comprehensive Town Centre Community Improvement Plan, that makes available Financial Incentives similar to those in the Downtown Sudbury CIP, be developed and implemented for Levack, Chelmsford, Lively (Main Street Commercial Area), Capreol, Copper Cliff, Kathleen Street and the Flour Mill BIA.

Further, that the uncommitted funds of \$95,000 from the Financial Incentives for Downtown Renewal Pilot Program be allocated to fund this initiative;

2. That alternative methods (i.e. Brownfields CIP) be pursued to achieve improvements in Onaping Falls, Hanmer, Dowling, Azilda, Val Caron, Wahnapiatae, Garson, Coniston, Val Therese and the West End;

3. That staff be directed to explore initiating new Community Improvement Plans for Capreol and Levack/Onaping and report back to Policy Committee with findings and recommendations; and

4. That staff be directed to review the Town Centre designations in the Official Plan, in terms of their current applicability, as part of the five year Official Plan review.

#### Signed By

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

Kris Longston  
Senior Planner  
*Digitally Signed Oct 12, 11*

##### **Reviewed By**

Mark Simeoni  
Manager of Community and Strategic Planning  
*Digitally Signed Oct 13, 11*

##### **Division Review**

Paul Baskcomb  
Director of Planning Services  
*Digitally Signed Oct 13, 11*

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

Bill Lautenbach  
General Manager of Growth and Development  
*Digitally Signed Oct 13, 11*

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

Doug Nadorozny  
Chief Administrative Officer  
*Digitally Signed Oct 13, 11*

### Finance Implications

If approved, the remaining funds of \$95,000 from the Financial Incentives for Downtown Renewal Pilot Program will be used to fund this initiative.

## Background

In the spring of 2010, Planning Staff presented a report to the Policy Committee regarding options for expanding the financial incentive programs available through the Downtown Sudbury Community Improvement Plan (CIP) to the Town Centre areas identified in the Official Plan, the Development Charge By-law and also the Flour Mill Business Improvement Area (BIA).

Policy Committee directed staff to develop criteria for historical downtown cores and consider the following traditional "Main Street" commercial areas in addition to the Town Centres identified in the Official Plan: Kathleen Street, Copper Cliff, Coniston, West End, Val Therese and former Village of Hanmer. Staff also set out to review the important role that each Town Centre serves in the City and determine what can be done to strengthen and improve these areas moving forward.

In February of 2011, Planning Staff presented a report to the Policy Committee which included criteria for evaluating the different Town Centres in terms of their ability to achieve the goals of the Financial Incentive Programs that form part of the Downtown Sudbury CIP. The report went on to assess each area against the criteria and provided recommendations for each based on their unique characteristics. Finally the report introduced a draft Town Centre Community Improvement Plan to be used in the proposed public consultation process.

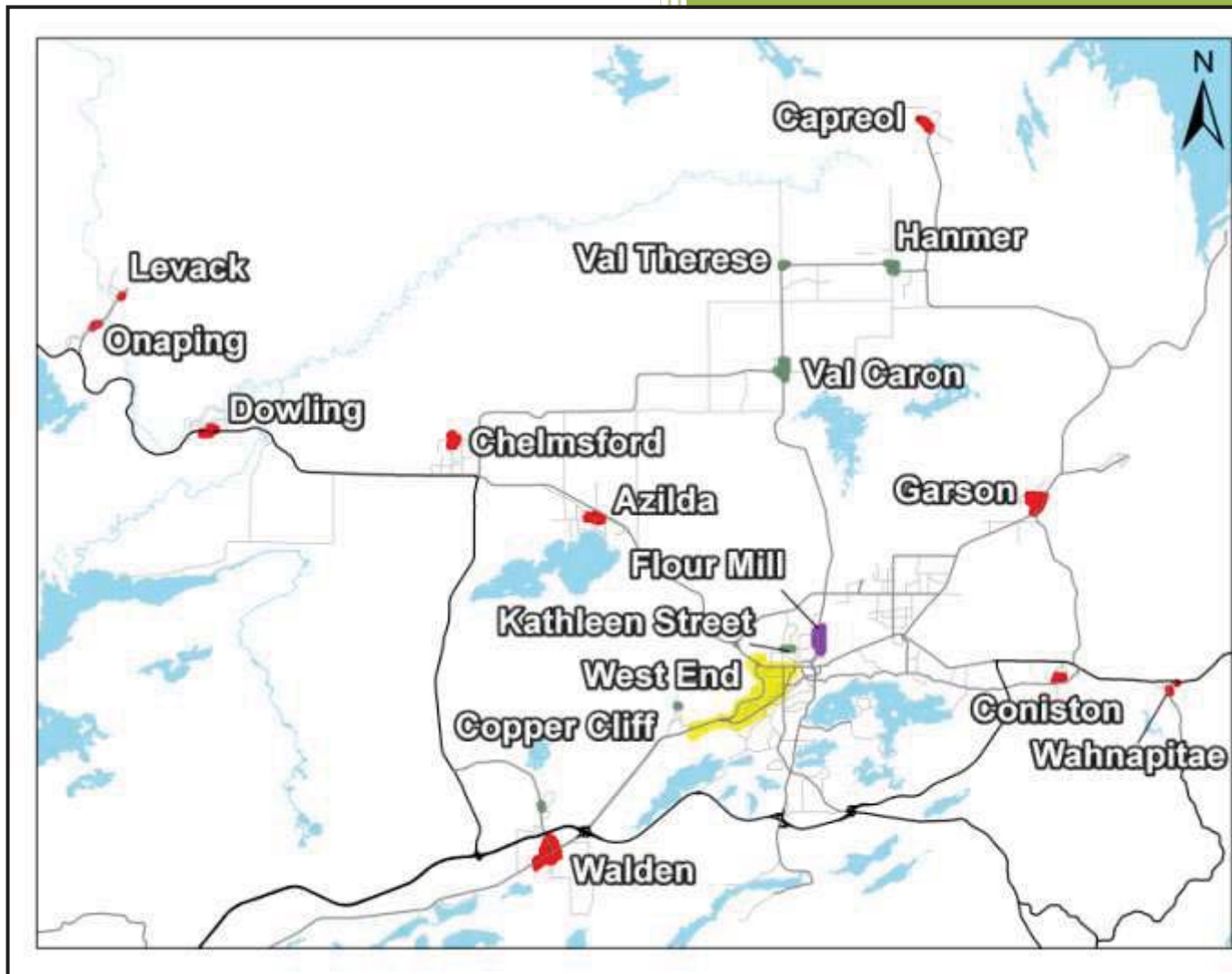
Subsequent to the February Policy Committee, staff organized and held a number of public open houses in various Town Centres to provide residents of each community with an opportunity to tell staff what is working with their Town Centre, what is not working and what the City can do to improve the unique needs of each community's Town Centre.

The purpose of this summary report is to:

- Briefly recap the Town Centre Community Improvement Plan process to date;
- Review the public open house process and participation;
- Provide a final analysis of each subject area based on the established criteria, staff field review and the public consultation process, along with an assessment of potential options outside of a CIP;
- Explore what can be done to strengthen and improve these unique areas;
- Provide a recommendation regarding the next steps for each area; and
- Provide options and recommendations for next steps in the Town Centre CIP initiative.

# 2011

## Town Centre CIP Summary Report



Growth and Development

Department

City of Greater Sudbury

10/19/2011

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## Background

In the spring of 2010, Planning Staff presented a report to the Policy Committee regarding options for expanding the financial incentive programs available through the Downtown Sudbury Community Improvement Plan (CIP) to the Town Centre areas identified in the Official Plan, the Development Charge By-law and also the Flour Mill Business Improvement Area (BIA).

Policy Committee directed staff to develop criteria for historical downtown cores and consider the following traditional “Main Street” commercial areas in addition to the Town Centres identified in the Official Plan: Kathleen Street, Copper Cliff, Coniston, West End, Val Therese and former Village of Hanmer. Staff also set out to review the important role that each Town Centre serves in the City and determine what can be done to strengthen and improve these areas moving forward.

In February of 2011, Planning Staff presented a report to the Policy Committee which included criteria for evaluating the different Town Centres in terms of their ability to achieve the goals of the Financial Incentive Programs that form part of the Downtown Sudbury CIP. The report went on to assess each area against the criteria and provided recommendations for each based on their unique characteristics. Finally the report introduced a draft Town Centre Community Improvement Plan to be used in the proposed public consultation process. Based on this February Report, Policy Committee passed the following resolution:

*“THAT staff proceed with a public consultation process regarding a Town Centre Community Improvement Plan and its suitability in the subject areas; AND THAT staff use the draft Town Centre Community Improvement Plan in the report dated February 8, 2011 from the General Manager of Growth & Development as part of the public consultation process; AND THAT staff report back to the Policy Committee with the results of the public consultation and recommendations for moving forward.”*

Subsequent to the February Policy Committee, staff organized and held a number of public open houses in various Town Centres to provide residents of each community with an opportunity to tell staff what is working with their Town Centre, what is not working and what the City can do to improve the unique needs of each community's Town Centre.

The purpose of this summary report is to:

- Briefly recap the Town Centre Community Improvement Plan process to date;
- Review the public open house process and participation;
- Provide a final analysis of each subject area based on the established criteria, staff field review and the public consultation process, along with an assessment of potential options outside of a CIP;
- Explore what can be done to strengthen and improve these unique areas;
- Provide a recommendation regarding the next steps for each area; and
- Provide options and recommendations for next steps in the Town Centre CIP initiative.

## What is a Town Centre?

A town center is typically an enduring, walkable, and sometimes integrated open-air, multiuse area that is organized around a clearly identifiable and energized public realm where citizens can gather and strengthen their community bonds. These areas are anchored by retail, dining, and leisure uses, as well as by vertical or horizontal residential uses. At least one other type of development is included in a town center, such as office, hospitality, civic, and cultural uses. Over time, a town center should evolve into the densest, most compact, and most diverse part of a community, with strong connections to its surroundings.

In conducting the analysis and preparing the report, staff had regard for how the subject areas related back to this Town Centre identity and what could be done to help them achieve this function.

## Town Centre Community Improvement Plan Process to Date

In 2007, City of Greater Sudbury Council adopted the report entitled “Constellation City: Building a Community of Communities in Greater Sudbury”. This report provided a total of 35 recommendations for City Council, which were grouped into the four broad categories of a city that is 1) connected, 2) caring, 3) empowered and 4) equitable.

One of the recommendations of the report dealt specifically with the issue of downtowns and parks. Through the transition team process, residents in communities across the City of Greater Sudbury expressed concern that the downtown areas and parks outside the city core receive less attention than those within the former City. The recommendation of the report respecting downtown was as follows:

*“That the City of Greater Sudbury designate specific downtown areas in appropriate communities. Further that the City commit to improving the development of downtowns in outlying areas and ensure that the city programs that are established for improvement or enhancement of downtown and target areas be made available across the city.”*

As part of implementing this recommendation, Staff prepared a report and made a presentation to the Policy Committee on May 19<sup>th</sup>, 2010. The subject of this presentation was on the feasibility of making the Financial Incentives available to private property owners as part of the Downtown Sudbury CIP, available to property owners in the Town Centres. At the conclusion of the May 19<sup>th</sup> meeting, the Committee directed staff to develop criteria for assessing the historical downtown cores and consider the following centres mentioned by Committee members: Kathleen Street, Copper Cliff, Coniston, West End, Val Therese and former Village of Hanmer.

Staff proceeded to develop criteria and conduct field studies of the subject areas and presented them to Policy Committee on February 16<sup>th</sup>. The purpose of that report was to assess whether or not the study areas would benefit from the financial incentives provided in the Downtown based on three key elements that the areas had to have:

- Pedestrian friendly commercial areas with the potential for enhancement to attract people and new business;
- Commercial and Residential vacancy issues that could be addressed by improving the building stock; and
- The presence of older, mixed used (and preferably multi storey) building stock, to promote the creation of additional residential units.

If the areas did not meet these criteria, the report found that they may be better served by an existing CIP (if one is in place), the upcoming Brownfields CIP or some other type of program that may be introduced in the future.

Following the February 16<sup>th</sup> report and presentation to the Policy Committee, Staff were directed to proceed with a public consultation process to garner input regarding the proposed Town Centre CIP and its suitability in the subject areas. Staff were also directed to use the draft Town Centre CIP as part of the public consultation process. Finally, staff were directed to report back to Council with the results of the public consultation and recommendations for moving forward.

## ***Funding for a Town Centre Community Improvement Plan***

Another critical issue that was addressed in the February 16<sup>th</sup> Report was the issue of funding for the programs contemplated in the proposed Town Centre CIP. As with any other Community Improvement Plan, the document is necessary to fulfill the Planning Act requirements of determining up front how and where public money will be spent in a Community Improvement Area. The amount of public funding flowing through a CIP is determined by Council, usually on an annual basis.

One of the largest components of any Community Improvement Plan is the amount of financial support and funding it receives from Council. In the case of the proposed Town Centre CIP, funding has yet to be determined. One option would be to allocate some or all of the remaining funds from the Downtown Sudbury Community Improvement Plan to the proposed Town Centre CIP. If the project is successful, Council could decide to keep funding the Town Centre CIP on an annual basis.

## **Public Consultation Process**

After the February Policy Committee, Planning and Communications staff developed a Town Centre public consultation process that was based in both established and new media. The public consultation process revolved around seven open house sessions that were held in Hanmer, Chelmsford, Copper Cliff, Capreol, Onaping Falls, Tom Davies Square and Garson.

These open houses provided interactive maps and information boards so that residents could accurately pin point their concerns and comments geographically. Staff also developed a Town Centre CIP Workbook which was available at the open houses as well as online. The purpose of the workbook was

to get residents to write down what is good about their Town Centre, what could use improvement and what things they would like to see in the future.

In addition to the open houses and the work book, staff developed a webpage to host all of the information surrounding the Town Centre CIP initiative. Residents could view all of the relevant information as well as email staff with their questions and input.

Promotion for the open house events was done through traditional newspaper advertising, as well as web based promotion on the City's web page, but also included Facebook and Twitter announcements. The Facebook platform allowed residents to post their questions and comments and receive responses from the City as well as other residents.

The public response to the Town Centre Community Improvement Plan initiative was quite low, with a couple of notable exceptions. In all, seven Town Centre CIP Workbooks were returned and five written submissions were received. In total approximately 80 people attended over the course of the seven open houses, with Capreol and Levack/Onaping representing approximately one half and one quarter of those attendees respectively.

It is important to note that many of the comments received and expressed as part of the public consultation process mainly dealt with issues that were considered outside of the scope of a Town Centre CIP. These external comments were for the most part centred on the conditions of roads and sidewalks in the areas, but also the need for increased property standards by-law enforcement.

## **Town Centre Community Improvement Plan Options**

In the February 16<sup>th</sup> report, staff found that due to their physical make up, some of the Town Centres would benefit from the same financial incentives that are available in the Downtown Sudbury CIP, while others would not. The report also outlined that in addition to the proposed financial incentives, there were some other mechanisms that could be used to achieve the desired improvement in the Town Centres. These findings and options are reexamined below.

### ***Town Centres with Existing CIPs***

As mentioned in the February 16<sup>th</sup> Town Centre CIP Report presented to Policy Committee, three of the study areas currently have Community Improvement Plans in place, including the Flour Mill, Donovan and the West End.

These existing CIPs could be amended to include the Financial Incentives currently offered in the Downtown Sudbury CIP. This would involve going through a Planning Act process to amend the plans and then administering the programs once they were made available. As mentioned, there is currently no budget available for these programs other than the left over funds from the Downtown CIP.

### ***Town Centres without existing CIPs***

While some of the study areas have an existing CIP in place, others have no CIP and would require one

to be in place before the Financial Programs could be offered to property owners. This would involve developing the CIP and then going through the required Planning Act approval process to adopt it.

As outlined in the February 16<sup>th</sup> report there were three criteria used to test the subject areas in order to gauge whether or not the Financial Incentives available in Downtown Sudbury would benefit the Town Centres and traditional “Main Street” areas in Greater Sudbury. It is these criteria that were used to assess the various subject areas in terms of their ability to serve as a Town Centre and in turn to benefit from a CIP targeted at rehabilitating existing Town Centres in the City of Greater Sudbury.

Based on these criteria, the February 16<sup>th</sup> report found that Levack, Chelmsford, Lively, Capreol and Copper Cliff would benefit from the type of Financial incentives that were available in the Downtown. In the opinion of Staff, no additional information was obtained during the public consultation process that would change the recommendations of the report, with the exception of Azilda where written comments were received requesting that the Azilda Town Centre be included.

Should Council wish to proceed with a Town Centre CIP for financial Incentives, it is recommended that one CIP be developed to cover multiple areas instead of an individual CIP for each area.

## ***New Community Improvement Plans***

Some of the more interesting information to come out of the Town Centre CIP public open house process was the strong desire from members of the public to rejuvenate public areas in Capreol and Levack/Onaping. Specifically there was significant interest in improving the waterfront area in Capreol and improving its linkages with the Town Centre. In Levack/Onaping there was significant interest in improving the pedestrian linkages between the two towns along Regional Road #8.

Based on the opportunities identified and public support expressed at the Town Centre open houses about these two areas, Council may wish to initiate new CIP processes in Capreol and Levack/Onaping as the areas targeted for additional improvement lie outside of the existing Town Centre designations in the Official Plan.

## ***Other Options***

### **Brownfields CIP**

A Brownfields CIP was recently approved by Council and will be used to provide financial incentives to encourage development on individual sites. This type of approach may better lend itself to some of the areas reviewed in this report as the problems are restricted to individual sites as opposed to the area as a whole. It is anticipated that this program will be in place in early 2012.

As a result, some of the Town Centre area concerns could be addressed by this parallel Brownfields CIP, and therefore its use should be promoted.

## **Streetscape Improvements**

Many of the subject areas reviewed by staff would benefit from general landscaping and streetscape improvements. This was also found during the public consultation process. In these instances it may make more sense to have the Roads and Parks Departments look at adding improvements to the subject areas in their capital budgets as opposed to undergoing a CIP for these areas.

## **Development Charge Exemptions**

Although not part of the proposed Town Centre CIP, it is important to note that the Development Charges By-law 2009-200F contains provisions for exceptions in certain areas. These exceptions provide a large incentive for property owners to develop in the exempted areas as it represents a significant reduction in upfront construction costs. In addition to the proposed Town Centre CIP, the promotion of the development charge exemptions in these areas is another way to encourage redevelopment in these areas.

In areas where there is a BIA established, Council may wish to consider exempting development charges as a means of encouraging redevelopment.

The Development Charges by-law currently exempts the following Town Centre areas:

Capreol	Chelmsford	Dowling
Garson	Hanmer	Val Caron
Walden		

## ***Review Existing Town Centres as Part of Five Year Official Plan Review***

In doing the background research for the February 16<sup>th</sup> Town Centre CIP report, staff found that the Town Centre designations in some cases no longer matched the physical building stock on the ground (i.e. Garson and Coniston). Many of these Town Centre designations came from Official Plans that sometimes dated back to the 1970s and were no longer accurate due to commercial activities moving to other areas and buildings being converted to residential uses. To address this issue, it is recommended that staff reexamine the Town Centre designations in the Official Plan as part of the scheduled 2012 five year review.

## Summary of Staff Field Review and Public Consultation Process Findings

As mentioned, Staff conducted field reviews of each subject area to assess whether or not they would benefit from Financial Incentive Programs as they are structured in the Downtown Sudbury CIP. Following this process, Staff organized a public consultation process using a multi faceted promotional campaign in order to give the public multiple opportunities and avenues to have their say in how the Town Centres and traditional “Main Street” commercial areas could be improved using a CIP. Finally, Staff analyzed the results and prepared recommendations for moving forward on the Town Centre CIP initiative.

The analysis of the field review, critical assessment and public input findings, along with recommended next steps for each of the subject areas can be found in Appendix A to this report. Graphic representation of comments and recommendations can be found in Appendix B.

In summary, it was found that Levack, Chelmsford, Lively, Capreol, Copper Cliff, Kathleen Street and the Flour Mill BIA would benefit from the types of financial incentives available in Downtown Sudbury, due to their compact pedestrian nature, their existing mixed use building stock with residential unit creation potential and the observed vacancies. Due to the comments received during the public process, the Committee may wish to add Azilda to this group as well. In terms of the Flour Mill and Kathleen Street, it may be more efficient to include these areas in one comprehensive CIP with the others instead of modifying their existing CIPs.

It was also found that Onaping Falls, Hanmer, the West End, Dowling, Val Caron, Azilda, Wahnapiatae, Garson, Coniston and Val Therese would not benefit from the Downtown Sudbury CIP financial incentives as their physical compositions did not lend themselves to that type of program. In some cases the subject areas were auto orientated suburban commercial areas with one storey commercial buildings that had limited opportunities for residential intensification and displayed few vacancies. In other cases, the former commercial areas had morphed into residential areas. Finally, some of the areas displayed few if any of the characteristics of a Town Centre and as a result it is recommended that they be reviewed as part of the upcoming Five Year Official Plan Review.

With respect to the areas that were not recommended to be included, the summary tables provide other options and recommendations that could be pursued by the City to improve these areas. These other options include but are not limited to:

- Promotion and use of the upcoming Brownfields CIP;
- Landscaping and Streetscape capital improvements; and
- Promotion of the establishment of BIAs in areas that do not have one.

Finally, through the public consultation process, it was learned that there is a strong public desire for new and more comprehensive CIPs in Capreol and Levack/Onaping and it is recommended that these processes be initiated.

## Conclusion

Following the recommendations of the 2007 Constellation Report, staff have under taken a review of the possibility of extending the financial incentives offered in the Downtown Sudbury CIP to other “downtowns” and “Main Streets” in the Greater City of Sudbury. This review included detailed analysis and field review of each area to determine the feasibility of extending these types of programs to the areas identified. After this review, staff organized and conducted an extensive public consultation program to gauge public interest and support for these programs in the subject areas.

Staff found that only some of the subject areas would benefit from the financial incentive programs as not all of the Town Centres met the criteria established. In these areas, other options could be pursued in order to achieve the desired improvements. In terms of the public consultation process, staff found that there was limited interest in the Town Centre CIP initiative in relation to other City initiatives currently underway. There were two notable exceptions, Capreol and Levack/Onaping, where a greater level of interest was expressed.

Based on the staff reviews of each subject area against the established criteria and based on the input received during the public consultation process, it was found that Levack, Chelmsford, Lively, Capreol, Copper Cliff, Kathleen Street and the Flour Mill BIA would benefit from the Financial Incentives contemplated in the proposed Town Centre CIP. As a result, a comprehensive Town Centre CIP should be developed and incorporate the aforementioned areas. Council may also want to consider including Azilda based on the two submissions received.

It was also found that due to their physical make up, Onaping Falls, Hanmer, Dowling, Val Caron, Wahnapiatae, Garson, Coniston, Val Therese and the West End would not benefit from the types of financial incentives available in downtown Sudbury and therefore other options should be pursued to achieve the desired improvements in these areas.

As a result of the public consultation process, it was also found that there was considerable interest in Capreol and Levack/Onaping to produce new Community Improvement Plans that would extend beyond the identified Town Centres.

Finally, it was found that some of the Town Centre designations in the Official Plan no longer reflect the physical realities on the ground. For this reason it is recommended that the Town Centre designations be reviewed as part of the upcoming five year Official Plan review.

## Recommendations:

1. That a comprehensive Town Centre Community Improvement Plan, that makes available Financial Incentives similar to those in the Downtown Sudbury CIP, be developed and implemented for Levack, Chelmsford, Lively (Main Street Commercial Area), Capreol, Copper Cliff, Kathleen Street and the Flour Mill BIA.

Further, that the uncommitted funds of \$95,000 from the Financial Incentives for Downtown Renewal Pilot Program be allocated to fund this initiative;

2. That alternative methods (i.e. Brownfields CIP) be pursued to achieve improvements in Onaping Falls, Hanmer, Dowling, Azilda, Val Caron, Wahnapiatae, Garson, Coniston, Val Therese and the West End.
3. That staff be directed to explore initiating new Community Improvement Plans for Capreol and Levack/Onaping and report back to Policy Committee with findings and recommendations.
4. That staff be directed to review the Town Centre designations in the Official Plan, in terms of their current applicability, as part of the five year Official Plan review.

<b>Subject Area</b>	<b>Field Review Findings</b>	<b>Public Consultation Input</b>	<b>Recommended Next Steps</b>
<b>Levack / Onaping</b>	<ul style="list-style-type: none"> <li>Levack town centre is pedestrian friendly;</li> <li>Levack town centre has mixed use commercial buildings with residential unit potential;</li> <li>Levack town centre has commercial vacancies;</li> <li>Onaping town centre is mainly occupied by one commercial building with few residential opportunities;</li> <li>Onaping town centre is auto orientated and not pedestrian friendly;</li> <li>Levack would benefit from the financial incentives proposed in the CIP; and</li> <li>Onaping would benefit from some other type of program (i.e. brownfields).</li> </ul>	<ul style="list-style-type: none"> <li>Improve the building stock in the Levack Town Centre;</li> <li>Improve the pedestrian connectivity along Municipal Road #8 between Onaping and Levack, specifically walking path and lighting improvements;</li> <li>Better park and landscaping maintenance;</li> <li>Gateway improvements along Municipal Road #8; and</li> <li>Develop walking trails along former railways.</li> </ul>	<ul style="list-style-type: none"> <li>Include Downtown Levack in proposed Town Centre CIP;</li> <li>Develop new CIP for Levack/Onaping to improve pedestrian access and gateways along MR #8 and develop walking trails;</li> <li>Increase enforcement of Property Standards By-law in Levack and Onaping;</li> <li>Improve parks maintenance in Levack and Onaping Town Centres; and</li> <li>Promote use of Brownfields CIP for commercial properties in Onaping.</li> </ul>
<b>Dowling</b>	<ul style="list-style-type: none"> <li>Town Centre is mainly composed of publicly owned properties along a major Highway (#144);</li> <li>Physical layout of the Town Centre is auto orientated with very few opportunities for residential intensification; and</li> <li>The existing physical layout of the Dowling Town Centre does not lend itself to the Financial Incentives proposed as part of the Town Centre CIP.</li> </ul>	<ul style="list-style-type: none"> <li>Pedestrian Access needs to be improved along and across Highway #144; and</li> <li>Road and sidewalk improvements are needed in Dowling, primarily along Riverside and Arlington.</li> </ul>	<ul style="list-style-type: none"> <li>Work with MTO to improve pedestrian and landscaping improvements across and along Hwy #144;</li> <li>Promote DC exemption to encourage redevelopment; and</li> <li>Consider impact of possible realignment of Hwy #144.</li> </ul>

<b>Subject Area</b>	<b>Field Review Findings</b>	<b>Public Consultation Input</b>	<b>Recommended Next Steps</b>
<b>Chelmsford</b>	<ul style="list-style-type: none"> <li>Chelmsford Town Centre is compact and pedestrian orientated; and</li> <li>There are existing mixed use buildings that are experiencing vacancies, with opportunities for residential unit creation.</li> </ul>	<ul style="list-style-type: none"> <li>Streetscape improvements along Errington and Main Street would be desirable; and</li> <li>Lots of pedestrian traffic in Town Centre.</li> </ul>	<ul style="list-style-type: none"> <li>Include the Chelmsford Town Centre as part of Town Centre CIP;</li> <li>Consider potential public space improvements for Errington and Main Streets as part of capital budget process; and</li> <li>Promote DC exemption to encourage redevelopment.</li> </ul>
<b>Azilda</b>	<ul style="list-style-type: none"> <li>Town Centre is comprised of low density single storey commercial buildings;</li> <li>Limited vacancies observed and few opportunities for residential unit creation; and</li> <li>Due to physical make up and existing building stock, Azilda would not benefit from the proposed Town Centre CIP.</li> </ul>	<ul style="list-style-type: none"> <li>Two letters of support were received for making the financial incentives available to the Azilda Town Centre.</li> </ul>	<ul style="list-style-type: none"> <li>Possibly include Azilda as part of a Town Centre CIP; and</li> <li>Consider potential public space improvements along Notre Dame and St. Agnes Streets as part of capital budget process;</li> </ul>
<b>Walden</b>	<ul style="list-style-type: none"> <li>Town Centre as delineated in the Official Plan is auto orientated, not pedestrian friendly and has little opportunity for residential intensification;</li> <li>The traditional commercial area on Main Street is, however, compact pedestrian friendly and has opportunities for residential intensification; and</li> <li>It is recommended that the Main Street commercial area be included in a Town Centre CIP.</li> </ul>	<ul style="list-style-type: none"> <li>There were no comments received regarding Walden.</li> </ul>	<ul style="list-style-type: none"> <li>Consider potential public space improvements at intersection of and along Municipal Roads 55 and 24 as part of capital budget process;</li> <li>Include Main Street commercial area in Town Centre CIP; and</li> <li>Promote DC exemption to encourage redevelopment.</li> </ul>

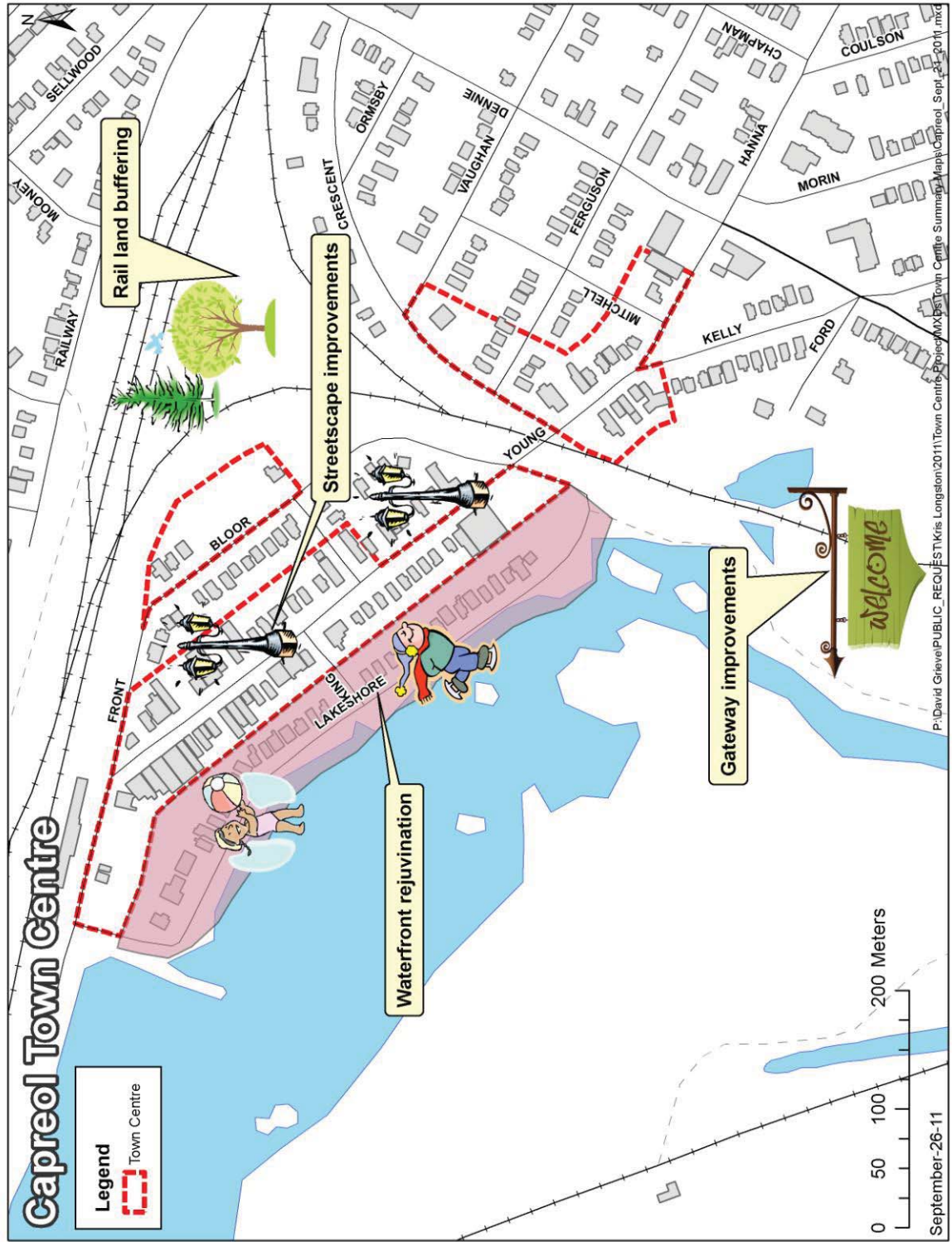
<i><b>Subject Area</b></i>	<i><b>Field Review Findings</b></i>	<i><b>Public Consultation Input</b></i>	<i><b>Recommended Next Steps</b></i>
<i><b>Val Caron</b></i>	<ul style="list-style-type: none"> <li>• Area is heavily automobile orientated and is greatly influenced by the size and volume of traffic on M.R. 80;</li> <li>• The building stock is primarily made up of one storey strip mall commercial buildings, with very limited opportunities for residential intensification; and</li> <li>• Val Caron core area can, therefore, best be described as a low density, auto orientated, suburban area that would not benefit from a Town Centre CIP.</li> </ul>	<ul style="list-style-type: none"> <li>• The input received revolved around the lack of mobility for seniors in the area and particularly crossing M.R. 80. There was also some discussion about increasing the number of medical services provided in the area.</li> </ul>	<ul style="list-style-type: none"> <li>• Look at improving pedestrian and bike routes along and across M.R. 80 in Val Caron Town Centre; and</li> <li>• Promote DC exemption to encourage redevelopment.</li> </ul>
<i><b>Hanmer</b></i>	<ul style="list-style-type: none"> <li>• The area is low density with one storey commercial buildings (mostly automotive related uses) mixed in with single detached homes;</li> <li>• Municipal Road 80 and the speed of traffic frustrates the creation or enhancement of a pedestrian friendly area; and</li> <li>• Few vacancies were observed and the building stock did not lend itself to residential intensification.</li> </ul>	<ul style="list-style-type: none"> <li>• There were no comments received regarding Hanmer.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of the Brownfields CIP to target site specific properties;</li> <li>• Consider potential public space improvements along M.R. 80 in Hanmer as part of capital budget process; and</li> <li>• Promote DC exemption to encourage redevelopment.</li> </ul>
<i><b>Wahnapiatae</b></i>	<ul style="list-style-type: none"> <li>• There is no evidence of a central commercial district in Wahnapiatae; and</li> <li>• Due to the fragmented commercial nature of Wahnapiatae, it is not recommended that it be included in the proposed Town Centre CIP.</li> </ul>	<ul style="list-style-type: none"> <li>• There were no comments received regarding Wahnapiatae.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of the Brownfields CIP to target site specific properties; and</li> <li>• Consider potential public space improvements along Hill Street as part of capital budget process</li> </ul>

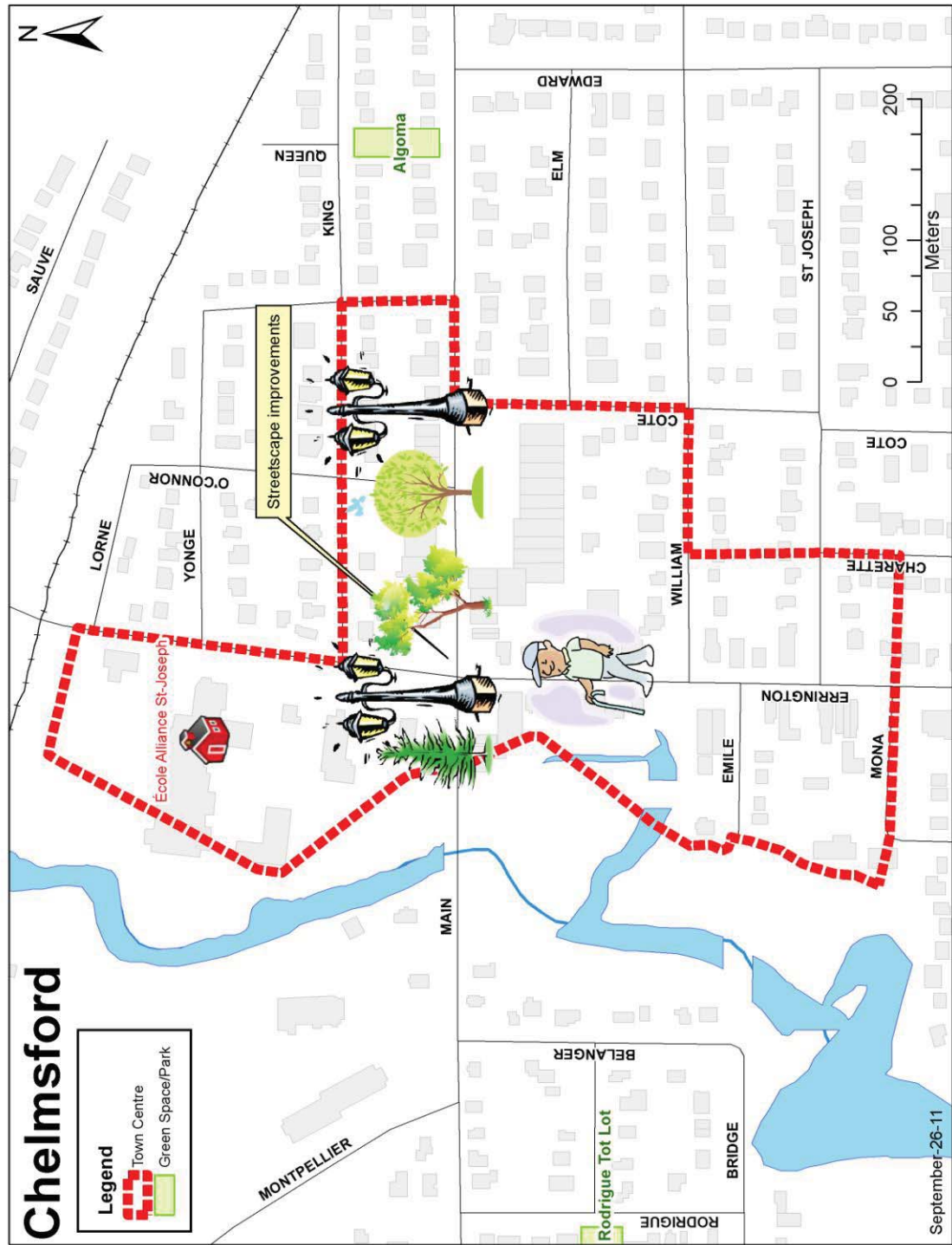
<i><b>Subject Area</b></i>	<i><b>Field Review Findings</b></i>	<i><b>Public Consultation Input</b></i>	<i><b>Recommended Next Steps</b></i>
<i><b>Garson</b></i>	<ul style="list-style-type: none"> <li>Commercial and service uses have migrated to strip malls on Falconbridge Road;</li> <li>Many former commercial buildings in Town Centre have converted to residential uses; and</li> <li>Existing Town Centre does not meet the criteria established for the proposed Town Centre CIP.</li> </ul>	<ul style="list-style-type: none"> <li>Comments received concerned improving the gateway from the airport into Garson along Falconbridge Road; and</li> <li>Creating additional recreational / community facilities to the Community Centre property at the corner of Church Street and Falconbridge Road.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of the Brownfields CIP to target site specific properties; and</li> <li>Promote DC exemption to encourage redevelopment.</li> <li>Consider potential public space and gateway improvements along Falconbridge Road as part of capital budget process</li> </ul>
<i><b>Capreol</b></i>	<ul style="list-style-type: none"> <li>Town Centre is compact, centrally located within the town and is comprised of a variety of mixed use buildings;</li> <li>Young Street is pedestrian orientated with angle parking on both sides of the road. A number of vacancies were observed, along with opportunities for residential intensification via the upgrading of existing and creation of new dwelling units; and</li> <li>Capreol meets all of the criteria and is currently not subject to an existing CIP and should, therefore, be included in the proposed Town Centre CIP.</li> </ul>	<ul style="list-style-type: none"> <li>There was a strong desire to rehabilitate the Capreol waterfront along the river, including beach improvements and better connectivity to the town core;</li> <li>Also heavily discussed were streetscape improvements in the Town Centre including better lighting and street furniture;</li> <li>Gateway improvements including improved signage and landscaping were also discussed; and</li> <li>There was a desire for increased property standards by-law enforcement.</li> </ul>	<ul style="list-style-type: none"> <li>Include Capreol in proposed Town Centre CIP;</li> <li>Initiate a new CIP for Capreol that will include a focus on the waterfront;</li> <li>Increase the presence of by-law enforcement in Capreol; and</li> <li>Promote DC exemption to encourage redevelopment</li> </ul>

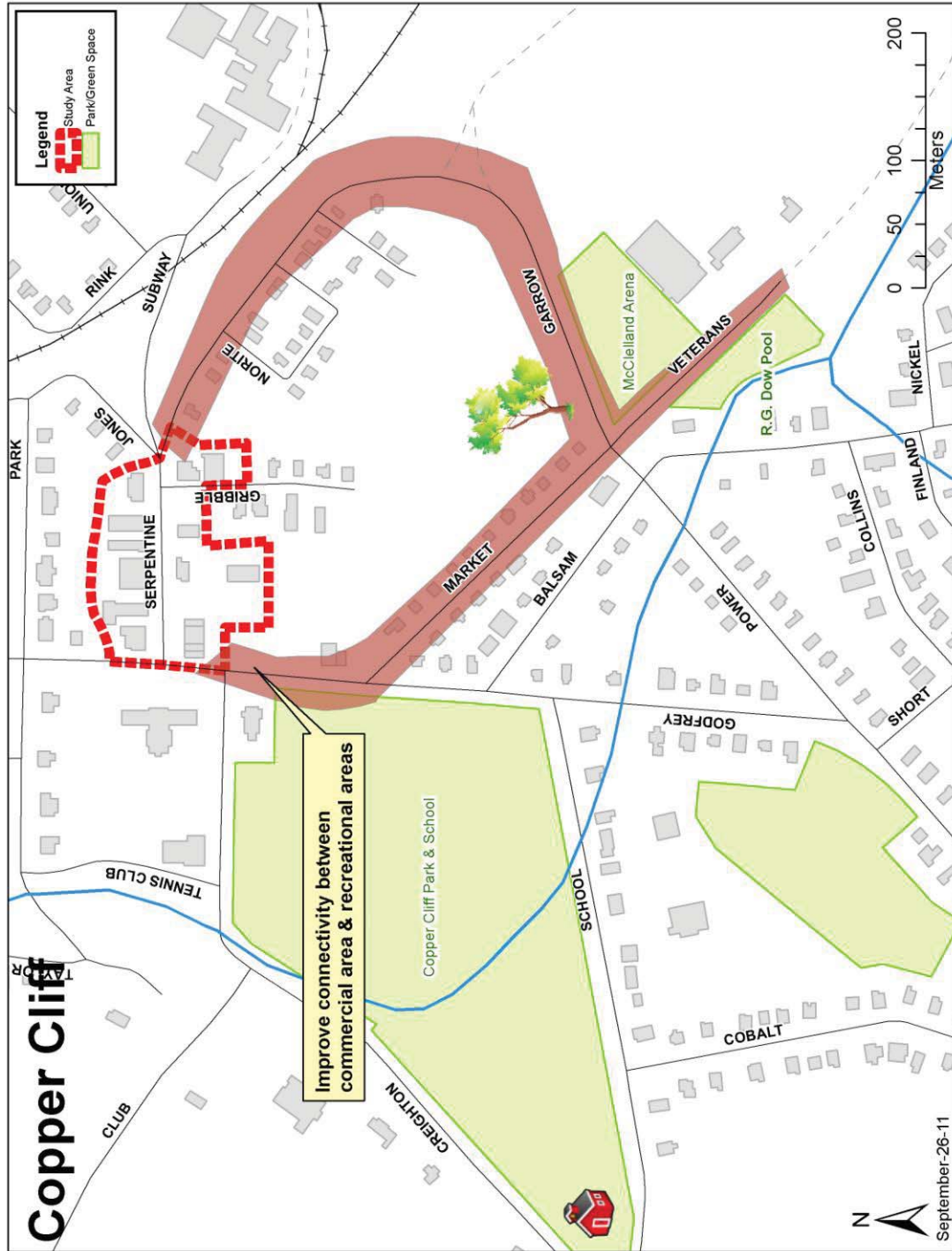
<b>Subject Area</b>	<b>Field Review Findings</b>	<b>Public Consultation Input</b>	<b>Recommended Next Steps</b>
<b>Flour Mill BIA</b>	<ul style="list-style-type: none"> <li>• The west side of Notre Dame is a compact pedestrian orientated environment with most of the buildings abutting the street line;</li> <li>• The built form predominantly includes older two and three storey buildings with residential uses and opportunities on the upper levels;</li> <li>• The side street areas include residential and commercial uses in mixed use buildings. A review of the area revealed a functional commercial area with some vacancies and opportunities for residential intensification; and</li> <li>• The area would benefit from the proposed Town Centre CIP.</li> </ul>	<ul style="list-style-type: none"> <li>• The comments received revolved mainly around providing financial incentives for private sector building improvements in the Flower Mill BIA; and</li> <li>• There was support for the Town Centre CIP from the Flower Mill BIA.</li> </ul>	<ul style="list-style-type: none"> <li>• Include the Flower Mill BIA in the proposed Town Centre CIP, or amend the existing Flour Mill CIP to include the proposed financial incentives.</li> </ul>
<b>Copper Cliff</b>	<ul style="list-style-type: none"> <li>• The area is compact, pedestrian friendly (with angle parking provided on the streets) and occupied by mixed use buildings;</li> <li>• There were no obvious vacancies visible and a few of the buildings appeared to have undergone recent façade and interior improvements; and</li> <li>• The area would meet the criteria established earlier and would be a good candidate for the proposed Town Centre CIP program.</li> </ul>	<ul style="list-style-type: none"> <li>• Comments received dealt with providing better access to services for seniors as well as improving the linkages between the Copper Cliff Town Centre on Serpentine Street and the recreational resources around the Copper Cliff library, the McClelland Community Centre and the Dow Pool.</li> </ul>	<ul style="list-style-type: none"> <li>• Include Copper Cliff in the proposed Town Centre CIP; and</li> <li>• Include Streetscape and pedestrian improvements along Market Street, Serpentine, Godfrey and Garrow Streets in Roads Department Capital Budget.</li> </ul>

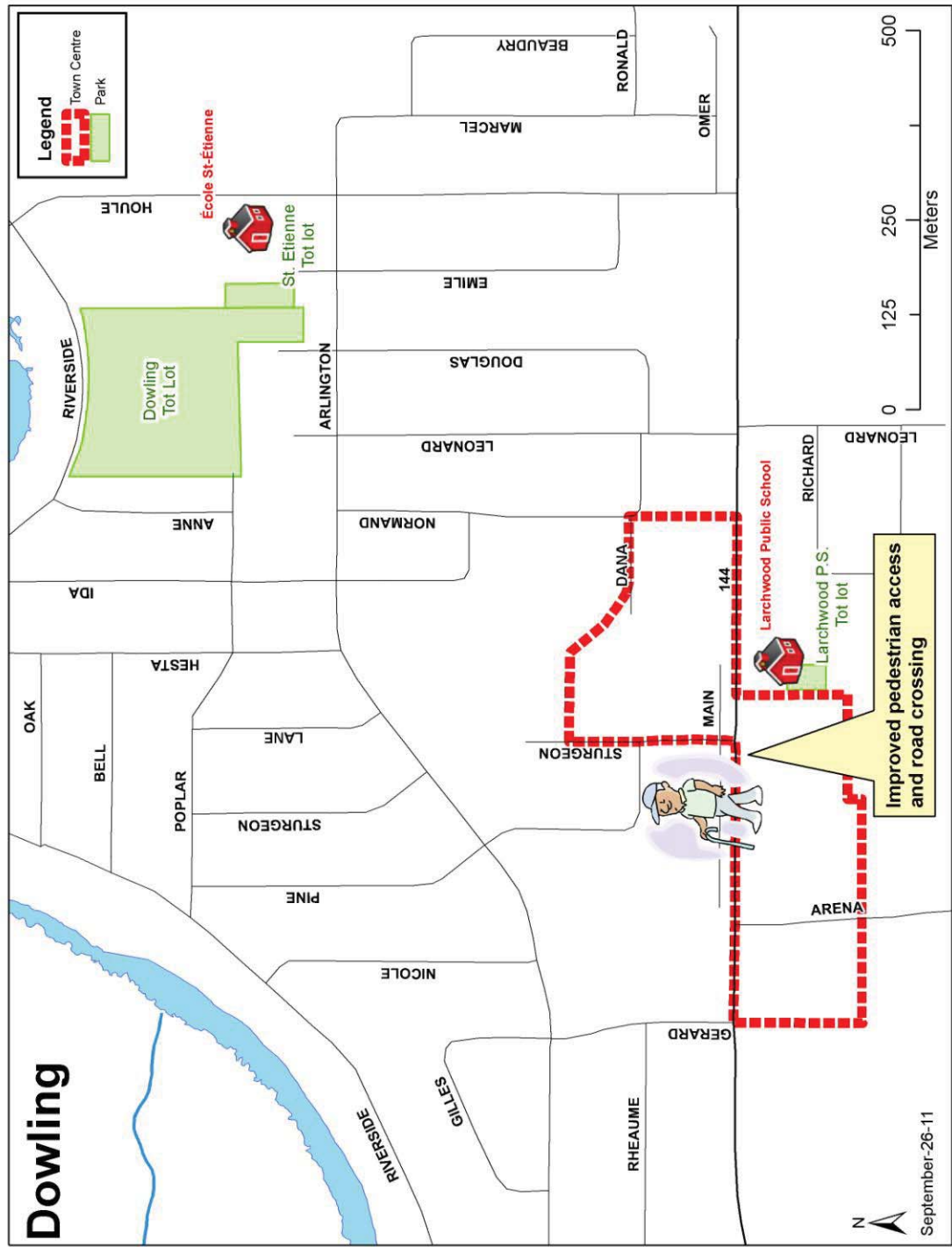
<b>Subject Area</b>	<b>Field Review Findings</b>	<b>Public Consultation Input</b>	<b>Recommended Next Steps</b>
<b>Coniston</b>	<ul style="list-style-type: none"> <li>• The current commercial area of Coniston is situated at the intersection of Hwy 17 East and Second Avenue and is occupied by a commercial plaza and some strip mall developments;</li> <li>• Coniston is similar to Garson in the fact that there is evidence that the former commercial area has transitioned to residential uses and the current commercial uses have consolidated into a newer commercial strip mall near the major roadway; and</li> <li>• Coniston is not considered to be an appropriate candidate for a Town Centre CIP program and may be better served by some other type of improvement program.</li> </ul>	<ul style="list-style-type: none"> <li>• There were no comments received regarding Coniston.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of the Brownfields CIP to target site specific properties.</li> </ul>
<b>Kathleen Street</b>	<ul style="list-style-type: none"> <li>• Kathleen Street commercial area is pedestrian friendly with many of the buildings located right at the streetline;</li> <li>• The majority of the buildings are two storey mixed use buildings with opportunities for residential intensification;</li> <li>• The Kathleen Street area would benefit from the financial incentives proposed in the Town Centre CIP; and</li> <li>• CIP already in place that includes financial incentives.</li> </ul>	<ul style="list-style-type: none"> <li>• There were no comments received regarding the Kathleen Street area.</li> </ul>	<ul style="list-style-type: none"> <li>• Include Kathleen Street area in Town Centre CIP or Amend the <i>Donovan &amp; Area Community Improvement Plan</i> to include financial incentives;</li> <li>• Promotion of the Brownfields CIP to target site specific properties; and</li> <li>• Continue to implement programs in the <i>Donovan &amp; Area Community Improvement Plan</i>.</li> </ul>

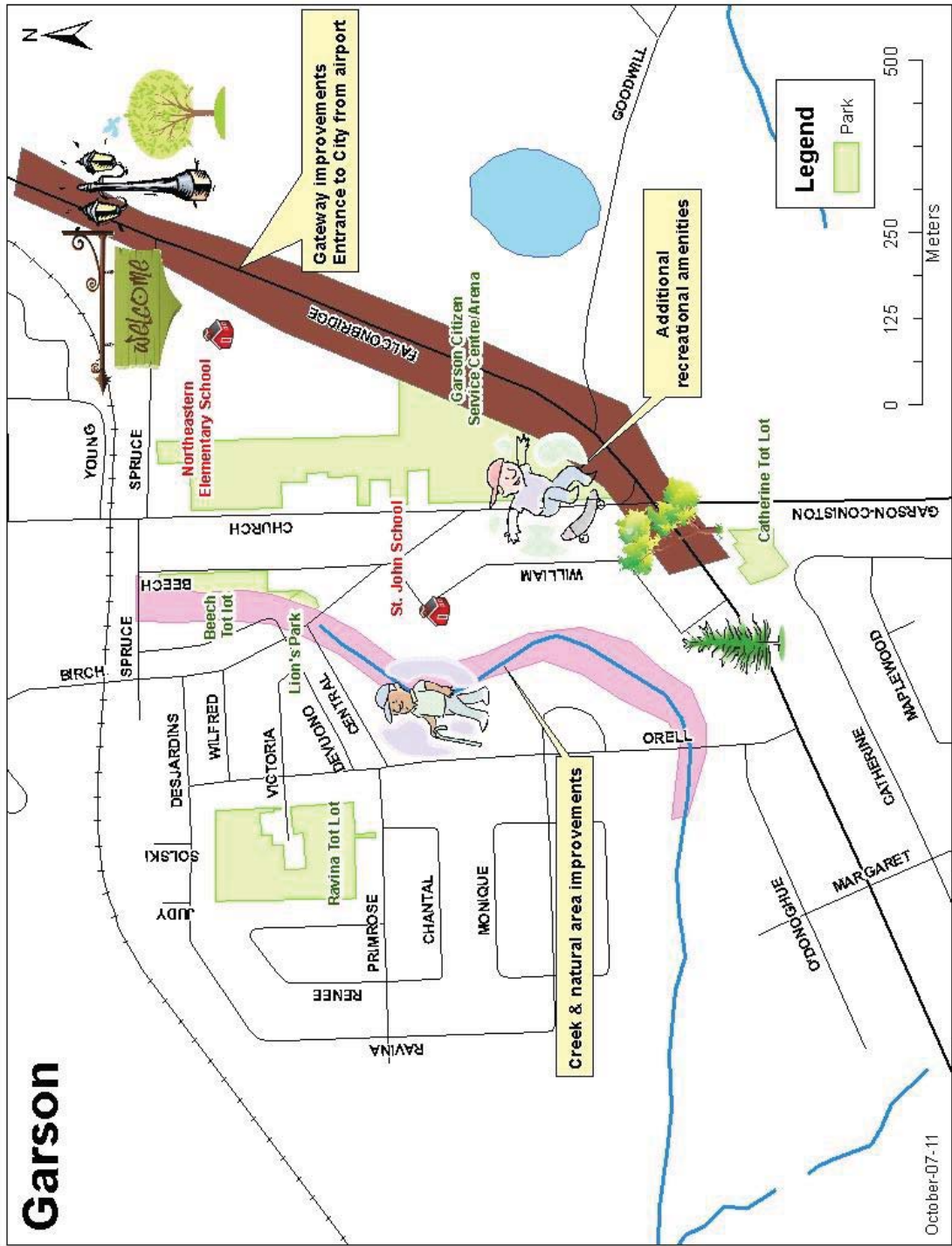
<i><b>Subject Area</b></i>	<i><b>Field Review Findings</b></i>	<i><b>Public Consultation Input</b></i>	<i><b>Recommended Next Steps</b></i>
<i><b>West End</b></i>	<ul style="list-style-type: none"> <li>• On Lorne Street, there is a mix of uses, including low density residential and commercial;</li> <li>• The speed of traffic on Lorne Street does not lend itself well to the establishment of a pedestrian friendly environment, there are also few buildings that would lend themselves to residential conversions or intensification; and</li> <li>• Regent Street corridor it is similar to the Coniston and Garson areas in that there is evidence of a former commercial area, however, the conversion to residential uses is well underway.</li> </ul>	<ul style="list-style-type: none"> <li>• There were no comments received regarding the West End.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of the Brownfields CIP to target site specific properties; and</li> <li>• Continue to implement programs in West End CIP.</li> </ul>
<i><b>Val Therese</b></i>	<ul style="list-style-type: none"> <li>• Val Therese is predominantly an automobile orientated suburban commercial area;</li> <li>• The buildings are mainly newer one storey strip malls set back a large distance from the road, with few vacancies observed;</li> <li>• The speed of traffic and size of Municipal Road 80 does not lend its self to enhancing pedestrian traffic in the area; and</li> <li>• Val Therese area does not meet the definition of a Town Centre and it is not recommended that it be included in the proposed CIP.</li> </ul>	<ul style="list-style-type: none"> <li>• There were no comments received regarding Val Therese.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of the Brownfields CIP to target site specific properties; and</li> <li>• Consider potential public space improvements along M.R. 80 in Val Therese as part of capital budget process.</li> </ul>

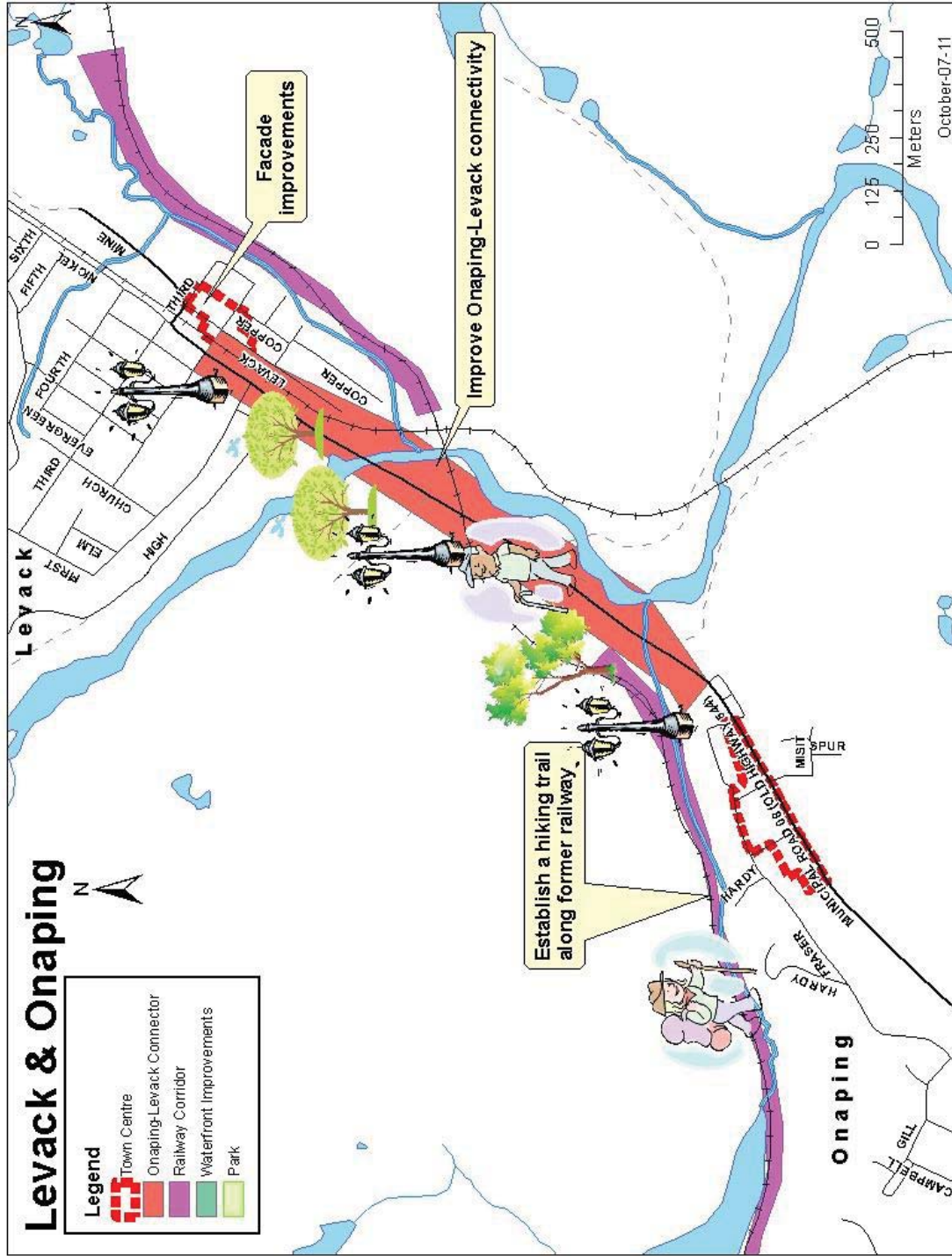












## For Information Only

### Professional Development and Talent Management Systems

Presented To: Policy Committee

Presented: Wednesday, Oct 19, 2011

Report Date Tuesday, Oct 11, 2011

Type: Correspondence for Information

### Recommendation

For Information Only

### Finance Implications

No budget impact as funds will come from the central Professional Development budget in Human Resources and Organizational Development and from the Organizational Development Reserve.

## Background

### 1.0 PURPOSE OF THIS REPORT

This Report provides actual expenditure data for January – June 2011 and follows up on two (2) control mechanisms discussed in 2011 budget deliberations: namely, policy on Attendance at Job Related Training, Seminars and Conferences, and Membership Dues. It also provides an update on Talent Management System work which is in progress.

### 2.0 BACKGROUND

At the January 25th, 2006 meeting of CGS Council, Council reviewed one (1) of the main findings of the Berkeley Report, namely;

*In order to prepare for retirements and build its Management capability, as well as improve morale, Sudbury urgently needs to invest in people and organization development*

Council authorized the creation of an Organizational Development Section mandated to provide systems for the management of Employee performance, development and succession. In a subsequent meeting on February 8th, 2006, Council established the Organization Development Reserve (OD Reserve) which is funded by under expenditure in Professional Development funds in years when CGS is in an overall surplus budget position.

#### Signed By

##### Report Prepared By

Kevin Fowke  
Director of Human Resources &  
Organizational Development  
*Digitally Signed Oct 11, 11*

##### Recommended by the Department

Kevin Fowke  
Director of Human Resources &  
Organizational Development  
*Digitally Signed Oct 11, 11*

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

Doug Nadorozny  
Chief Administrative Officer  
*Digitally Signed Oct 12, 11*

During the 2010 and 2011 budget deliberations, Finance Committee reduced the budget for professional development expenditures by \$445,000. The Finance Committee also made requests of staff for additional controls to be placed on professional development expenditures and asked staff to monitor 2011 expenditures using new account values approved with the 2011 budget.

### **3.0 ANALYSIS**

#### **Attendance at Job-Related Training, Seminars and Conferences**

CGS's Travel Policy contains many controls that can be applied to travel for professional development purposes. Staff has amended the Travel Policy to include enhanced controls on expenses associated with attendance at job related training, seminars and conferences. The Policy explains that while CGS encourages its Employees to continue to pursue continuous learning and self-improvement initiatives, public funds must be spent responsibly and a return on investment in these activities must be demonstrated.

The Travel Policy is amended to specifically mention the approval steps for training, seminars and conferences and details required to be approved.

Training, seminars and conferences require either "in-town" or "out-of-town" travel approval. This ensures that all training related travel is authorized in advance by a Manager or Director and the benefits to CGS listed in the details section of the appropriate forms. Further, any out of province travel (and by extension, training, seminars or conferences) is authorized by the Senior Management Team member, CAO and Mayor after consideration of the same detail.

The Policy sets out specific details required for authorization. These include an outline of the business benefit to CGS and the benefit to the Employee in terms of their developmental needs. The Policy also clarifies Employee and Manager responsibilities. Employees must work with their Supervisor to identify opportunities with the aforementioned benefits to themselves and CGS, they must submit the required documentation, attend and participate fully in the training event and share the information gained with other members of their Section to maximize the benefits of attendance. Managers must approve attendance at events per the Travel Policy, budget for and allocate resources within guidelines and the Section's Travel and Training budget, establish and maintain records of attendance and ensure information from training, conferences and seminars is shared with other members of the Section.

#### **Membership Dues**

Staff is also working on a Policy aimed at clarifying the authorization procedure for membership dues. Membership dues are defined as "*membership dues paid by CGS on behalf of Employees, or in certain circumstances, corporate memberships or memberships that cover multiple Employees*" in the new set of account values for Training and Travel established in 2010. The new Policy establishes a set of criteria which a membership must meet in order to be authorized for inclusion in the membership dues budget. The criteria addresses membership dues requirements like providing timely information and networking access, enhancing organizational performance, offering advertising opportunities (including free or discounted job posting advertisements), offering services or products, accrediting Employees or offering discounts on training opportunities, literature, subscriptions or other financial incentives to CGS.

#### **Professional Development Expenditures: January to June 2011**

In 2011, staff built their budgets "from scratch" based on new account values which would provide additional information about professional development expenditures. The table attached as Appendix "A-1" shows the January to June actual expenditure for Professional Development and Training using the new account

values. The total budget for 2011 is \$1,524,406.00 in the first half of 2011, total spending was just over half of this amount at \$792,099.33.

The Professional Development, Training and Travel account is used to record costs associated with attendance at conferences, seminars, workshops, online courses, including accommodation, meal per diems and travel costs. Attendance at such training events may be Employer or Employee driven and subject to approval by the Supervisor in jurisdiction and availability of budgeted funds.

The two largest expenditures in this category are air and vehicle travel (\$23,900) and salary recovery through MMMS representing paid hours spent at training for employees (\$29,900). Generically, this category covers the costs of registering and attending job related training, conferences and seminars.

The second largest account value, Professional Development Membership Dues, is attributable to membership dues paid by CGS on behalf of Employees, or in certain circumstances, corporate memberships or memberships that cover multiple Employees. Work is underway on a new Policy regarding corporate memberships which provides criteria for General Managers in approving and evaluating memberships in their areas. Examples of expenditures in this category include membership dues in professional associations where membership or accreditation is an asset (not mandatory) in a job description (e.g. accounting designations). This category also includes memberships such as overall CGS/Council memberships in the Association of Canadian Municipalities (\$20,000) Association of Municipalities of Ontario (\$14,600), Association Francaise de Municipalites (\$8000), and the Federation of Northern Municipalities (\$3000).

The Professional Development Human Resources Only account is used to provide centralized development initiatives sponsored by the Human Resources and Organizational Development (HR&OD) Division on behalf of the whole organization. This account is also used to fund expenses associated with the development and maintenance of our Talent Management infrastructure.

The Professional Development Professional Accreditation account captures accreditation costs or discipline-specific certification, license or Professional Association fees paid to maintain any required membership in good standing provided it is a requirement of the job as outlined by the appropriate Job Description or Contract of Employment and is often a legal requirement in order to be able to perform the duties of the position. It also includes any continuing education or training required to maintain such accreditation and the associated travel expenses (including accommodation, meal per diems and travel costs).

Professional Development Tuition is the account which is used to fund expenses under CGS's Tuition Reimbursement Policy.

### **A Talent Management System for CGS**

During 2011 budget deliberations, staff in the HR&OD Division committed to commence work on a Talent Management System for CGS. This work is underway and proposals have been received from several firms in response to our Request for Proposal for assistance with a talent management framework. The successful proponent will provide expertise, talent management tools and assistance in building the framework, but the system will ultimately be designed and resourced by a Talent Management Team comprised of staff in the Organizational Development Section and representatives of Management from across CGS. There is no budget impact to this work and any assistance sought will be funded from the Organizational Development Reserve. There is no anticipated longer term impact on ongoing HR&OD Divisional operating costs or head count.

The purpose of the Talent Management System is to ensure CGS benefits from improved performance in key roles in the future.

One of the building blocks for a Talent Management System is a dictionary of behavioural and technical competencies for use in a variety of Human Resources systems. Behaviours that result in superior performance in roles are used to select, induct, reward, develop and manage the performance of Employees. We also use these competencies to make existing Employees aware of their current level of performance in their role and how they would compare to superior levels of performance in desired roles in the future.

A **technical competency** is a “hard skill” that one could attain through education, experience, courses, certifications, tickets or qualifying testing. For example, financial acumen, project management skill or various licenses or degrees.

A **behavioural competency** is any attitude, skill, behaviour, motive or other personal characteristic that is essential for an individual to perform a job in a way that differentiates ‘solid’ from ‘outstanding’ performance. Examples include leadership, the various competencies associated with emotional intelligence, concern for Health and Safety, customer focus, courage, innovative thinking etc. See attached Appendix "A-2".

These competencies, when mastered to the level appropriate for a given role are frequently those that differentiate superior performance in role versus mediocre or average performance. The seminal work in this area of organizational development was pioneered by David McClelland nearly fifty (50) years ago in preparing senior leaders in the US State Department.<sup>1</sup> Foreign Service Officers would be hired by the Department as new graduates with very similar educational backgrounds from quality Ivy League universities for foreign assignments. McClelland was asked to perform research to explain why some were hugely successful and others seemed unable to carry out their assignments despite having similar formal education and credentials. The results indicated that the successful leaders and change managers in these foreign assignments behaved differently. They had natural competence in areas such as change leadership, building consensus, empathy, ability to listen, understand and respond, they had courage and could hold people to account in an appropriate and motivating fashion. McClelland interviewed exemplary performers and defined competencies using key words to describe the competencies that they were capable of bringing to bear in the performance of their work. These competencies were then used to recruit new Foreign Service Officers and provide targeted development for those already in role.

By mapping out the competencies required for superior performance in key roles at CGS and assessing the talent pool for these roles, either among current role holders or those Employees who aspire to these roles in the future, CGS can establish a number of tools that:

- Improve our ability to target selection of candidates based not just on “hard skill”, but the behaviours that we know make for success in a vacant role.
- Customize feedback on performance in role in the Management Performance and Development Review process by providing feedback to Employees on performance against the behavioural and technical requirements of their role, not just their results versus their objectives for a given review period.
- Allow existing Employees to take ownership of their career development at CGS by understanding what is required to work in desired roles in the future and creating development plans aligned with their highest potential capability.
- Allow for greater promotion from within where we know we have interested, capable, skilled Employees with the required behaviours to be successful.
- Allow the Senior Management Team (SMT) to assess the readiness of candidates for future vacancies

in key roles when planning for succession.

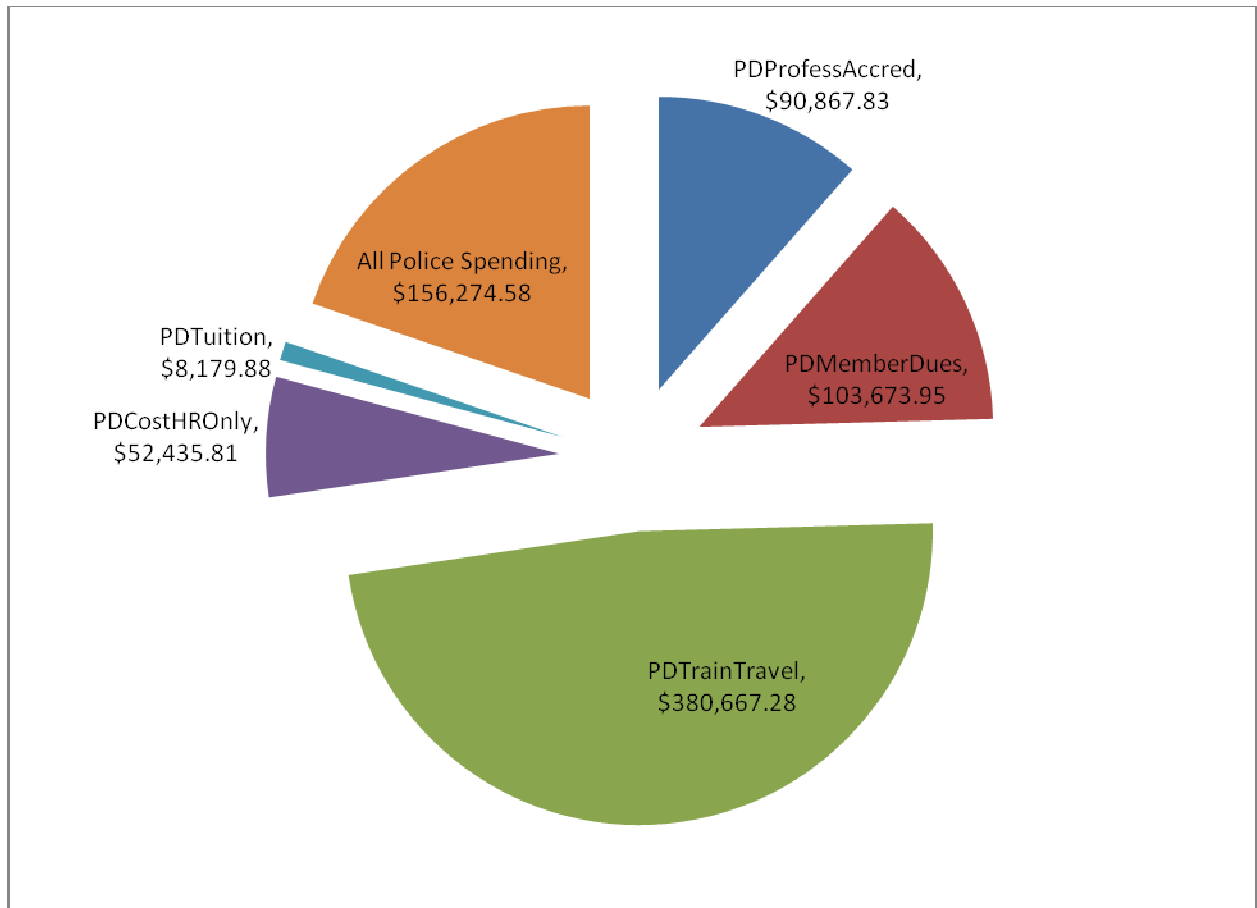
- Promote a more open and transparent culture.
- Identify and encourage corporate behaviours and support organizational change.
- Isolate the most critical competencies for CGS so that the HR&OD Division can source development activities and invest valuable professional development dollars in the most efficient and systematic way possible.

#### **4.0 SUMMARY AND NEXT STEPS**

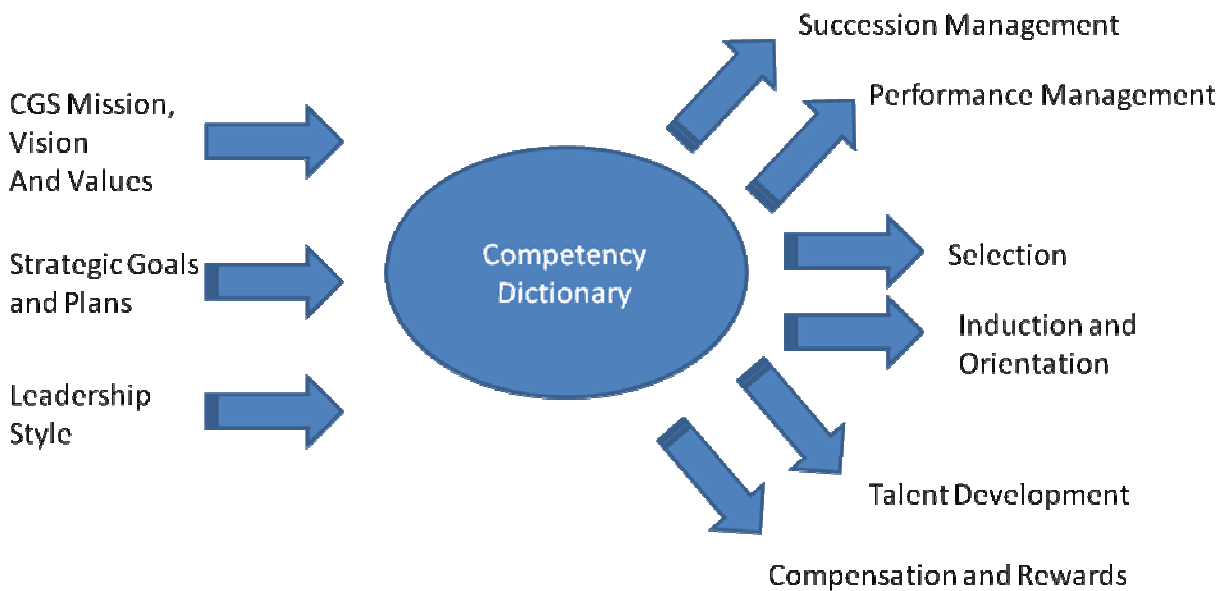
The SMT will act as the Steering Team for this project and will appoint a Working Talent Management Team who will, with the co-ordination of the Organizational Development Section, oversee the development of a competency dictionary for CGS. Once the dictionary is in place, key roles can then be profiled (it is estimated that we will profile approximately one hundred (100) roles), internal talent can be assessed and we can begin implementing the talent management framework tools. These tools include the social processes and communications/training materials to get Employees and their Managers into conversation about career development. Also included are processes whereby senior leadership will be assessing talent and managing succession on an ongoing basis. Lastly, our existing performance review tools will be updated to reflect the competencies unique to each role - allowing Managers to provide feedback on the "how" as well as the "what" in annual performance discussions.

<sup>1</sup> McClelland, D.C. (1973) Testing for Competencies Rather Than For Intelligence. *American Psychologist*, 28, 1-14.

Appendix "A-1"



Appendix "A-2"



## Request for Decision

### Update and Recommendations from the Solid Waste Advisory Panel

Presented To:	Policy Committee
Presented:	Wednesday, Oct 19, 2011
Report Date	Tuesday, Oct 11, 2011
Type:	Managers' Reports

#### Recommendation

That the Waste Management By-law be updated as per the details of Item #1 (Trucks from a Rental Agency) in the General Manager of Growth & Development report dated October 11, 2011; and

That the Waste Management By-law be updated as per the details of Item #2 (Waste Storage Containers) in the General Manager of Growth & Development report dated October 11, 2011; and

That the Waste Management By-law be updated as per the details of Item #3 (Review of Various Containers) in the General Manager of Growth & Development report dated October 11, 2011; and

That waste diversion and recycling be made mandatory at City Facilities and that the Environmental Services Division take a more active role in facilitating this requirement in an effort to set a standard within the community as per the details of Item #4 in the General Manager of Growth & Development report dated October 11, 2011; and

That blue box recyclables be kept out of the Industrial, Commercial & Institutional Stream as per the details of Item #5 in the General Manager of Growth & Development report dated October 11, 2011;

That a commercial user pay program for garbage be established as per the details of Item #6 in the General Manager of Growth & Development report dated October 11, 2011; and

That a truckload sale of Big Blues be approved for 2012 and 2013 as per the details of Item #8 in the General Manager of Growth & Development report dated October 11, 2011; and

That additional collection recycling services be approved as per the details of Item #9 in the General Manager of Growth & Development report dated October 11, 2011; and

That reducing the garbage bag limit from three to two units be approved effective February 2013, as per the details of Item #10 in the General Manager of Growth & Development report dated October 11, 2011; and

That leaf & yard trimmings be kept out of the residential garbage collection stream as per the details of Item

#### Signed By

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

Chantal Mathieu  
Manager of Environmental Services  
*Digitally Signed Oct 11, 11*

##### **Division Review**

Chantal Mathieu  
Manager of Environmental Services  
*Digitally Signed Oct 11, 11*

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

Bill Lautenbach  
General Manager of Growth and  
Development  
*Digitally Signed Oct 11, 11*

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

Doug Nadorozny  
Chief Administrative Officer  
*Digitally Signed Oct 11, 11*

#11 in the General Manager of Growth & Development report dated October 11, 2011; and

That the related financial impact for any item recommended by the Policy Committee be referred to the Finance Committee for the 2012 budget process.

### **Finance Implications**

Depending on the items approved by Policy Committee, options totalling between \$26,250 and \$96,500 for the 2012 budget will be forwarded to Finance Committee for consideration during the 2012 budget process.

### **Background**

The attached report outlines the various issues or reviews undertaken by Council's Solid Waste Advisory Panel in the five meetings held between May 25, 2011 to September 23, 2011.

## **Update and Recommendations from the Solid Waste Advisory Panel**

Council's Solid Waste Advisory Panel has met five times since May 2011. The current Panel comprises of a Chair (Councillor Barbeau), a Vice-Chair (Councillor Berthiaume), Councillor Kett, and five public members (Ian Coppo, Skye Little, Mark Rene Peplinskie, Arthur Gordon Slade, and Lloyd R. Stinson).

Various solid waste issues have been reviewed by the Panel and the following recommendations are for Council's information or approval:

### **Item #1 - Trucks from a Rental Agency - Council Approval Required:**

The Panel recommends that residents interested in renting a truck from a rental agency to deliver their residential waste during the Residential Tipping Fee Holiday can do so by completing and submitting an application. In order to make these changes, Council must approve the following highlighted change in the Waste Management By-law:

- 7-(1) Notwithstanding anything to the contrary in the Waste Management By-law, including the Schedules, during Clean-Up Week, fees otherwise payable shall be waived for garbage which is:
- (i) generated in a residential dwelling in a low density residential building;
  - (ii) delivered to the Waste Disposal Site in a:
    - private motor vehicle;
    - **truck from a rental agency that has been pre-approved one week prior to the Clean-up Week. The approved original form must be submitted to the Scalehouse Attendant;**
  - (iii) delivered by a person who is an owner who resides in the dwelling in the low density residential building in which the garbage was generated; and
  - (iv) otherwise compliant with this Waste Management By-law.

**Budget Impact** – None expected at this time.

### **Item #2 - Waste Storage Containers - Council Approval Required:**



The use of waste container storage under the Waste Management Bylaw is currently not permitted. Staff was requested to review this matter in the hopes of solving periodic bear/garbage issues in rural areas. A one year pilot was conducted using the TyeDee Bin. The pilot was deemed successful by waste collection crews, the resident and staff.

The Panel recommends that interested residents can make application for use of this waste container storage, provided that certain requirements are met.

In order to make these changes, the Panel recommends that the following language be adopted in the Waste Management By-law:

12.(1) A registered owner of a property to which waste collection services are provided by the City may provide a waste container storage centre on that property:

- (a) but no waste collection services shall be provided to that property unless the approved container or bulky item is moved from the waste storage centre to the collection location.
- (b) **Waste collection services shall be provided from the approved Waste Storage Container (TyeDee Bin or Approved Equal) provided that the container is:**
  - (i) **placed on the resident's own property no further than six feet from the edge of the road;**
  - (ii) **the resident's/property owner's address is clearly marked on the container;**
  - (iii) **completely accessible to collection crews;**
  - (iv) **never placed in a location to impede road maintenance work.**

12.(2) Every registered owner of a property who has established a waste container storage centre on that property, shall keep the waste container storage centre and its immediate vicinity in a clean and sanitary condition and in a good state of repair.

**Budget Impact** – None expected at this time.

### **Item #3 - Review of Various Waste Containers – Council Approval Required:**

**Rigid Garbage Containers** - The issue that has developed over time is related to the 85 litre capacity container. Most rigid garbage containers, especially the garbage containers with wheels being sold today by retailers have a greater capacity. The majority of the containers being used by residents fall in the 121 litre capacity with a smaller portion in the 133 litre capacity.

A review of standards with other municipalities indicates a range of choices for capacity, but has Greater Sudbury with the highest weight allowance (25 kilograms/55 pounds). In order to find a balance between residential options and safety measures for collectors, the Panel recommends that the **capacity of the container be increased with a decrease in the weight allowance**. In order to make these changes, the Panel recommends that the following language be adopted in the Waste Management By-law:

- a) A rigid container:
- (i) in good working order;
  - (ii) with a maximum capacity of 133 litres (35 gallons). Any container over 133 litres will be considered a storage unit and every bag of garbage will be considered an approved unit;
  - (iii) which weighs no more than 18 kilograms (40 pounds) when filled;
  - (iv) with an external height no greater than 95 centimetres (3.1 feet);
  - (v) with an internal width or diameter no greater than 60 centimetres (2 feet);
  - (vi) with a lid which may be easily and completely removed to facilitate collection and has any device used to tie down the lid completely removed prior to collection; and
  - (vii) with handles which are set above the midpoint on both sides of the garbage container.



**Garbage Bags and Garbage Bundles** – A review of standards with other municipalities indicates most do not refer to a capacity for garbage bags. Greater Sudbury maximum height is one of the highest, along with having the highest weight allowance (25 kilograms/55 pounds). In order to be consistent, the Panel recommends that the **reference to capacity of the bag be removed with a decrease in the weight allowance**. In order to make these changes, the Panel recommends that the following language be adopted in the Waste Management By-law:

- a) A plastic garbage bag which
- (i) is not torn, punctured, ripped and in good working order;
  - (ii) is no more than 125 centimetres and no less than 80 centimetres in height;
  - (iii) is no more than 90 centimetres and no less than 65 centimetres in width;
  - (iv) weighs no more than 18 kilograms (40 pounds) when filled; and
  - (v) is closed and securely tied.
- b) A bundle of garbage, measuring no more than 1.2 metres in length, no more than 60 cm in width and weighing not more than 18 kilograms (40 pounds), such as scrap wood (with nails removed), carpeting which has been rolled and cut, but not including

branches which have been cut and tied or a bundle of recyclable materials such as cardboard.

**Recycling Containers** - There were various issues regarding recycling containers late last year, and in order to meet residential and commercial requirements, consistency and safety concerns, the Panel recommends that the following language be adopted in the Waste Management By-law:



a) A residential outdoor curbside recycling container is defined as:

- (i) a curbside blue box provided by the City for use as a recycling container or an exact version sold in retail stores that is in good working order, which weighs no more than 18 kilograms (40 pounds) when filled;
- (ii) a curbside 'Big Blue' sold by the City for use as a recycling container that is in good working order, which weighs no more than 18 kilograms (40 pounds) when filled;
- (iii) a rigid blue box blue container with the recycling mobius loop:
  - that is in good working order;
  - with a maximum capacity of 133 litres (35 gallons);
  - which weighs no more than 18 kilograms (40 pounds) when filled;
  - with an external height no greater than 95 centimetres (3.1 feet);
  - with an internal width or diameter no greater than 60 centimetres (2 feet);
  - with a lid which may be easily and completely removed to facilitate collection and has any device used to tie down the lid completely removed prior to collection; and
  - with handles which are set above the midpoint on both sides of the recycling container;
- (iv) open corrugated boxes or boxes similar in size to a City blue box will be an approved recycling container during periodic overflow. These boxes must be placed out beside an approved blue recycling container.
- (v) a clear plastic bag for shredded recyclable paper which is:
  - not torn, punctured, or ripped and in good working order;
  - is no more than 125 centimetres and no less than 80 centimetres in height;
  - is no more than 90 centimetres and no less than 65 centimetres in width;
  - weighs no more than 18 kilograms (40 pounds) when filled;
  - is closed and securely tied; and
  - is placed out beside an approved blue recycling container;
- (vi) a clear plastic bag for recyclable rigid polystyrene foam which is:
  - not torn, punctured, or ripped and in good working order;

- is no more than 125 centimetres and no less than 80 centimetres in height;
- is no more than 90 centimetres and no less than 65 centimetres in width;
- weighs no more than 18 kilograms (40 pounds) when filled;
- is closed and securely tied; and
- is placed out beside an approved blue recycling container.

b) A commercial outdoor curbside recycling container is defined as:

- (i) a curbside yellow box provided by the City for use as a recycling container under the City's Biz Box program, that is in good working order, which weighs no more than 18 kilograms (40 pounds) when filled;
- (ii) a curbside "Big Yellow" sold by the City for use as a recycling container under the City's Biz Box program, that is in good working order, which weighs no more than 18 kilograms (40 pounds) when filled;
- (iii) a curbside "Downtown Sudbury Big Yellow" sold by the City for use as a recycling container under the Downtown Sudbury recycling program, that is in good working order, which weighs no more than 18 kilograms (40 pounds) when filled.



**Leaf & Yard Trimmings Container** - To be consistent and for health & safety reasons, the Panel recommends that the reference to **capacity of the bag be removed with a decrease in the weight allowance**. In order to make these changes, the Panel recommends that the following language be adopted in the Waste Management By-law:

- A leaf & yard trimmings container shall take the form of:

a) a clear plastic bag which is:

- (i) not torn, punctured, or ripped and in good working order;
- (ii) is no more than 125 centimetres and no less than 80 centimetres in height;
- (iii) is no more than 90 centimetres and no less than 65 centimetres in width;
- (iv) weighs no more than 18 kilograms (40 pounds) when filled; and
- (v) is closed and securely tied;

b) a compostable paper bag which is:

- (i) not torn, punctured or ripped, treated with wet strength and in good working order;
- (ii) manufactured for the purpose of yard trimmings collection;
- (iii) weighs no more than 18 kilograms (40 pounds) when filled;
- (iv) is closed and securely tied; and

- c) a bundle of yard trimmings:
  - (i) measuring no more than 1.2 metres in length and no more than 60 centimetres in width;
  - (ii) weighing not more than 18 kilograms (40 pounds); and
  - (iii) securely tied.

**Item #4 - Enhancing Recycling & Waste Diversion at Municipal Facilities – Council Approval Required:**

The Panel has recommended that the Environmental Services Division take a more active role in facilitating waste diversion and recycling efforts at City facilities. The Panel also recommends that the following items be made mandatory in an effort to set a standard within the community:

- **Recycling Blue Box Items** - The lack of recycling containers (for blue box materials) appears to be an issue at certain facilities. To rectify the issue, the Environmental Services Division will assist with a one-time provision of standard recycling equipment for City facilities. Previously used recycling equipment will be used when appropriate or new standard equipment will be provided when required. New equipment will be budgeted as part of the 2012 Capital Budget Process. Once the equipment has been delivered, the City facility will be responsible for replacement equipment and for transferring the material to a central collection location. All blue box materials will then be collected by the Environmental Services Division and taken to the City's Recycling Centre.

**Budget Impact** – The new equipment requirements will be presented as part of the 2012 Capital Budget Process. The cost of collecting recyclables from City facilities is currently funded from the Environmental Services' operating budget.

- **Diversion of Leaf & Yard Trimmings** - The Environmental Services Division will provide a central leaf & yard trimmings container for City staff that produce this waste and this waste will be diverted and composted at the City's various Leaf & Yard Composting Pads. This material must not be placed in garbage bags and must be segregated and placed in the central container for composting. Contractors that provide landscaping, grass cutting, tree cutting, tree trimming, etc. will also be required to segregate this waste (not in garbage bags) and this waste must be delivered to one of the City's Leaf & Yard Composting areas. The Environmental Services Division will notify City Departments of this requirement.

**Budget Impact** – Detailed information is not available at this time, but future collection costs would be funded from the Environmental Services' operating budget.

- **Electronic Waste** - The Environmental Services Division in conjunction with the Information Technology Section will divert electronic equipment generated at City facilities. City staff will be advised to send all their electronic equipment to the Information Technology Section. The Information Technology Section will inventory the electronic equipment. The electronic equipment will either be reused or recycled. Electronic equipment stockpiled for recycling will be collected by the Environmental Services Division.



**Budget Impact** – No budget impact as the program costs are covered under the Ontario Electronic Stewardship Fund.

- **Hazardous Waste Collection and Disposal** – The City's Supplies and Services Section has prepared a new consolidated contract for the collection of hazardous waste from City facilities. The tender was prepared with input from various sections, including the Health & Safety Officer and the Environmental Services Division. The successful contractor, when selected will deal directly with each City facility and provide them with the necessary regulatory paperwork and guidance.

**Budget Impact** – No budget impact as the cost for the proper collection and disposal of hazardous waste is funded under existing operating budgets within each City facility cost centre.

- **Other Waste Diversion Initiatives** – additional programs will be established based on various reviews. For example, if a City facility generates waste on a regular basis that can be diverted, then the Environmental Services Division will provide a segregated collection service. This can include pallets, cloth, scrap metal, etc.

**Budget Impact** – Detailed information is not available at this time, but future collection costs would be funded from the Environmental Services' operating budget.

- **Organic Waste** - Collection of organic waste at City facilities will be reviewed and presented at a later date.

#### **Item #5 - Blue Box Recyclables out of the IC&I Disposal Stream - Council Approval Required:**

Corrugated cardboard has been banned from disposal for many years and the Panel has recommended that the other blue box recyclables (containers, papers, etc.) should also be kept out of the City's landfills.

This ban could potentially divert 2,500 to 3,000 tonnes of recyclable materials per year with full participation. Full participation is not anticipated, but allowance at a rate of 50% would be justified in Year 1. Yearly adjustments would then be made based on actual diversion rates.

The impact to the IC&I sector is expected to be positive. Most facilities should already be diverting their corrugated cardboard and the new items can simply be placed in their existing front-end recycling container or delivered to a City Recycling Depot. By recycling this material, the IC&I sector can also reduce their disposal costs.

If approved by Council, staff would require eight (8) months to implement the new waste diversion initiative.

**Budget Impact** – If this item is approved by January 2012, then the financial impact in 2012 is expected to be \$26,250 to \$31,500. The annualized impact in 2013 is expected to be approximately \$78,750 to \$94,500.

**Item #6 - Provision of Curbside Collection Services to the IC&I Sector - Council Approval Required:**

The provision of collection services for the IC&I sector was reviewed by the Panel and the Panel recommends that a cost recovery program for small businesses be developed.

Cost recovery for the IC&I sector has been the standard for this sector. The City's Central Business District in downtown Sudbury has been receiving curbside collection for garbage on a cost recovery system for approximately ten (10) years and very recently Downtown Sudbury has agreed to cover the cost of recycling for downtown merchants.

Services for medium and large businesses would continue to be provided by private waste companies. Private waste companies are equipped with the necessary collection equipment and billing systems.

The following outlines the existing services and the proposed services for small businesses on a residential collection route:

**The Biz Box Recycling Program** – This recycling program has been available for many years on a cost recovery basis. Businesses apply for the service and use up to three yellow boxes for collection services. In 2011, the "Big Yellow" was introduced as an alternative container. Refer to Appendix A. The number of participants in the program is tracked and the tonnage is subtracted for the residential funding requirements with Waste Diversion Ontario.

**Commercial User Pay Program for Garbage** – This program has recently been developed and would be suitable for businesses that produce very little garbage (three garbage bags or less). Interested businesses would make application for the service and if eligible would be sold

yellow garbage bags in sets of ten (10). Refer to Appendix B. The cost would reflect the actual cost of bags, administration, collection services and disposal fees. At this time, the cost is anticipated to be approximately \$3 per bag. The number of participants in the program would be tracked and the tonnage subtracted for the residential funding requirements with Waste Diversion Ontario.

If approved by Council, staff would require five (5) months to implement this new program.

**Budget Impact** – The initial program start-up cost would be funded from the Solid Waste Capital Envelope or Reserve and future revenues would replenish the fund.

**Item #7 - Video: The City's Recycling Centre - For Information Only:**

A video of the City's Recycling Centre Processing System was developed in house and is posted on the City's website. The video demonstrates the collection of blue box recyclables and what happens to these recyclable items once they arrive at the City's Recycling Centre.

Direct English Link: <http://www.greatersudbury.ca/video.cfm?movie=0qp7MnKqiPo>

Direct French Link: <http://www.greatersudbury.ca/video.cfm?movie=58lp14qWAHE>

The production of videos on the City's Household Hazardous Waste & Toxic Taxi Program, the Leaf & Yard Trimmings Composting Process and the Green Cart Organic Process is currently underway.

**Item #8 - Truckload Sale of Big Blues - Council Approval Required:**

The Panel has recommended that staff undertake two Big Blue truckload sales. The recommendation includes selling the container at a subsidized rate of \$10 each, limiting one container per household and holding one event in 2012 and another in 2013.



**Budget Impact** – A budget of approximately \$65,000 would permit the set-up and distribution for one truckload sale (or approximately 2,000 Big Blues). This rate is based on current container pricing. If approved, this item would impact the 2012 and 2013 budget.

**Item #9 - Additional Recycling Collection Services - Council Approval Required:**

The Panel has recommended the provision of recycling services to non-profit volunteer organizations such as the Naughton Ski Trail.

Within Greater Sudbury, it is estimated that 321 volunteer organizations provide various services within the community. Of the 321 organizations, 155 organizations have a sports related theme. A large portion of the 155 organizations currently receive recycling collection services due to their location (within a municipal facility, schools, etc.).

Staff estimates that approximately 30% or 46 organizations either deliver their items for recycling or they do not recycle and the material is landfilled.

In order to assist these organizations, the Panel has recommended that non-profit volunteer organizations with a sports related theme be exempt from the City's Biz Box Recycling Program fees.

**Budget Impact** – The budget impact is expected to be less than \$5,000 if all eligible organizations join the program. Since very few requests for this service have been received, staff recommends that no budget increase be approved at this time and any future program participants and related fees be incorporated in the annual operating budget.

**Item #10 - Reducing the Garbage Bag Limit - Council Approval Required:**

In 2010, the Solid Waste Advisory Panel reviewed methods to increase waste diversion. The review included the reduction in the garbage collection frequency (from once per week to every second week) and the reduction of the garbage limit from three to two units. Although reducing the garbage collection frequency would increase waste diversion, the inconvenience to residents without financial savings was deemed not acceptable. Based on this information, the 2010 Panel and the 2011 Panel recommended the reduction of the garbage limit from three to two units.



Lowering bag limits increase diversion of waste from landfills as long as residents have access to convenient and comprehensive waste diversion opportunities and additional garbage collection options. In Greater Sudbury, residents have year round weekly collection of blue box recyclables, household hazardous waste, leaf & yard trimmings and green cart organics.

The minority of residents that generate more than three garbage bags per week will need to pay closer attention to what they purchase and in what container they place their waste. If these options have been exhausted, then additional garbage collection requirements can be met with the purchase of garbage bag tags. Bag tags are available at convenient locations throughout Greater Sudbury.

The Panel is recommending that the new bag limit become effective February 2013. This will provide staff the necessary time to prepare the educational materials and to notify residents in 2012.

**Budget Impact –**

There will be no impact to the overall collection costs. Processing of additional recyclables and divertible items is anticipated. However, the additional cost is expected to be low based on the waste audit analysis and should simply be adjusted yearly based on actual quantities diverted.

The cost to promote the new bag limit, including recycling and diversion programs and the bag tag system will be covered by existing educational accounts.

The reduction in the garbage limit is expected to increase calls and the requirement to respond to citizen inquiries and/or complaints. Additional part time or temporary hours during peak periods will ensure that we have the necessary staff to provide direction and education to residents from the office and directly in the field. These costs are estimated at \$35,000 per year and would impact the 2013 operating budget.

**Item #11 - Leaf & Yard Trimmings out of the Residential Garbage Collection Stream:**

The Panel recommends that residents segregate and not place their leaf & yard trimmings in a garbage bag or container. The few residents that are currently not diverting this material will simply have to learn to place the material in clear plastic bags or paper compostable bags. Garbage bags or containers with less than 10% leaf & yard trimmings material will be permitted. This will account for the small amounts of leaves and grass clippings that may be swept up with sand.

The Panel is recommending that this initiative become effective March 2012. Advertising will commence in February prior to the Spring rush, with periodic reminders in the Summer and another blitz prior to the Fall.

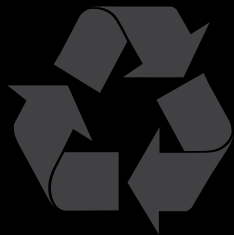
**Budget Impact –**

There will be no financial impact to the overall collection system. Processing of additional leaf & yard trimmings is anticipated. However, the additional cost is expected to be low based on the

waste audit analysis and should simply be adjusted yearly based on actual quantities diverted. These costs already fluctuate year to year based on weather patterns.

The notices will be funded from existing educational accounts.

Based on existing staffing and work load, staff does anticipate the need for additional resources in order to respond to citizen inquiries and/or complaints. Additional part time hours during the peak Spring and Fall periods will ensure that we have the necessary staff reviewing issues, answering questions and educating residents. These costs are estimated at \$4,800 per year.



# Biz Box Program

## Recyclage commercial

Annual Fee | Frais annuels : \$ 59.00

### ■ Business Information | Renseignements sur l'entreprise

Name of Business

Nom de l'entreprise \_\_\_\_\_

Contact Person

Personne responsable \_\_\_\_\_

Address of Business

Adresse de l'entreprise \_\_\_\_\_

\_\_\_\_\_

Telephone

Téléphone \_\_\_\_\_

Fax

Télécopieur \_\_\_\_\_

Email

Courriel \_\_\_\_\_

### ■ Recycling Containers | Contenants pour recyclage



\$ 15.00



\$ 30.50

or / ou

Fax | Télécopier : 705-671-1148

Email | Courriel : [wastemanagement@greatersudbury.ca](mailto:wastemanagement@greatersudbury.ca)  
[gestiondesdechets@grandsudbury.ca](mailto:gestiondesdechets@grandsudbury.ca)

### FOR OFFICE USE ONLY | RÉSERVÉ À L'ADMINISTRATION

Is the business located on a residential route? | L'entreprise est-elle située sur une route résidentielle?



No | Non



Yes | Oui

Day of collection | Jour de collecte \_\_\_\_\_

Completed by | Rempli par \_\_\_\_\_

Other | Autre \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_



# Commercial User Pay

## Garbage Bags

### Sacs de déchets commerciaux payés par l'utilisateur

#### Do not place these items in your bag:

- sharp objects
- blue box recyclables
- hazardous waste

#### Remember to:

- not overload your bag
- follow the current garbage bag limit
- place your bags curbside by 7:00 am on your regular collection day

#### Ne placez pas les objets suivants dans votre sac :

- objets coupants ou tranchants
- articles recyclables dans les boîtes bleues
- déchets dangereux

#### Rappels :

- ne surchargez pas votre sac
- respectez le nombre de sacs permis
- placez vos sacs au trottoir avant 7 h le jour de la collecte



Greater | Grand  
Sudbury

package of | paquet de **10**

#### Questions?

Call City Services at 3-1-1

Monday to Friday

between 8:30 am and 4:30 pm

#### Questions?

Appelez les Services municipaux au 3-1-1

du lundi au vendredi

entre 8 h 30 et 16 h 30

