

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



Agenda

Finance Committee

meeting to be held

Monday, March 28th, 2011

at 4:00 pm

Council Chamber, Tom Davies Square

FINANCE COMMITTEE AGENDA

For the 9th Finance Committee Meeting
to be held on **Monday, March 28, 2011**
Council Chamber, Tom Davies Square at 4:00 pm

COUNCILLOR TERRY KETT, CHAIR

Frances Caldarelli, Vice-Chair

(Please ensure that cell phones and pagers are turned off)

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DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

PRESENTATIONS

1. 2011 Budget and Next Steps
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)
 - Lorella Hayes, Chief Financial Officer/Treasurer

REFERRED & DEFERRED MATTERS

2. Toward Fiscal Sustainability Plan and Proposals
(RECOMMENDATION PREPARED)
(Refer to Base Budget Document - Tab: Towards Fiscal Sustainability - Pages 1 to 26)

RECOMMENDATION:

That the Finance Committee approve the Fiscal Sustainability Budget reduction in the amount of \$185,066 for 2011 and \$475,000 for 2012 and that staff report back during the 2012 Budget process regarding further savings and efficiencies generated as a result of the Fiscal Sustainability initiatives.)

FOLLOW UP REPORTS TO PARKING LOT ITEMS

3. Report dated March 25, 2011 from the Chief Financial Officer/City Treasurer regarding Summary and Status of the 2011 Budget Parking Lot Requests.
(FOR INFORMATION ONLY)
(This report provides Council with a summary of the 2011 Budget Parking Lot requests.) **7 - 9**
4. Report dated March 22, 2011 from the Executive Director, Administrative Services regarding City of Greater Sudbury Website Revision.
(FOR INFORMATION ONLY) **10 - 12**
5. Report dated March 23, 2011 from the Executive Director, Administrative Services regarding Public Education Campaign: Water/Wastewater Financial Plan.
(FOR INFORMATION ONLY) **13 - 15**
(At the Finance Committee meeting of March 7, 2011, a request was made for information relating to a public education campaign for the water/wastewater financial plan, which plan was presented to Council on March 3, 2011.)

- | | | |
|-----|---|----------------|
| 6. | Report dated March 25, 2011 from the Chief Financial Officer/City Treasurer regarding Reserves and Reserve Funds Balances.
(FOR INFORMATION ONLY)

(This report provides Council with an update of the existing Reserve Fund balances.) | 16 - 23 |
| 7. | Report dated March 23, 2011 from the Chief Financial Officer/City Treasurer regarding Water/Wastewater Variable Operating Costs.
(FOR INFORMATION ONLY)

(This report provides an analysis of the variable costs contained in the Water Wastewater Operating Budget.) | 24 - 26 |
| 8. | Report dated March 24, 2011 from the Chief Financial Officer/City Treasurer regarding Corporate Membership Costs.
(FOR INFORMATION ONLY)

(This report provides Council with a summary of the City's corporate membership costs.) | 27 - 32 |
| 9. | Report dated March 24, 2011 from the Chief Financial Officer/City Treasurer regarding Corporate Magazine Subscription Costs.
(FOR INFORMATION ONLY)

(This report provides Council with a summary of the City's corporate magazine subscription costs.) | 33 - 35 |
| 10. | Report dated March 24, 2011 from the Chief Financial Officer/City Treasurer regarding Interest Revenue from Greater Sudbury Utilities Inc.
(FOR INFORMATION ONLY)

(This report provides information on Greater Sudbury Utilities Inc. promissory note to the City of Greater Sudbury.) | 36 - 36 |
| 11. | Report dated March 24, 2011 from the Chief Financial Officer/City Treasurer regarding Request from Non-Profit Curling Clubs.
(FOR INFORMATION ONLY)

(This report deals with a request for reduction in property taxes for non-profit curling clubs in the City of Greater Sudbury.) | 37 - 39 |
| 12. | Report dated March 21, 2011 from the General Manager of Growth and Development regarding Information Report - mysudbury Program.
(FOR INFORMATION ONLY) | 40 - 47 |
| 13. | Report dated March 18, 2011 from the Executive Director, Administrative Services regarding Council & Committees - Total Hours in Session.
(FOR INFORMATION ONLY) | 48 - 50 |

14. Report dated March 23, 2011 from the General Manager of Community Development regarding Information on Funding of Homelessness Initiatives. **51 - 56**
(FOR INFORMATION ONLY)

(Information Report on how Homelessness Initiatives are funded within the City of Greater Sudbury.)

15. Report dated March 21, 2011 from the General Manager of Growth and Development regarding Fleet Services - Reports Requested 2011 Budget Parking Lot. **57 - 69**
(FOR INFORMATION ONLY)

(The report provideS information requested at the March 7 and 9, 2011 Finance Committee meetings as follows:

1. Report on vehicles (cars, trucks, graders), current numbers compared to four years ago - March 7, 2011;
2. Report on options to reduce fleet (cars and trcuks) by 25%, 50% and reallocate capital dollars elsewhere - March 9, 2011;
3. Report on life expectancy of fleet and what vehicles are scheduled to be replaced - March 9, 2011.)

16. Report dated March 24, 2011 from the General Manager of Infrastructure Services regarding Water Efficiency Plan. **70 - 72**
(FOR INFORMATION ONLY)

Additional information regarding the Water Efficiency Plan.

REVIEW OF BUDGET ENHANCEMENT OPTIONS

17. Additional Budget Options

(Preliminary electronic yes-no vote on the Additional 2011 Budget Options

Additional Budget Options under separate cover except for Transit Enhancement Options to be tabled.)

VOTING ON BUDGET OPTIONS

18. Voting on Options

REVIEW OF VOTING RESULTS

PARKING LOT REVIEW

20. The Chair of the Finance Committee will review each of the items placed in the Parking Lot. The consensus of Council will be required for each item listed in the Parking Lot.

Adjournment (Resolution Prepared)

ANGIE HACHÉ, CITY CLERK

FRANCA BORTOLUSSI, COUNCIL SECRETARY

For Information Only

Summary and Status of the 2011 Budget Parking Lot Requests

Presented To:	Finance Committee
Presented:	Monday, Mar 28, 2011
Report Date	Friday, Mar 25, 2011
Type:	Follow Up Reports to Parking Lot Items

Recommendation

For Information Only

Please find attached, a summary and status of the 2011 Budget Parking Lot requests.

Signed By

Report Prepared By

Lorella Hayes
Chief Financial Officer/City Treasurer
Digitally Signed Mar 25, 11

Recommended by the Department

Lorella Hayes
Chief Financial Officer/City Treasurer
Digitally Signed Mar 25, 11

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Mar 25, 11

2011 BUDGET PARKING LOT						
REQUEST #	COUNCILLOR / MAYOR	DEPT.	INFORMATION REQUEST	APPROVED		DONE
				YES	NO	
February 22, 2011						
1	Kett	Police	Funding opportunities for towers	✓		March 2 nd
2	Kett	Police	Additional 5 police officers	✓		March 2 nd
3	Caldarelli	Police	Report on number of officers at amalgamation and the number of officers added throughout the years	✓		March 2 nd
4	Cimino	Police	Number of kilometres travelled by police cruisers	✓		March 2 nd
5	Matichuk	Police	Details on furniture replacement	✓		March 2 nd
February 28, 2011						
1	Kilgour	Administrative Services (Clerks)	Review in fall Performance Measurements for Council and Committees – Total hours in Session per 100,000 population	✓		March 28
2	Berthiaume	Financial Services	2011 Operating Budget, Page 1 – Include actual for 2010 for full-time positions, crew hours, overtime hours, part-time hours and volunteers	✓		After year end completed
3	Kilgour	Financial Services	Report on how interest revenue is earned and additional information on funds CGS receives from the Utility	✓		March 28
4	Kilgour	Community Development	Reaffirm commitment of current strategy for long term care and operation of Pioneer Manor	✓		After budget
5	Landry-Altman	Community Development	Report on homelessness issue and costs	✓		March 28
6	Barbeau	SMT	Report on policy regarding the disposal of property and use of the funds from any sale (to be submitted to Policy Committee)	✓		After budget

Budget Parking Lot Summary March 28 1/2

Page 8 of 8

2011 BUDGET PARKING LOT						
March 3, 2011						
7	Cimino	Finance/ Infrastructure	Detailed list of variable costs	✓		March 28
8	Matichuk	Infrastructure	Unbiased assessment of the use of fluoride in water	✓		After budget
9	Dupuis	Infrastructure	Dollar figure for non-revenue water	✓		After budget
10	Landry-Altman	Finance/ Infrastructure	Analysis on rate structure regarding heavier water users compared to residential users for next years budget.	✓		After budget
March 7, 2011						
11	Berthiaume	Financial Services	Report on reserves	✓		March 28
12	Landry-Altman	Water/ Wastewater Division	Additional information regarding Water Efficiency Plan	✓		March 28
13	Barbeau	CAO	Sustainability plan for fleet	✓		After budget
14	Barbeau	Fleet Services	Report on vehicles (cars, trucks, graders), current numbers compared to four years ago	✓		March 28
15	Berthiaume / Cimino	Financial Services	Report on memberships and subscriptions	✓		March 28
16	Matichuk	Growth & Development/ Administrative Services	Breakdown of costs for mySudbury website and cost to redo CGS's website	✓		March 28
March 9, 2011						
17	Kilgour	Financial Services	Report on 50% reduction in taxes for all curling clubs	✓		March 28 (Also included in budget options)
18	Kilgour	Community Development	Request revised budget enhancements from six community centre associations (outline cost increases)	✓		March 28 (See budget option package)
19	Barbeau / Rivest	Growth and Development	Report on options to reduce fleet (cars and trucks) by 25%, 50% and reallocate capital dollars elsewhere	✓		March 28
20	Cimino	Growth and Development	Report on life expectancy of fleet and what vehicles are scheduled to be replaced	✓		March 28

For Information Only

City of Greater Sudbury Website Revision

Presented To:	Finance Committee
Presented:	Monday, Mar 28, 2011
Report Date	Tuesday, Mar 22, 2011
Type:	Follow Up Reports to Parking Lot Items

Recommendation

For Information Only

Background

At the Finance Committee meeting of March 7, 2011, a request was made for information pertaining to the potential redevelopment of the City of Greater Sudbury external website (www.greatersudbury.ca).

The City of Greater Sudbury website provides information to residents related to municipal programs and services, including but not limited to: recycling, landfills, by-laws, Council and Committee meetings, water/wastewater, zoning, child care, leisure and recreation, libraries, seniors' care, roads and transportation, and more.

The City of Greater Sudbury website is a primary source of information for residents. While other websites may reference municipal services and programs, the onus is on the municipality to be a credible source of accurate and timely information on the services it offers.

As we move towards more eGovernment applications and establish social media as a solid communications tool, it is essential to revisit the municipal website to ensure that we are meeting our legislative, security, and communications requirements.

Reviewing the Website

In order to ensure that we are providing accurate, accessible, and engaging information to residents, a thorough review of the City website's design, structure, navigability and content is underway. Since the last comprehensive review of the website in 2006, the City has launched a number of initiatives that aim to enhance services for residents (including e-Government applications and social media applications). With additional e-Government applications under development, as well as required compliance with new Accessibility Standards and with PCI protocols, this is an opportune time to review the municipal website so as to identify the services we do provide, don't provide, and could and should provide electronically.

Suggestions regarding improvements to the searchability and navigation of the City's website have also

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Report Prepared By

Eliza Bennett
Mgr, Communications & French
Languages Services
Digitally Signed Mar 22, 11

Recommended by the Department

Caroline Hallsworth
Executive Director, Administrative
Services
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Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Mar 22, 11

been received, both from external and internal sources.

Finally, in an effort to reduce advertising costs, the City is driving more users to the municipal website as a source of information. Ensuring that the information can be easily found is vital to ensuring that residents can participate in a meaningful way in their municipal government.

Process

The first phase of the project includes a survey to assist us with our website and eGovernment initiatives to ask citizens what information and services they look for online. This phase will seek to review the City website and the information we provide to citizens and how we can improve this service.

Some of the issues that must be taken into account while redeveloping the City's Web presence include:

- **Accessibility:** as a municipality, the City will be required to comply with the new Integrated Standard under the Accessibility for Ontarians with Disabilities Act, which standard is expected to be passed as a regulation this year with phased implementation deadlines.
- **Authenticity of voice:** the municipality must speak with authority and credibility, to accurately represent itself to its citizen. The City should be the primary source of information relating to the City.
- **Applications:** Much of the CGS content is application based and applications need to function in any new environment.
- **Security:** CGS servers are highly protected and well secured, with high integrity of data and systems. This must be maintained, especially as it relates to online payments and any other e-commerce applications.
- **PCI (Payment Card Industry Data Security Standard) compliance:** PCI regulations came into effect July 1 2010 and since that time, the City has gone through a certification process which includes a review of the security of financial transactions completed through our website.
- **French Language Services Policy:** City content is provided in both French and English in accordance with the French Language Services Policy.
- **MFIPPA:** the City is subject to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) regarding the release of information and also regarding the protection of personal information, which also applies to website and other forms of electronic content.

Work to redevelop the City's website will be largely undertaken by staff from the Corporate Communications and Information Technology sections.

Next Steps

It is currently proposed that the work be done in two stages.

The first, a research phase, will be conducted in 2011 to identify challenges and opportunities and to establish a clear process for moving forward with the website's redevelopment, including identifying solutions for PCI compliance, security, and most effective communications vehicles.

The review will take into consideration the items below:

- identification of major issues,
- identification of best practices,
- decision regarding best solutions for City of Greater Sudbury,
- determination of how the work is best done,
- design and content restructuring, and

- relaunch of site.

Once the review has been completed a project scope will be developed and resources, including internal staff and any outsourced components of the project, will be identified and costed as appropriate. It is anticipated that phase might take up to 12 months.

Once our research has identified the best solutions for the City's website, a detailed plan will be worked out, including process, timelines, and associated budget.

The second phase is the implementation phase, and is currently projected to be conducted in 2012.

Conclusion

The City of Greater Sudbury website is currently under review to determine the most effective approach to its possible redevelopment. Councillors' input with regards to what they would find the most useful in addressing residents' queries and concerns will be sought. At this preliminary stage of the process, it is not possible to fully determine the scope, or the cost, of a potential redevelopment. Further information will be brought back to Council as required.

As we begin on the first phase of the research stage, we hope the survey will provide insight into the kinds of eGovernment services citizens feel have the highest priority and direct our project planning to those items. Examples of those initiatives include the new online mapping system, the provincial offenses payment system, the child care registry, and the blue box request system.

For Information Only

Public Education Campaign: Water/Wastewater Financial Plan

Presented To:	Finance Committee
Presented:	Monday, Mar 28, 2011
Report Date	Wednesday, Mar 23, 2011
Type:	Follow Up Reports to Parking Lot Items

Recommendation

For Information Only

Background

At the Finance Committee meeting of March 7, 2011, a request was made for information relating to a public education campaign for the water/wastewater financial plan, which plan was presented to Council on March 3.

Objectives

The goal of this campaign is to inform the public about the Water/Wastewater Financial Plan, to clarify its goals, and to explain what it means and does not mean for our customers. In addition to public information meetings and other communications tactics, a water bill insert will additionally provide information regarding the rate increases recommended to keep pace with inflation and the costs of providing our customers with clean, safe drinking water and sustainable, quality wastewater services.

Public Education Campaign

A communication plan has been developed to provide the public with information about the water/wastewater ten-year financial plan. The communication plan is based on a four-pronged approach: public information sessions, information on the City's website, a one-page information sheet on the ten-year plan, and an insert in the May/June water bill.

In accordance with the Corporate Communications Strategy, clear and targeted communications can enhance understanding of the City's water and wastewater services, and of emerging issues related to the financing of the city's water/wastewater infrastructure. The communications plan related to the

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Recommended by the Department

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Water/Wastewater Financial Plan is focused on the delivery of service excellence with an ongoing regard for long-term fiscal sustainability.

These communications initiatives will take place within currently allocated budgets.

Public information sessions

City staff will hold three public information sessions to provide information to residents about the water/wastewater ten-year financial plan. The sessions will be held in three different locations in the end of April/beginning of May. The aim of these sessions is to provide information and background, and provide residents an opportunity to ask questions and enhance understanding of water/wastewater challenges and opportunities that will be faced by the CGS over the coming years.

City website

Once approved by Council and once details of the public information sessions have been finalized, the Water/Wastewater Financial Plan will be posted to the City's website with additional information regarding the public information sessions.

One-page communication

A bilingual one-page communication piece is in development to provide information about the Water/Wastewater Financial Plan, including: fiscal sustainability process, financial plan process, outcome, results, rationale, as well as challenges and opportunities for the water/wastewater sector. This one-page communication will be posted to the City's website, as well as made available at the public information sessions.

Insert in water bill

A bilingual flyer will be inserted in the water bill for the May/June billing cycle. While the one-page document referred to above will focus more broadly on the Water/Wastewater Financial Plan, the water bill insert will provide information relating to the 2011 water/wastewater rates.

Conclusion

The text for this public awareness campaign is currently being finalized. The material will be circulated to Council prior to release to the public.

These communications tactics will link back to the Corporate Communications Strategy as well as the Toward Fiscal Sustainability plan, and are in conjunction with a comprehensive water/wastewater communications strategy that aims to enhance the public's understanding of water/wastewater issues such

as source control and inflow and infiltration.

For Information Only

Reserves and Reserve Funds Balances

Presented To:	Finance Committee
Presented:	Monday, Mar 28, 2011
Report Date	Friday, Mar 25, 2011
Type:	Follow Up Reports to Parking Lot Items

Recommendation

For Information Only

Background

This report is to show the City's reserve and reserve fund balances, as well as the projected changes as a result of the 2011 base budget presented to Council on February 16, 2011.

The following is a summary of the history of reserve and reserve funds during 2009, and the forecasted balances for 2010 and 2011 fiscal years.

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Report Prepared By

Apryl Lukezic
Co-ordinator of Capital
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Recommended by the Department

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Doug Nadorozny
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BACKGROUND

This report is to show the City's reserve and reserve fund balances, as well as the projected changes as a result of the 2011 base budget presented to Council on February 16, 2011.

The following is a summary of the history of reserve and reserve funds during 2009, and the forecasted balances for 2010 and 2011 fiscal years.

	Actual as of December 31/09	Forecasted 2010 (unaudited)	Forecasted 2011 (Forecasted 2010 plus forecasted transactions during 2011)
Reserves (non interest bearing)	\$6.6 M	\$9.4M	\$8.5M
Reserve Funds (interest bearing)	\$73.9M	\$78.3M	\$72.7M
Total Reserve and Reserve Funds	\$80.5M	\$87.7M	\$81.2M

Increase from 2009 to Forecasted 2010 Balance	\$7.2 M
Forecasted Decrease from 2010 to 2011 (See Appendix A for forecasted Reserve and Reserve Fund balances)	(\$6.5 M)

The following tables illustrate the trends in reserve and reserve funds over the past five years:

	2005	2006	2007	2008	2009
CGS Reserves	\$ 7,385	\$6,004	\$9,524	\$10,737	\$6,620
CGS Reserve Funds	60,356	81,581	89,765	77,878	73,874
Total CGS Reserves & Reserve Funds	\$67,741	\$87,585	\$99,289	\$88,615	\$80,494

	2005	2006	2007	2008	2009
Reserves as a % of Total Expenditures	16.3%	18.5%	20.0 %	19.8 %	N/A
BMA Study – Median	29.6%	31.2 %	34.4%	37.4 %	N/A
BMA Study – Low	8.9%	9.6 %	11.3%	9.3 %	N/A
BMA Study – High	141.7%	135.6%	157.9 %	155.6 %	N/A

	2005	2006	2007	2008	2009
Tax Discretionary Reserves as % of Taxation	39.2%	42.8%	47.9%	50.8%	38.6%
BMA Study – Median	52.3%	56.4%	55.3%	66.2%	63.7%
BMA Study – Low	4.7%	5.1%	12.5%	16.3%	20.5%
BMA Study - High	265.2%	244.0%	238.3%	231.9%	223.7%

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

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

Reserves offer liquidity which enhances the municipality's flexibility, both in addressing unplanned operating requirements and in permitting the municipality to temporarily fund capital projects internally. The level of reserves and reserve funds is a key measure of the financial health of a municipality. Compared to other municipalities in Ontario, the City is below the median as it pertains to reserves and reserve funds as a percentage of total expenditures. In 2008, which is the last available year that this information for this measure is available, only nine of seventy-five participants in the study had a lower percentage than Sudbury. The results across the survey range

from a low of 9.3% to a high of 155.6% in 2008. For 2008, there has been a decrease at the CGS from 20.0% to 19.8%.

BMA Study no longer includes the reserves as a percentage of total expenditures. Therefore, we are introducing a new measure which is Tax Discretionary Reserves as % of Taxation. The results across the survey range from a low of 20.5% to a high of 223.7%. For 2009, there has been a decrease at the CGS from 50.8% to 38.6%.

Long Term Financial Plan

The Long Term Financial Plan, adopted by Council, references reserves in a number of its recommendations:

- 1.6 Plan for the replacement of infrastructure through the use of life cycle costing and the development of replacement reserves.
- 5.2 Undertake regular reviews of remaining life and condition of assets and determine required annual reserve contributions sufficient to ensure that 90% of approved infrastructure rehabilitation / replacement schedules can be met at the required time.
- 8.1 Facility, equipment and infrastructure replacement reserves should be established and funded to ensure that 90% of approved infrastructure rehabilitation / replacement schedules are met (long-term), as determined in point 5.2
- 8.2 Establish a Stabilization Reserve for programs that are susceptible to significant annual expenditure fluctuations (eg. Winter Maintenance). Program budgets should be based on a moving five year historical average of program spending. In years when surplus funds occur in these programs, surpluses should be reserved, provided an overall City surplus exists. Where the City's overall surplus is less than the program surplus, funds should only be reserved up to the level of the overall City surplus.
- 8.3 Establish reserves to provide funding for future liabilities (eg. sick leave). Contributions to these reserves should be set, at a minimum, at an amount sufficient to ensure the liability does not increase.

The City needs to address these recommendations through the establishment of and continuation of increased funding for reserves.

Forecasted Change from January 1, 2011 to December 31, 2011

Appendix A shows the forecasted reserve and reserve fund balance from December 31, 2010 to 2011. Overall, it is forecasted that the balances will decrease by a net of \$6.5M. This is subject to change based on timing of capital expenditures, unanticipated transactions, and future Council approvals.

In summary, the following are the highlights:

	2010	2011
Forecasted opening balance - January 1	\$80.5M	\$87.7M
Add: Forecasted Interest	\$1.7M	\$1.9M
Add: Net transfers as per Policy and Budget	\$13.3M	\$6.2M
Less: Transfers Approved from 2010/2011 Capital Budget and Other Approvals	<u>(\$7.8M)</u>	<u>(\$14.6M)</u>
Forecasted Balance - December 31	<u>\$87.7M</u>	<u>\$81.2M</u>

Some of the major projects that occurred during 2010 resulting in an increase to the reserve and reserve fund balances are: winter control operating surplus, savings from prior year budget projects in which excess funds have been transferred to reserves which are partially offset by the water and wastewater deficit.

Anticipated spending in 2011 resulting in a decrease to the reserve and reserve fund balances are: various 2011 capital budget projects funded from reserve such as Maley Drive, Transit Capital (bus replacements and renovations to 1160 Lorne Street), and Construction/Demolition Recycling Facility at the Sudbury Landfill Site.

Deferred Revenue - Obligatory Reserve Funds

The City receives certain sub divider contributions and other revenues under the authority of federal and provincial legislation. These funds, by their nature, are restricted in their use and, until applied to specific expenditures are recorded as deferred revenue.

Appendix B details the forecasted balances in the obligatory reserve funds.

CONCLUSION

The information presented on reserve and reserve funds has been accumulated based on information currently available, and staff's best estimates. The balances are unaudited and subject to change, based on Council decisions, differences between estimates and actual transactions and unanticipated revenues or expenditures.

CONTINUITY OF RESERVES & RESERVE FUNDS
December 31, 2011 Forecast

Account Name	Est Balance 31-Dec-10	Investment Income	2011 Transactions	Est Balance 31-Dec-11
CONTINUITY OF RESERVES				
Election	(431,877)		(268,000)	(699,877)
Library Reserve Committed	(14,910)		-	(14,910)
Library/Citizen Service Centre Reserve	(75,454)		-	(75,454)
Land Reclamation Reserve	(522,464)		68,786	(453,678)
Various Expenditures	(2,287,895)		1,003,508	(1,284,387)
Ontario Works	(340,150)		-	(340,150)
Organizational Development	(538,765)		-	(538,765)
P.M.Fundraising	(98,320)		98,320	(0)
Future D/C Study	(15,788)		-	(15,788)
Tax Rate Stabilization	(3,775,630)		-	(3,775,630)
Tax Rate Stabilization-Committed	(1,231,805)		55,524	(1,176,281)
Vector Borne Disease	(107,000)		-	(107,000)
Total Reserves	(9,440,058)	-	958,138	(8,481,920)

Appendix A

CONTINUITY OF RESERVES & RESERVE FUNDS
December 31, 2011 Forecast

Account Name	Est Balance 31-Dec-10	Investment Income	2011 Transactions	Est Balance 31-Dec-11
CONTINUITY OF RESERVE FUNDS				
General Reserve Funds				
Greater City Sick Leave	(2,793,743)	(72,116)	106,828	(2,759,031)
Police-Sick Leave	(1,956,672)	(56,725)	(156,781)	(2,170,178)
Police Part 65 Benefits	(420,441)	(11,285)	(0)	(431,726)
Human Resources Management	(7,015,920)	(188,306)	-	(7,204,226)
H.R. Comm - Succession Planning	(1,531,099)	(36,680)	164,460	(1,403,320)
H.R. Committed to	(2,293,907)	(57,933)	135,433	(2,216,407)
WSIB Schedule 2	(1,941,955)	(56,692)	(170,268)	(2,168,915)
Insurance	(1,042,842)	(31,177)	(118,748)	(1,192,767)
Environmental/Other Initiatives	(649,962)	(17,445)	-	(667,407)
P.M.Donations	(48,566)	(869)	16,180	(33,255)
Industrial Park Reserve	(1,853,318)	(45,378)	162,618	(1,736,078)
Regional Industrial R.F.Committed	(1,173,348)	(31,492)	(0)	(1,204,840)
Community Initiatives (NOSA)	(1,575,129)	(69,116)	(1,000,000)	(2,644,245)
Regional Business Centre	(629,191)	(14,351)	94,484	(549,059)
Roads Winter Control	(3,000,000)	(80,520)	0	(3,080,520)
VETAC	(4,440)	(119)	0	(4,559)
Agricultural Drains	(714,862)	(16,898)	85,287	(646,472)
Police Services Donations	(111,935)	(3,004)	0	(114,939)
Cemeteries	(387,670)	(10,712)	(11,442)	(409,824)
General Reserve Funds Subtotal	(29,145,000)	(800,819)	(691,949)	(30,637,768)
Capital Reserve Funds				
Land Acquisition	(1,992,149)	(63,265)	(365,000)	(2,420,414)
Parking Improvements	(2,091,783)	(58,274)	(79,376)	(2,229,432)
Social Housing Capital	(6,682,951)	(174,001)	200,000	(6,656,953)
Communications Infrastructure	(929,188)	(40,909)	(595,000)	(1,565,097)
Stomrwater Management	(519,219)	(13,936)	(0)	(533,155)
Centennial Drive Booster Station	(75,674)	(2,031)	(0)	(77,705)
South End Library	-	(1,528)	(56,920)	(58,448)
Emergency Service Ambulance	(2,058,485)	(58,990)	(139,376)	(2,256,852)
Larch Street Reserve Fund	(1,660,686)	13,930	2,179,681	532,925
Cap Fin R/F Info Tech	(2,809,203)	(72,446)	110,000	(2,771,649)
Equipment & Vehicle Replacement - Fleet	(3,586,650)	(98,815)	(95,000)	(3,780,465)
Equipment & Vehicle Replacement - Police	(1,494,916)	(19,501)	768,340	(746,077)
Equipment & Vehicle Replacement - Transit	(2,172,389)	(20,622)	1,404,044	(788,967)
Equipment & Vehicle Replacement - Fire	(170,913)	(0)	170,913	(0)
Recycling Equipment	(1,138,269)	(27,297)	121,251	(1,044,314)
Equipment & Vehicle Replacement - Parks	(129,135)	(1,165)	85,719	(44,582)
Cap Fin R/F Solid Waste	(2,607,973)	(48,016)	819,000	(1,836,988)
Capital Financing Reserve Fund	(3,988,656)	(75,951)	1,158,875	(2,905,731)
Capital Financing Committed	(890,832)	(23,493)	15,524	(898,801)
Cap Fin R/F Administrative	(107,600)	(12)	107,136	(477)
Cap Fin R/F Ecom Dev	(137,662)	(3,695)	-	(141,357)
Cap Fin R/F Econ Dev Comm	(443,835)	(8,742)	118,133	(334,443)
Cap Fin R/F P.W. Bldg	(291,532)	(7,825)	(0)	(299,356)
Cap Fin R/F P.W. Bldg Comm	(390,765)	(11,835)	(50,200)	(452,801)
Cap Fin R/F-Police	(1,588,613)	(31,956)	398,000	(1,222,569)
Cap Fin R/F - Roads	(4,119,138)	(70,297)	1,500,000	(2,689,435)
Cap Fin R/F - Roads Committed	(504,237)	(13,534)	-	(517,771)
Cap Fin R/F-Wastewater	(1,180,930)	(31,696)	0	(1,212,626)
Cap Fin R/F-Wastewater-Committed	(549,960)	(14,761)	(0)	(564,720)
Cap Fin R/F-Water	(3,788,042)	(101,670)	0	(3,889,712)
Cap Fin R/F-Water Committed	(5,730)	(154)	-	(5,884)
Cap Fin R/F- H & S.S.	(354,323)	(749)	326,400	(28,672)
Cap Fin R/F- H & S.S. - Committed	(242,772)	(5,743)	28,800	(219,714)
Cap Fin R/F - Fire	(29,229)	(0)	29,228	(1)
Cap Fin R/F Leisure Services Committed	(69,084)	(1,854)	0	(70,938)
Cap Fin R/F Leisure Services	(368,337)	(9,886)	0	(378,223)
Capital Reserve Funds Subtotal	(49,170,858)	(1,100,720)	8,160,172	(42,111,406)
Total Reserve Funds	(78,315,857)	(1,901,539)	7,468,223	(72,749,174)
Total Reserves and Reserve Funds	(87,755,915)	(1,901,539)	8,426,361	(81,231,094)

Note 1

Note 1 Interest is contributed in accordance with the reserve and reserve fund by-law. It has been estimated that the City's rate of return on investments will be approximately 2.6%

Appendix B

CONTINUITY OF RESERVES & RESERVE FUNDS
December 31, 2011 Forecast

Account Name	Est Balance 31-Dec-10	Investment Income	2011 Transactions	Est Balance 31-Dec-11	Comments
CONTINUITY OF OBLIGATORY RESERVE FUNDS					
Federal Gas Tax	(11,080,602)	(287,009)	387,218	(10,980,393)	
Gas Tax Rebate Public Transportation	(863,611)	(5,546)	656,972	(212,186)	Note 2
Sewer & Water Payments	(458,845)	(12,315)	(0)	(471,161)	Note 3
Road Levies Payments	(1,081,449)	(29,026)	-	(1,110,474)	
Canada Transit Funding R/F	(1,223,970)	(0)	1,223,970	(0)	
Parks (Section 50)	(837,135)	(23,621)	(42,933)	(903,689)	Note 3
Subdivision Deposits(Asphalt Resurfacing)	(5,169,133)	(154,647)	(592,723)	(5,916,503)	Note 3
S.P.A. Deposits(Sidewalks)	(862,521)	(24,748)	(59,540)	(946,809)	Note 3
Tree Planting	(1,087,189)	(29,282)	(3,793)	(1,120,264)	
Bldg Permit Rev Stabilization	(7,426,488)	(208,632)	(346,715)	(7,981,834)	
DC General Government	(17,726)	(806)	(12,306)	(30,838)	Note 4
DC Library	-	(2,114)	(78,754)	(80,868)	Note 4
DC Fire	(128,576)	(5,793)	(87,253)	(221,622)	Note 4
DC Police	-	(2,512)	(93,591)	(96,103)	Note 4
DC Parks & Rec	(224,601)	(15,433)	(350,404)	(590,438)	Note 4
DC Public Works	-	(1,746)	(65,056)	(66,802)	Note 4
DC Ambulance	(22,667)	(1,017)	(15,211)	(38,895)	Note 4
DC Transit	-	(699)	(26,040)	(26,739)	Note 4
DC Emergency Preparedness	-	(1,064)	(39,639)	(40,703)	Note 4
DC Roads	-	(46,480)	(1,731,763)	(1,778,243)	Note 4
DC Water	-	(2,993)	(111,495)	(114,488)	Note 4
DC Wastewater	-	(2,065)	(76,924)	(78,989)	Note 4
DC Drains	-	(1,338)	(49,868)	(51,206)	Note 4
Total Obligatory Reserve Funds	(30,484,513)	(858,885)	(1,515,848)	(32,859,245)	
Note 1					

Note 1 Interest is contributed in accordance with the reserve and reserve fund by-law. It has been estimated that the City's rate of return on investments will be approximately 2.6%.

Note 2 Annually the City is informed of the amount of gas tax it is allocated. Transit services utilizes these funds for capital purchases such as the transit buses and renovations to the Transit garage as well as to fund ridership growth initiatives.

Note 3 The subdivision (roads, water / waste water, sidewalks) balances, parks, etc will also be drawn down as capital works are performed during 2011 and increased by contributions.

Note 4 These reserves have been established by development charges collected since the revised by-law was approved in 2009. These funds will be drawn upon as capital works are performed in accordance with the 2009 Development Charges Background Study.

For Information Only

Water/Wastewater Variable Operating Costs

Presented To:	Finance Committee
Presented:	Monday, Mar 28, 2011
Report Date	Wednesday, Mar 23, 2011
Type:	Follow Up Reports to Parking Lot Items

Recommendation

For Information Only

Background

At the March 3, 2011 Finance Committee meeting, staff was requested to prepare a report detailing variable costs in the water and wastewater operating budget.

An analysis of the 2011 operating budget indicates that:

- Fixed operating costs are approximately 73%; that is they will have to be paid regardless of the level of treatment of water and wastewater or repairs to water and wastewater infrastructure.
- Variable operating costs are approximately 27%; that is these costs change with the level of treatment of water and wastewater or the number of occurrences of repairs to water and wastewater infrastructure.

Definitions

Fixed Costs – fixed costs incurred each period remain unchanged even when the production volume (i.e. amount of water or wastewater treated) varies from period to period. The primary fixed costs for WWW services include:

- water and wastewater administration and supervision labour costs
- insurance and property taxes
- capital contribution and debt repayments

Signed By

Report Prepared By

Dion Dumontelle
Co-ordinator of Accounting
Digitally Signed Mar 23, 11

Recommended by the Department

Lorella Hayes
Chief Financial Officer/City Treasurer
Digitally Signed Mar 23, 11

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Mar 23, 11

- internal support costs (infrastructure allocations and program support)
- billing and collection costs
- building maintenance costs including labour
- and a portion of fleet rental charges, roads and property restoration as well as water and wastewater repairs and maintenance.

The budgeted total of these expenses is approximately \$41.4 M for 2011.

Variable Costs – the total amount of a variable cost changes in proportion to changes in production volume.

Although there are definitions for fixed and variable costs, the actual identification of exactly what is variable and what is fixed is not a black and white exercise. Many costs are neither completely fixed nor completely variable. For example, utilities will fluctuate with the amount of production that occurs in a plant but as long as there is a plant, even if it is not producing, there will be a minimum utility expense. Another characteristic of variable costs is that there is not necessarily a direct correlation between the changes in production volume with the change in the variable costs of production. For example, production may be declining but staffing costs will decline more slowly than the production.

The primary variable costs for the WWW services include:

- production labour costs
- energy
- direct materials such as chemicals
- purchase of water and waste water services
- sludge haulage
- a portion of fleet rental costs, water and wastewater operations repairs and maintenance, roads and property restoration as well as water and wastewater repairs and maintenance.

The following chart illustrates the split between fixed and variable costs for water/wastewater services:

Cost Centres	Fixed Costs	Variable Costs	Total
WWW Admin and Super	4,015	0	4,015
Fleet	561	561	1,122
Debt & Capital Contribution	21,804	26	21,830
Water Maintenance	3,490	4,377	7,867

Water System Repair & Maintenance	3,852	2,299	6,151
Wastewater Maintenance	2,951	5,667	8,618
Wastewater System Repair & Maintenance	2,346	1,206	3,552
WWW Miscellaneous	2,379	923	3,302
Total	41,398	15,059	56,457
	73%	27%	100%

Summary

The analysis of the 2011 budget indicates that fixed costs are 73% of WWW costs and 27% of costs are variable. This finding is consistent with the work that was done by KPMG in 2009 wherein they identified that the fixed costs were 67% and variable costs were 33%. The higher number in this analysis is due to a greater degree of due diligence on individual line items.

Fixed Operating Costs	\$41.4 M	73%
Variable Costs	<u>\$15.1 M</u>	<u>27%</u>
Total Costs	<u>\$56.5M</u>	<u>100%</u>

By comparison, it is interesting to note that two-thirds of the water wastewater revenue is variable based on consumption and one-third is from fixed service charges. This is directly opposite from the ratio of fixed to variable costs. This dichotomy shows why there should be reluctance to reduce the water wastewater fixed charge.

For Information Only

Corporate Membership Costs

Presented To:	Finance Committee
Presented:	Monday, Mar 28, 2011
Report Date	Thursday, Mar 24, 2011
Type:	Follow Up Reports to Parking Lot Items

Recommendation

For Information Only

Background

At the March 3, 2011 Finance Committee meeting, staff was asked to prepare a report outlining the City's expenditures with respect to Corporate Memberships. The data in the following table was developed by searching the actual charges in the 2010 financial data bases. The table is organized to show memberships by Management Team area of responsibility and then broken by individual department.

Please note: the Greater Sudbury Airport and Police Services charges were excluded. Also Purchasing Card charges were reviewed and excluded due to a lack of granularity into the details of the charges.

Signed By

Report Prepared By

Jim Lister
Co-ordinator of Accounting
Digitally Signed Mar 24, 11

Recommended by the Department

Lorella Hayes
Chief Financial Officer/City Treasurer
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Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
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City of Greater Sudbury Memberships

Community Development Services	36,226.95
Adanac Ski Hill	343.45
ONTARIO SNOW RESORTS ASSOCIATION	343.45
Anderson Farm Museum	400.00
NORTHERN ONTARIO AGRI-FOOD	125.00
ONTARIO HISTORICAL SOCIETY	100.00
ONTARIO MUSEUM ASSOCIATION	100.00
VOYAGEUR HERITAGE NETWORK	75.00
Cemetery Administration	509.00
ONTARIO ASSOCIATION OF CEMETERIES AND FUNERAL PROFESSIONALS	509.00
Community Archives	184.54
SOCIETY OF AMERICAN ARCHIVISTS	184.54
Community Partnerships	110.00
GREATER SUDBURY ENVIRONMENT NETWORK	110.00
Homelessness Initiatives	125.00
NATIONAL MUNICIPAL ESS NETWORK	125.00
Housing Administration	679.84
ONTARIO BUILDING OFFICIAL ASSOCIATION	279.84
ONTARIO NON-PROFIT HOUSING ASSOCIATION	400.00
Leisure Special Events	240.00
SOCIAL PLANNING COUNCIL	200.00
VOLUNTEER SUDBURY	40.00
Nursing Administration	250.00
ONTARIO LONG TERM CARE-PHYSICIANS	250.00
Sudbury Arena	825.00
ONTARIO RECREATION FACILITIES	650.00
ONTARIO MAJOR FACILITY MANAGERS ASSOCIATION	175.00
General Administration	10,870.00
ONTARIO MUNICIPAL SOCIAL SERVICES ASSOCIATION	10,870.00
Citizen Services Administration	5,000.00
FEDERATION OF ONTARIO PUBLIC LIBRAIRIES	5,000.00
Howard Armstrong Recreation Centre	140.00
SQUASH ONTARIO	140.00
General and Administration- Pioneer Manor	14,550.12
ONTARIO ASSOCIATION OF NON-PROFIT HOMES	14,550.12

Non-Profit Program-Housing Services	2,000.00
SOCIAL HOUSING SERVICES CORPORATION	2,000.00
Emergency Services Division	2,700.00
Chief of Emergency Services	2,700.00
AMEMSO	1,300.00
EMS CHIEFS OF CANADA	875.00
ONTARIO ASSOCIATION OF EMERGENCY MANAGEMENT (OAEM)	525.00
Executive - Administrative	40,312.76
Auditor General	77.60
INSTITUTE OF INTERNAL AUDITORS	77.60
Council Expenses	36,805.66
FEDERATION OF CANADIAN MUNICIPALITIES	20,032.13
FEDERATION OF NORTHERN ONTARIO	2,000.00
GREATER SUDBURY CHAMBER OF COMMERCE	3,438.37
ONTARIO GOOD ROADS ASSOCIATION	2,260.16
ONTARIO MUNICIPAL WATER ASSOCIATION	1,350.00
ASSOCIATION FRANCAISE DES MUNICIPALITES DE L'ONTARIO	7,725.00
Office of the C.A.O.	3,274.50
REGIONAL AND SINGLE TIER CHAIRS/MAYORS/CAO	2,000.00
ECONOMIC DEVELOPERS ASSOCIATION OF CANADA	374.50
CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS	900.00
Office Of The Mayor	155.00
INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA	155.00
Fire Services	1,634.16
Fire Prevention & Education	150.00
ONTARIO MUNICIPAL FIRE PREVENTION	150.00
Fire Services Administration	1,484.16
CANADIAN ASSOCIATION OF FIRE CHIEFS	195.70
FEDERATION OF FIRE CHAPLAINS	103.46
FIREFIGHTERS ASSOCIATION OF ONTARIO	900.00
ONTARIO ASSOCIATION OF FIRE CHIEFS	185.00
ONTARIO MUNICIPAL FIRE DEPT MECHANICAL	100.00
Growth - Development Services	23,485.39
Blue Box Recycling	337.50
RECYCLING COUNCIL OF ONTARIO	337.50

Building Services	5,669.69
MECHANICAL CONTRACTORS	250.00
ONTARIO BUILDING OFFICIAL ASSOCIATION	5,600.00
SUDBURY CONSTRUCTION ASSOCIATION	625.00
LARGE MUNICIPALITIES CHIEF BUILDING OFFICIALS	250.00
SUDBURY & DISTRICT HOME BUILDERS ASSOCIATION	872.07
NATIONAL FIRE PROTECTION ASSOCIATION	175.76
HRAI - HEATING, REFRIGERATION & AIR INSTITUTE	396.86
NORTHERN LIGHTS CHAPTER OF OBOA	250.00
Community & Strategic Planning	150.00
HERITAGE CANADA FOUNDATION	150.00
Compliance & Enforcement	714.00
MUNICIPAL LAW ENFORCEMENT OFFICERS' ASSOCIATION	439.00
ONTARIO ASSOCIATION OF PROPERTY STANDARDS OFFICERS	275.00
Farmer's Market	200.00
FARMERS' MARKET ONTARIO	200.00
Fleet Services Supervision	769.00
AUTOMOTIVE TRANSPORTATION SERVICE SUPERINTENDENTS ASSOCIATION	269.00
CANADIAN ASSOCIATION OF FLEET MANAGERS	500.00
Home Composting	550.00
COMPOSTING COUNCIL OF CANADA	550.00
MySudbury	70.00
SOCIAL PLANNING COUNCIL	70.00
Parking Administration	475.00
CANADIAN PARKING ASSOCIATION	475.00
Planning Administration	226.31
AMERICAN PLANNING ASSOCIATION	226.31
Transit Administration	75.00
AUTOMOTIVE TRANSPORTATION SERVICE SUPERINTENDENTS ASSOCIATION	75.00
Youth Strategy	193.34
GREATER SUDBURY CHAMBER OF COMMERCE	193.34
Tourism and Convention Services	6,348.01
AMERICAN BUS ASSOCIATION	534.74
CANADIAN SPORT TOURISM ALLIANCE	1,526.40
DMAC	400.00
FESTIVALS & EVENTS ONTARIO	508.80
RAINBOW COUNTRY TRAVEL ASSOCIATION	508.07
TOURISM INDUSTRY ASSOCIATION OF ONTARIO	2,000.00

TRAVEL MEDIA ASSOCIATION OF CANADA	500.00
ONTARIO MOTORHOME COACH ASSOCIATION	370.00
Greater Sudbury Development Corporation Administration	2,837.81
CAMESE CANADIAN ASSOCIATION OF MINING	825.00
ECONOMIC DEVELOPERS COUNCIL OF ONTARIO	396.25
GREATER SUDBURY CHAMBER OF COMMERCE	417.22
ONTARIO SUSTAINABLE ENERGY ASSOCIATION	864.96
ECONOMIC DEVELOPERS ASSOCIATION OF CANADA	334.38
Environmental Services Administration	1,545.19
ENVIRONMENTAL INDUSTRY ASSOCIATIONS	155.19
MUNICIPAL WASTE ASSOCIATION	530.00
ONTARIO WASTE MANAGEMENT ASSOCIATION	860.00
Administration & Miscellaneous Properties	318.14
ONTARIO REGIONAL FACILITIES MANAGEMENT	100.00
INTERNATIONAL RIGHT OF WAY ASSOCIATION	218.14
Regional Business Centre General Office	417.22
GREATER SUDBURY CHAMBER OF COMMERCE	417.22
Projects and Studies	839.18
SWANA-SOLID WASTE ASSOCIATION OF NORTH AMERICA	839.18
Earthcare	1,750.00
ICLEI - LOCAL GOVERNMENTS FOR SUSTAINABILITY	1,750.00
Infrastructure Services	4,240.86
I.S. G.M.'s Office	2,000.00
MUNICIPAL ENGINEERS ASSOCIATION/RPWCO DUES	2,000.00
Roads Administration	2,240.86
ONTARIO TRAFFIC CONFERENCE	688.00
TRANSPORTATION ASSOCIATION OF CANADA	1,552.86
Financial Services	3,655.39
Financial Planning & Policy	915.59
PUBLIC RISK MANAGEMENT ASSOCIATION	361.69
RISK AND INSURANCE MANAGEMENT SOCIETY	553.90
Financial Services Administration	2,170.97
MUNICIPAL FINANCE OFFICERS' ASSOCIATION	1,310.00
GOVERNMENT FINANCE OFFICIALS ASSOCIATION	860.97
Accounting Services	568.83
CANADIAN PAYROLL ASSOCIATION	568.83

Human Resources and Organizational Development	585.00
Human Resources Administration	585.00
MUNICIPAL WSIB USERS GROUP	85.00
ONTARIO MUNICIPAL HEALTH SAFETY	100.00
ONTARIO MUNICIPAL HUMAN RESOURCES	400.00
Grand Total	112,840.51

For Information Only

Corporate Magazine Subscription Costs

Presented To:	Finance Committee
Presented:	Monday, Mar 28, 2011
Report Date	Thursday, Mar 24, 2011
Type:	Follow Up Reports to Parking Lot Items

Recommendation

For Information Only

Background

At the March 3, 2011 Finance Committee meeting, staff was asked to prepare a report outlining the City's expenditures with respect to Magazine Subscriptions. The data in the following table was developed by searching actual charges in the 2010 financial data bases. The circulation subscriptions associated with the Greater Sudbury Library are not included in this report. Also excluded are any subscriptions that are included in memberships such as CA Magazine which are included in the dues of chartered accountants and are mandatory to maintain standing in the profession. The table is organized to show Magazine Subscriptions by Senior Management Team area of responsibility.

Please note: the Greater Sudbury Airport and Police Services charges were excluded. Also Purchasing Card charges were reviewed and excluded due to a lack of granularity into the details of the charges.

Signed By

Report Prepared By

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Digitally Signed Mar 24, 11

Recommended by the Department

Lorella Hayes
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Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
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City of Greater Sudbury Magazine Subscriptions

Administrative Services	343.00
Legal Services	343.00
LAW TIMES	159.00
THE FINE PRINT NEWSLETTER	184.00
Community Development Services	546.67
Cemetery Administration	35.00
NETWORK - CANADIAN CEMETERY MANAGEMENT	35.00
General Manager's Office	388.12
BLOOMBERG BUSINESS WEEK	98.57
HARVARD BUSINESS REVIEW	289.55
Administration & Financial Services	55.00
MUNICIPAL WORLD INC	55.00
General Administration	37.05
CANADIAN SOCIAL TRENDS	37.05
General and Administration- Pioneer Manor	31.50
CANADIAN NURSING HOME	31.50
Emergency Services Division	2,040.34
Chief of Emergency Services	2,040.34
HR COMPLIANCE INSIDER	297.00
ONTARIO HEALTH AND SAFETY MAGAZINE	95.50
SUPERVISOR CANADA	178.50
JOURNAL OF EMERGENCY MEDICAL SERVICES (JEMS)	72.00
ENVIRONMENTAL COMPLIANCE INSIDER	265.46
SAFETY SMART	49.95
FIRE FIGHTER & EMS	115.50
FIRE FIGHTING IN CANADA	116.00
PRE-HOSPITAL EMERGENCY CARE (INFORMA)	225.43
JOURNAL OF EMERGENCY MANAGEMENT	328.00
SAFETY COMPLIANCE	297.00
Executive - Administrative	23.70
Office Of The Mayor	23.70
SUDBURY LIVING	23.70

Growth - Development Services	1,461.33
Building Services	211.90
MUNICIPAL WORLD INC	55.00
BUILDING MAGAZINE	51.90
CONDO BUSINESS	105.00
Projects and Studies	357.50
ECO COMPLIANCE INSIDER	357.50
Greater Sudbury Development Corporation Administration	199.00
NORTHERN MINER	199.00
Tourism and Convention Services	350.00
ASSOC. MAGAZINE BUYER'S GUIDE	350.00
Regional Business Centre General Office	342.93
BIG MAGAZINES LP	342.93
Infrastructure Services	25.81
Design and Drafting	25.81
BETTER ROADS	25.81
Human Resources and Organizational Development	1,321.35
Human Resources Administration	1,321.35
HR COMPLIANCE INSIDER	321.95
OHS CANADA	95.50
SAFETY COMPLIANCE INSIDER	316.95
SUPERVISOR CANADA	271.95
WORKPLACE ENVIRONMENT HEALTH AND SAFETY REPORTER	315.00
Grand Total	5,762.20

For Information Only

Interest Revenue from Greater Sudbury Utilities Inc

Presented To:	Finance Committee
Presented:	Monday, Mar 28, 2011
Report Date	Thursday, Mar 24, 2011
Type:	Follow Up Reports to Parking Lot Items

Recommendation

FOR INFORMATION ONLY

At the Finance Committee meeting of February 28, 2011, Councillor Kilgour requested a report detailing the interest payment that the City receives from the Greater Sudbury Utilities.

Background

The Greater Sudbury Utilities (GSU) was incorporated in October of 2000 with the sole shareholder being the City of Greater Sudbury.

The GSU issued a promissory note to the City of Greater Sudbury for \$52,340,819 with an interest rate of 7.25%, with the interest to be paid quarterly for a total of \$3.79 million annually.

From 2001 to 2003 the City had received \$2.4 million from the GSU with the remaining \$1.39 million being reinvested into the GSU in the form of preferred shares. This reinvestment would assist the GSU with operating and capital costs as the GSU had a cashflow shortfall during this period. By 2004, the GSU cashflow position had improved and the City's reinvestment had ceased, thus providing an additional \$1.39 million for general revenues in the 2004 operating budget.

The City continues to receive \$3.79 million from the GSU on an annual basis from the interest on the promissory note.

During 2010, Council approved the redemption of the preferred shares and the proceeds were used to partially fund the second ice pad at Countryside Arena.

From 2001 to the end of 2010, the City has received approximately \$38 million from the GSU in the form of interest payments and the redemption of preferred shares.

Signed By

Report Prepared By

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For Information Only

Request from Non-Profit Curling Clubs

Presented To:	Finance Committee
Presented:	Monday, Mar 28, 2011
Report Date	Thursday, Mar 24, 2011
Type:	Follow Up Reports to Parking Lot Items

Recommendation

For Information

Purpose

This report deals with property taxes and the non-profit curling clubs in the City of Greater Sudbury.

Background

At the public input budget session of January 31, 2011, a representative of the City of Greater Sudbury's curling clubs made a presentation requesting that the City take over the ice making plants at the non-profit curling clubs.

Based on the public input proposal presented on January 31st, and based on research performed by Finance, savings will not materialize if the City purchases the ice plant hydro accounts.

The provincial benefit is paid by or credited to retail consumers and anyone who consumes over 250,000 kWh per year. Presentation of the provincial benefit on monthly invoices depends on who is supplying the electricity. Regardless, it is charged on every monthly invoice which includes all City accounts.

Subsequently, if City Council wishes to provide financial assistance to the curling clubs in an alternate manner, Council may want to consider other options.

Section 361 of the Municipal Act authorizes a municipality to provide a rebate of 40% of the property taxes paid by registered charities in commercially assessed property. This is mandatory legislation.

Section 361 (4) provides optional legislation allowing municipalities, by bylaw to define similar organizations in any tax class as charities and rebate up to 100% of the property taxes paid. In the past, the City of Greater Sudbury has used this component of the legislation to provide a 100% property tax rebate to non profit daycares, Legions, Polish Combatants and The Navy League of Canada.

An inventory of local curling clubs and their tax liability is outlined on the attached Schedule A. The curling clubs listed are assessed in the residential tax class and taxed at the residential tax rate. Providing a 50% property tax rebate to curling clubs in the City of Greater Sudbury for 2010 would have cost

Signed By

Report Prepared By

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Digitally Signed Mar 24, 11

Recommended by the Department

Lorella Hayes
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Recommended by the C.A.O.

Doug Nadorozny
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\$15,443.85 of which the City's share would have been \$13,281.17 and the School Board share \$2,162.68.

This funding request would impact the 2011 tax levy by approximately \$13,300.00.

City Council has three options:

Option 1

Maintain the status quo and do not provide a 50% property tax rebate.

Option 2

Provide a 50% property tax rebate for 2011 and future years utilizing Section 361 of the Municipal Act.

Option 3

Provide a grant equivalent to 50% of the property taxes.

Conclusion

City staff does not recommend Option 2, which utilizes Section 361 of the Municipal Act for this funding proposal. City Council may wish to consider Option 3 above and a budget option has been prepared.

SCHEDULE 'A'

<u>ROLL#</u>	<u>CURLING CLUB</u>	<u>ADDRESS</u>	<u>2010 PROPERTY TAXES</u>
010.007.114	Sudbury Curling Club	300 Wessex Street	\$8,208.79
060.040.005	Idylwylde Golf and Country Club Limited	350 Walford Road	\$5,700.00
080.004.193	Copper Cliff Curling Club	39 Veterans Road	\$7,830.06
140.001.061	Onaping Curling Club (Municipally Owned)	10 Fraser Extension	Exempt
190.007.177	Capreol Curling Club	0 Stull Street	\$5,833.70
220.002.115	Falconbridge Curling Club (Municipally Owned)	2 Franklin Street	Exempt
230.003.048	Coniston Curling Club	67 Fourth Avenue	\$3,315.15
			Total \$30,887.70

For Information Only

Information Report - mysudbury Program

Presented To:	Finance Committee
Presented:	Monday, Mar 28, 2011
Report Date	Monday, Mar 21, 2011
Type:	Follow Up Reports to Parking Lot Items

Recommendation

For Information Only

Please see the attached report.

Signed By

Report Prepared By

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Digitally Signed Mar 21, 11

Division Review

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mysudbury – Your Community Connection ousudbury - Votre connexion communautaire

Mysudbury is “Your Community Connection” providing one window online access to the City of Greater Sudbury. Launched in 2005, this internationally recognized community web portal improves access to comprehensive, bilingual information about Greater Sudbury, including but not limited to, human and social service agencies, community events, an image campaign, tourism, immigration, a job board, volunteer opportunities, government, and more.

The services offered by mysudbury enables citizens, visitors and community groups to collaborate, share information and gain access to interactive content, while removing the geographical barrier often felt by rural residents. Mysudbury is dedicated to be the preferred choice for online information about Greater Sudbury. Its functionality ranges from dynamic events calendars and personalized homepages, to discussion forums, online workspaces, and e-commerce capabilities. A dedicated team of staff and partner organizations collaborate with a variety of community sources to ensure its content is accurate and timely for its users.

In addition, mysudbury represents an image campaign dedicated to the promotion of Greater Sudbury as we strive to overcome negative stereotypes and rebuild our community image. The image is being used to build a foundation for community cohesiveness for marketing campaigns to attract business investment, recruit and retain professionals, promote tourism and encourage internal investment. It is an opportunity for all of Greater Sudbury to act as ambassadors. Collectively, mysudbury and the campaign partners are working together to share their positive message about Greater Sudbury.

This work of mysudbury is accomplished through the following four main components:

- online portal and sub-portals
- community resource directory, online volunteer recruitment and community technology capacity building
- external partnerships and leveraging the community infrastructure
- mysudbury image campaign

A) Online Portal and Sub-Portals

- The mysudbury.ca community portal averages 64,000 visitors a month. Those visitors view over 171,000 web pages each month. Of the 64,000 visitors a month 63%, or 40,320 visitors, are new visitors or unique visitors.
- Mysudbury.ca contains extensive community information, including content sections such as Lifestyle, Sports & Leisure, Arts & Entertainment, Learning &

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Working, About Greater Sudbury and a comprehensive listing of eGovernment links.

- Mysudbury.ca also contains an extensive Community Events Calendar that receives over 5 event submissions per day from members of the community.
- The mysudbury.ca Job Board was launched in May 2010. Over the past year, it has 603 registered job seekers, 137 employers listing jobs and over 20,300 jobs have been viewed by individuals looking for employment.
- The mysudbury.ca website also contains the City Council Online application, enabling residents to watch City Council, policy and finance meetings online.

The mysudbury.ca Portal is also home to many sub-portals – websites leveraging all of the mysudbury.ca technology but with their own unique identities and content focus. These sub-portals include:

- Employment Link - an initiative of the Community Adjustment Committee's Employment Linkage Committee.
- Best Start - a comprehensive website detailing information about Greater Sudbury's Best Start hubs and related services.
- Healthy Community Initiative website.
- Greater Sudbury Development Corporation website.
- Market Square website.
- Physician Recruitment website.

Mysudbury.ca is also home to the Sudbury Tourism website and Immigration Sudbury website.

- The Sudbury Tourism website includes comprehensive information on where to stay in Greater Sudbury, where to eat, things to do, information on meetings and events as well as an online Vacation Package System. Launched in 2006, the Vacation Package System has sold 1,975 vacation packages with direct revenue of \$800,000. Additional indirect revenue is generated throughout the community, including shopping, meals, etc., but not factored into this number.
- The Immigration Sudbury website is the comprehensive source for local newcomer information and services. Launched in 2007, the Immigration Sudbury website has attracted over \$700,000 in funding from the Ministry of Citizenship and Immigration to develop and enhance the website and associated newcomer services. The Greater Sudbury Guide to Immigration & Settlement Services, available both online and in print format, is used extensively by local

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service providers and Ministry staff in their work with newcomers and immigrants. Most recently, the Immigration Sudbury site will evolve to include the development of a mobile application for Greater Sudbury that will be available in iPhone, iPad, Blackberry and Android formats and will be available as a free download.

B) Community Resource Directory and Community Technology Capacity Building

- The Community Resource Directory and community technology capacity building is an initiative led by the Social Planning Council of Sudbury in partnership with mysudbury. This program works with local and regional human service providers to maintain a comprehensive community services directory available online at mysudbury, in print and in CD-ROM formats.
- This bilingual, user friendly directory offers valuable information about available programs and services throughout Greater Sudbury. It is a great benefit to citizens by providing assistance in finding recreational activities for children, services for seniors, or linking to community agencies to donate or volunteer.
- The community resource directory consists of over 800 organization records and 3,000 related program records. This data is critical for community planning activities, including service inventories, GIS mapping and gap analysis for various research projects relating to child care, seniors services, homelessness and poverty reduction, to name a few.
- A key component of the mysudbury website is the online community collaboration workspaces provided to each of the 800 organizations listed within the directory. Within the community workspace, local community service organizations have the ability to create discussion boards, manage document repositories, recruit and manage volunteers, and fundraise online using e-commerce – all services not otherwise available to the non-profit/charitable sector due to the lack of capacity and funds to do so on their own.
- Since 2006, the mysudbury e-commerce engine has raised over \$124,000 in products, event registrations and services for the non-profit and charitable sector organizations.
- The mysudbury.ca Volunteer Registry currently lists 490 potential volunteers that community organizations can access in their volunteer recruitment efforts. Community organizations create and manage volunteer opportunities that are

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accessible to the community at large. The website currently lists 84 active volunteer opportunities that the community can browse through and apply for.

- Local data sharing partnership initiative is presently underway with the Northeast Community Care Access Centre (NECCAC) in support of their Francophone Circuit Santé website and 310-CCAC phone line. The data will provide increased capacity for Francophones to access community information and services in the French language.

C) External Partnerships and Leveraging the mysudbury Community Infrastructure

- Greater Sudbury was one of the five pilots identified for the immigration portal project funded by Ministry of Citizenship and Immigration. As a pilot project, mysudbury participated in an opportunity to partner and share best practices with neighbouring communities. As a direct result, the City of Sault Ste Marie contracted mysudbury in 2008 to leverage and share the mysudbury immigration portal infrastructure for the development and hosting of the Sault immigration portal. The Sault Immigration portal generates an ongoing revenue stream for the mysudbury initiative. Any future enhancements that the immigration portal receives are leveraged and shared with SSM, a benefit for both communities.
- The flight information display system (FIDS) currently in use at the Greater Sudbury Airport is installed and maintained by mysudbury. In addition, the newly launched flysudbury.ca website was developed, hosted and maintained by the mysudbury team.
- During the initial development of the mysudbury initiative, a critical component of the Smart Community business plan funding criteria included leveraging community infrastructure for the benefit of the community. In addition to the above municipal applications, the mysudbury technology infrastructure is currently utilized by various community organizations for web hosting, online committee collaboration tools, as well as free, community-based email.
- Included among the organizations utilizing the mysudbury infrastructure for their web, email and/or online collaboration presence are:
 - Greater Sudbury Chamber of Commerce
 - Foodshed Project
 - Valley East Community Action Network
 - South End Community Action Network
 - Copper Cliff Community Action Network

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- Onaping Falls Community Action Network
- Donovan / Elm West Community Action Network
- Bridge of Nations Flag Committee
- Greater Sudbury Local Immigration Partnership
- Community Service Sector Network
- Diversity Advisory Panel
- Greater Sudbury Homelessness Network
- Community Adjustment Committee
- Building Permits Online – Inspection Requests
- Georgian Bay Coastal Route
- EMS – Emergency Services Training Site
- Pandemic Planning Committee
- Tourism Partnership
- Cops Activities at a Glance – VOLCOP
- Garson-Falconbridge Community Action Network
- Northern Ontario School of Architecture Steering Committee
- RTO 13A – Regional Tourism Organization 13A (Northeastern Ontario)
- RTO 13B – Regional Tourism Organization 13 B (Northwestern Ontario)
- Good Food Box / Boîte de bonne bouffe

D) mysudbury Image Campaign

- In 2003, the Greater Sudbury Development Corporation developed a strategic plan for the City of Greater Sudbury entitled “Coming of Age in the 21st Century.” This document became the blueprint for Greater Sudbury’s future growth and prosperity. An important theme identified in the strategic plan was the process of creating a renewed image for Greater Sudbury. It was time to remind the community of the attributes and strengths that Greater Sudbury offers and dispel the misconceptions.
- Following the approval from City Council, a Steering Committee of community stakeholders embarked on re-shaping Greater Sudbury’s image with the development of an image campaign.
- The initial phase of the project consisted of research both inside and outside the city. One on one interviews were conducted with community leaders as well as potential outside investors. Online and telephone surveys were also used to gauge perceptions of Sudbury locally and across Ontario.
- The process evolved into a long-term image strategy and the mysudbury/ouisudbury campaign was born. With full support from Greater

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Sudbury City Council, the image campaign was approved in principle with an initial contribution from capital of \$250,000 in 2006.

- The mysudbury/ousudbury campaign has had tremendous success since 2006, and has been integrated into the marketing and communication efforts of the city, its agencies and partners. To date, over 310 community partners have signed up in support of the campaign and the list continues to grow.
- Partners continue to demonstrate their support for the campaign by incorporating the mysudbury/ousudbury image into their own marketing and advertising materials. To date, the leveraged advertising is valued at \$7.0 million dollars in marketing value promoting Greater Sudbury.

History of mysudbury

In June 2002, e-sudbury.com, an initiative of the GSDC received funding from the provincial governments for the building of a business plan to secure smart community funding. The resulting Smart Sudbury business plan was developed in collaboration with following public and private sector partners:

- City of Greater Sudbury
- GSDC
- FedNor
- Sudbury Tourism Partnership
- Microsoft Corporation
- Dalron Construction
- Navantis Inc

In September 2003, the Smart Sudbury business plan received funding approvals from all three levels of government. The total funding allocation was \$4.1 million. The project took two years to implement and in March of 2005 the mysudbury.ca portal was launched.

Awards / Key Accomplishments

- Economic Developers Council of Ontario Finalist - Branding
- Economic Developers Association of Canada Award - Branding
- Secured over \$5M in funding since 2003
- World finalist of the Intelligent Community Forum (ICF) Top Seven Intelligent Communities
- Peter J. Marshall Municipal Innovation Award
- National Microsoft Information Worker Solution of the Year Award

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- International Microsoft Information Worker Solutions – Specialization Excellence Award for Portals and Content Management

2011 Budget Breakdown

Expenses

Staff Salaries (3-FT)	\$199,632
Benefits	\$63,371
Staff Salaries (2-PT)	\$83,956
Office Expense	\$5,151
Consultants (Immigration Phase 3)	\$136,600
Purchased Service	\$10,000
Marketing & Promotions	\$50,536
Marketing & Promotions (Immigration Phase 3)	\$20,784
Community Engagement	\$85,000
Community Engagement (Immigration Phase 3)	\$50,000
Hardware/Software	\$8,242
PD/Training	\$6,212
Total	\$719,484

External Revenue

Ministry of Citizenship and Immigration	
Immigration Phase 3 Funding	\$207,384
NOHFC (Intern Funding)	\$27,500
Online Revenue from ecommerce sales	\$25,000
Total	\$259,884

Department Total: \$459,599

Request for Decision

Council & Committees - Total Hours in Session

Presented To:	Finance Committee
Presented:	Monday, Mar 28, 2011
Report Date	Friday, Mar 18, 2011
Type:	Follow Up Reports to Parking Lot Items

Recommendation

For Information Only

Signed By

Report Prepared By

Sue McCullough
Coordinator of Quality & Performance
Initiatives
Digitally Signed Mar 18, 11

Recommended by the Department

Caroline Hallsworth
Executive Director, Administrative
Services
Digitally Signed Mar 18, 11

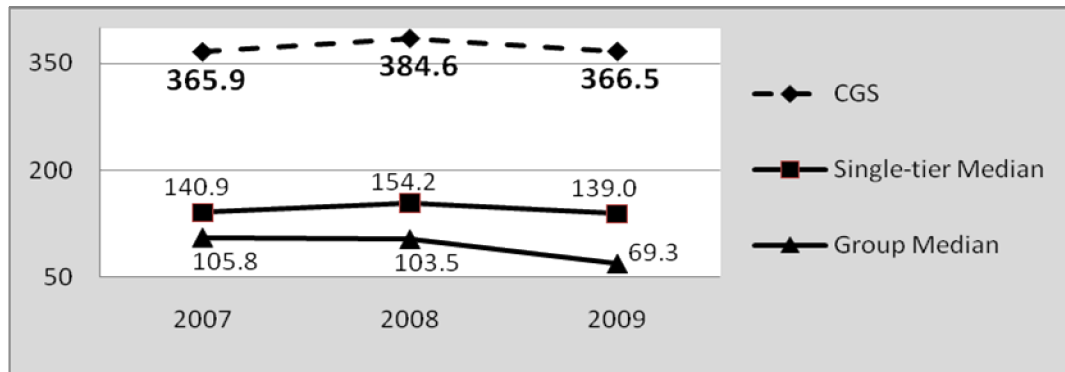
Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
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FOR INFORMATION

Background:

The results, for the OMBI Service Level measure called *Council & Committees-Total Hours in Session per 100,000 Population (CLKS216)*, are shown below in the graph below.



In accordance with the *OMBI Data-Sharing and Public Reporting Protocol*, only the collective (median) results may be provided.

For the information of Council, the OMBI Data Dictionary defines Hours in Session as the “*Total hours of City Clerks-administered meetings: (where Clerks provide support and clerks staff attends meeting)*”. This aligns with the Municipal Act requirements that all Council and Council Committee meetings are attended by a Clerk or Deputy Clerk.

There are a number of contextual considerations related to the reasons behind variations in results reported for time in session which might include:

- Level of Government: Whether it is an Upper Tier or Single Tier municipality;
- Composition of Council: The number of Councillors, the governance structure, and type of representation (elected at large or by ward);
- Complexity: Type of meeting, length of meeting agenda and scope of subject matters discussed;
- Council Authority: Amount of delegated decision-making, this can include authority that has been delegated to staff or to other community bodies;

- Political Climate and Culture: Length of discussion, balance of types of reports between information and decision items;
- Degree of Citizen Participation: Number of delegations and length of time afforded to delegations and presentations.
- Procedures By-law and Clerk's Processes: Length of time a speaker may speak on a topic, how many speakers are allowed on a topic, if speakers may speak more than once to a topic;
- Decision-making Models: Use of a consent agenda; number of recorded votes.

Staff has reviewed the Council agendas for the month of February for Sudbury and other single tier municipalities. All of the agendas viewed make use of procedural tools such as consent agendas.

However, there are two areas of difference for Council agendas, one relates to community delegations and the other to questions and announcements. Of the single tier comparators, more than half appeared not to have community delegations at their Council meetings. At least one municipality, which does not appear to have delegations at Council, allows for the receipt of written materials from delegations, which appear on the agenda as correspondence for information only. The agendas appeared to split between those municipalities which allow announcements and those that do not.

Should Council wish to explore this matter further, it is recommended that once Clerks' Services is back at full staff, more detailed research and analysis of best practices related to meetings could be conducted and reported to Council.

For Information Only

Information on Funding of Homelessness Initiatives

Presented To:	Finance Committee
Presented:	Monday, Mar 28, 2011
Report Date	Wednesday, Mar 23, 2011
Type:	Follow Up Reports to Parking Lot Items

Recommendation

For information only

Background

City of Greater Sudbury Homelessness Initiatives

The City of Greater Sudbury receives funding from Federal, Provincial and Municipal Government to support homelessness programs. The funding is used in a coordinated and strategic way to maximize the benefits to the citizens of Greater Sudbury. While the financial support of emergency shelter programs is a key component of the safety net provided to the community, funding is also used to provide supports which prevent homelessness, coordinate homelessness services, and develop alternate housing options such as transitional housing.

The following is an overview of the programs and services provided by Social Services in support of Homelessness Initiatives.

Provincial and Municipal funding sources

Signed By

Report Prepared By

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Digitally Signed Mar 23, 11

Division Review

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Digitally Signed Mar 23, 11

Recommended by the Department

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Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
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Homelessness Network

The Homelessness Network is a group of eight local agencies that Administer and Co-ordinate the Prevention Supports and Housing First System to assist and support citizens to move out of the cycle of homelessness. This program is funded by the Provincial Consolidated Homelessness Prevention Program (CHPP) and Municipal funding.

The Homelessness Network administers several programs, which include:

- Provincial Rent Bank (approximately \$69,000/year provided through Provincial funding)
- Emergency Energy Fund (approximately \$34,000/year provided through Provincial funding)
- Extreme Cold Weather Alert (approximately \$50,000/year provided through Municipal funding)
- CGS Rent bank Program (approximately \$20,000/year provided through municipal funding)

In 2010 the Homelessness Network assisted 1942 households who were at risk of homelessness, of which 97.9% were able to remain housed.

Emergency Shelter Programs:

Emergency Shelter services are provided by the Salvation Army and L'association des jeunes de la rue. Costs for this program are shared between the Province Per Diem funding and Municipality operational top up funding. For the year 2011 the cost sharing formula is 81.2% Provincial and 18.8% Municipal. These costs are being uploaded to the Province, and by the year 2018 will be funded 100% by the Province.

Provincial Per Diem is an amount set out by the Province and administered by the City of Greater Sudbury's Social Services office and is based on occupancy within the Emergency Shelter program. For 2010, the Per Diem rate provided by the Province was \$46.70 per day (\$47.30 per day for 2011).

Municipal operational top up funding has been provided to the Emergency Shelter service providers on an annual one-time basis through budget options. The operational top up is required to fill the gap between the total operating costs of the program less the Provincial Per Diem funding received from the Province. In 2010 operational top up funds were offset by using Provincial Social Assistance Restructuring Funding (SAR) for the female youth and womens & families components as the program met the funding criteria.

In 2010, 987 individual men, women, youth and children stayed at one of the emergency shelter programs within the City of Greater Sudbury. The average length of stay in the men's and women's and families program was 19 days; the average length of stay for the youth was 38 days.

Survey of other communities

In November 2008 an informal email survey was sent out to other Ontario Municipalities about funding of emergency shelter programs. The results from the offices that responded indicated:

- 14 of the 15 offices (93%) that fund emergency shelters in their community provide some other type of funding in addition to the Provincial Per Diem available.

Other funding sources:

- 6 offices used Municipal top up funding
- 6 offices used Provincial CHPP funding
- 3 office used Federal HPS funding
- 2 offices used NCB or OCB reinvestment funds (now called SAR funding)
- 2 offices offer property at no cost or below market rate rental of property
- Other programs combined programming and receive funds through Corrections Canada, MCSS, Trillium, United Way

Federal Funding Source:

Homelessness Partnering Strategy (HPS)

The City of Greater Sudbury has been designated the Community Entity for administering the Federal Homelessness Partnering Strategy (HPS) funding within the community. The Community Entity is the link between the Federal Government and the Community Advisory Committee. The Community Advisory Committee on Homelessness was created to implement the priorities established in the Community Plan that address homelessness within the City of Greater Sudbury with the resources available from the federal government's Homelessness Partnering Strategy. Federal funding has been at a rate of \$226,189 per year from 2007- 2011.

The HPS funding was used in our community to address the three priorities as determined through the Community Plan Update and endorsed by Council on January 23rd, 2008. The three priorities are:

1. To provide transitional shelter for those who are chronically homeless through partnerships.
2. To develop a reporting method that will allow of the monitoring, measurement and evaluation of the overall effectiveness of the system that is currently in place to deal with the most

vulnerable in the City of Greater Sudbury.

3. Support the Community in change management to the Housing First Strategy.

Results:

- six new transitional beds at Rockhaven addiction treatment program for men who have completed the addiction program
- six new transitional beds at Foyer Notre Dame for young women aged 16 to 19 who are completing high school
- six new transitional beds at Canadian Mental Health Association for people experiencing mental health issues.
- two Report Cards on Homelessness for the City of Greater Sudbury
- training provided to community partners on the Housing First Strategy.

Future

The Federal Government has announced a further funding commitment of three years under the Homelessness Partnering Strategy at a rate of \$226,189 per year (2011 to 2014). A Community Consultation was held in December 2010 and a new Community Plan has been developed.

Homeless Individuals and Families Information System (HIFIS)

Homeless Individuals and Families Information System (HIFIS) is a community-driven national information system for shelter service providers. The system helps facilities (such as emergency shelters) with their operations and planning activities, while also collecting data on the characteristics of the homeless population across Canada. Within our community there are four emergency shelter programs, eight Homelessness network agencies, and the Elgin Street Mission who collect HIFIS data.

Overview of Funding Sources 2010

Funding Source:	Federal	Provincial	Municipal
Transitional Housing (HPS Funding)	\$226,189		
HIFIS	\$53,553		
Homelessness Network		\$118,641	\$433,524
Provincial Rent Bank		\$69,581	
Emergency Energy Fund		\$34,620	
City Rent Bank			\$20,000
Extreme Cold Weather Alert			\$50,000
Emergency Shelter <ul style="list-style-type: none"> - Social Assistance Restructuring - Per Diem funding - Municipal Operational Top Up 		345,000 479,755 0	0 115,474 360,000
Total	\$279,742	\$1,047,597	\$978,988

Summary of Emergency Shelters

Program Costs:

	2006 Actuals	2007 Actuals	2008 Actuals	2009 Actuals	2010 Actuals	2011 Budgeted
Operational Top Up	612,281.00	541,575.00	690,000.00	680,000.00	705,000.00	705,000.00
Per Diems	876,633.95	768,212.35	882,846.30	859,924.00	595,229.41	1,574,763.00
Net Program Costs	1,488,914.95	1,309,787.35	1,572,846.30	1,539,924.00	1,300,229.41	2,279,763.00

Funding Breakdown:

Federal	154,194.00	329,575.00	-	-	-	-
Provincial - Social Assistance Restructuring	-	-	-	-	345,000.00	282,000.00
Provincial - Per Diem	702,654.61	640,634.32	705,720.84	687,939.20	479,754.90	1,278,707.56
	702,654.61	640,634.32	705,720.84	687,939.20	824,754.90	1,560,707.56
Municipal - Operational Top up	458,087.00	212,000.00	690,000.00	680,000.00	360,000.00	423,000.00
Municipal - Per Diem	173,979.34	127,578.03	177,125.46	171,984.80	115,474.51	296,055.44
	632,066.34	339,578.03	867,125.46	851,984.80	475,474.51	719,055.44

Program Costs

	1,488,914.95	1,309,787.35	1,572,846.30	1,539,924.00	1,300,229.41	2,279,763.00
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Per Diem Rates

	2006	2007	2008	2009	2010	2011
Per Diem	39.15	39.95	40.75	41.60	42.50	43.00
PNA	3.80	3.90	4.00	4.10	4.20	4.30
	42.95	43.85	44.75	45.70	46.70	47.30

Request for Decision

Fleet Services - Reports Requested 2011 Budget Parking Lot

Presented To:	Finance Committee
Presented:	Monday, Mar 28, 2011
Report Date	Monday, Mar 21, 2011
Type:	Follow Up Reports to Parking Lot Items

Recommendation

For Information Only

Background

[The attached report is submitted at the request of the Finance Committee to address questions raised at the March 7th and March 9th meetings. Also attached are the Scorecard and guidelines utilized to determine the list of vehicles and equipment to be replaced as part of the capital program.]

Signed By

Report Prepared By

Eric Bertrand
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Digitally Signed Mar 22, 11

Division Review

Danielle Braney
Director of Asset Services
Digitally Signed Mar 22, 11

Recommended by the Department

Bill Lautenbach
General Manager of Growth and
Development
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Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Mar 22, 11



CITY OF GREATER SUDBURY Vehicle Replacement Scorecard

Vehicle Unit # _____ Assignment _____

Year/Make/Model: _____

Age:

In Service Date: _____

Total Time (Years): _____

Points: _____

Mileage:

Mileage or hours: _____

Points: _____

Type of Service:

Description: _____

Points: _____

Reliability:

Avg. WO @ Month: _____

Road calls: _____

PMs: _____

Points: _____

M&R Costs:

Total Maintenance: _____

Replacement Cost: _____

% of Repl. Cost: _____

Points: _____

Condition:

Accidents: Y N

If yes, #: _____

Paint/Body: _____

Interior: _____

Drive Train: _____

Points: _____


Total Points:

0-17	Excellent	Do not replace
18-22	Good	Re-evaluate for next year's budget
23-27	Satisfactory	Qualifies for replacement this year if budget allows
28+	Poor	Needs priority replacement


Prepared by: _____ Date: _____

Recommendation: _____


Revised June 23/10

		Replacement Guidelines Medium / Heavy Duty (Greater than 1 Ton)	
Factor	Points	Description	
Age	1	Each year of chronological age.	
Miles/Hours	1	Each 5,000 miles <u>8,000 km</u> usage 10,000 miles <u>16,000 km</u>	
	1	Each 250 hours of usage	
Type of Service	1	Standard use including basic job site duties, some light duty hauling.	
	2	Standard use with attachments (compressors, lights, etc.) including job site duties, standard load hauling, some towing.	
	3	Above standard use including job site duties that include idling, standard load hauling, light trailer/equipment towing, leaf collection.	
	4	Above standard use including job site idling and hauling above standard loads, towing equipment and heavy trailers, light snow removal.	
	5	Extreme service, high job site idling and duties with attachments, heavy load hauling, heavy trailer/equipment towing, major snow removal duties, refuse collection, etc., (Examples: Sideloaders, Knuckleboom, Snow removal truck).	
Reliability	1	In shop one time within three month time period, no major breakdowns or road calls.	
	2	In shop one time within three month time period, 1 breakdown/road call within 3 month time period.	
	3	In shop more than twice within one month time period, no major breakdowns or road calls.	
	4	In shop more than once within one month time period, two or more breakdowns/road calls within same time period.	
	5	In shop more than twice monthly, two or more breakdowns within one month time period.	
M&R Costs	1	Maintenance costs are less than or equal to 20% of replacement costs.	
	2	Maintenance are 21-40% of replacement costs.	
	3	Maintenance costs are 41-60% of replacement costs.	
	4	Maintenance costs are 61-80% of replacement costs.	
	5	Maintenance costs are greater than or equal to 81% of replacement costs.	
Condition	1	No visual damage or rust, good paint, good interior, no damage from add-on equipment, no body modification, good drive train.	
	2	Minor imperfections in body and paint, interior fair (no rips, tears, burns), good drive train, minor body modification.	
	3	Noticeable imperfections in body and paint surface, some minor rust, fair interior, weak/fair drive train, minor body modification, minor damage from add-on equipment.	
	4	Previous accident damage, poor paint and body condition, major rust/corrosion, poor interior, damage from add-on equipment moderate body modification evidence, one component of drive train bad.	
	5	Previous accident damage, poor paint and body condition, bad interior, drive train that is damaged or inoperative, major body modifications, major damage from add-on equipment and attachments.	
Point Ranges			

Revised June 23/10

 Replacement Guidelines Sedans and Light Trucks (1 Ton and Less)		
Factor	Points	Description
Age	1	Each year of chronological age.
Miles/Hours	1	Each 10,000 miles/16,000 km usage
	1	Each 250 hours of usage 500
Type of Service	1	Standard sedans and light pickups
	2	Standard vehicles with occasional off-road usage.
	3	Any vehicle that pulls trailers, hauls heavy loads, and has continued off-road usage.
	4	Any vehicle involved in snow removal.
	5	Police, Fire, and Rescue service vehicles.
Reliability	1	In shop one time within three month time period, no major breakdowns or road calls.
	2	In shop one time within three month time period, 1 breakdown/road call within 3 month time period.
(PM work is not included)	3	In shop more than twice within one month time period, no major breakdowns or road calls.
	4	In shop more than once within one month time period, two or more breakdowns/road calls within same time period.
	5	In shop more than twice monthly, two or more breakdowns within one month time period.
M&R Costs	1	Maintenance costs are less than or equal to 20% of replacement costs.
	2	Maintenance are 21-40% of replacement costs.
(Accident repairs not included)	3	Maintenance costs are 41-60% of replacement costs.
	4	Maintenance costs are 61-80% of replacement costs.
	5	Maintenance costs are greater than or equal to 81% of replacement costs.
Condition	1	No visual damage or rust, and a good drive train.
	2	Minor imperfections in body and paint, interior fair (no rips, tears, burns), good drive train, minor body modification.
	3	Noticeable imperfections in body and paint surface, some minor rust, modification, minor damage from add-on equipment, worn interior (one or more rips, tears, burns) and a weak or noisy drive train.
	4	Previous accident damage, poor paint and body condition, rust (holes), bad interior (tears, rips, cracked dash), major damage from on equipment, and one drive train component bad.
	5	Previous accident damage, poor paint, bad interior, drive train that is damaged or inoperative, major body modifications, and major damage from add-on equipment.
Point Ranges		
0-17	Excellent	Do not replace
18-22	Good	Re-evaluate for next year's budget
23-27	Satisfactory	Qualifies for replacement this year if budget allows
28+	Poor	Needs priority replacement

Revised June 23/10

		Replacement Guidelines Off-Road Equipment	
Factor	Points	Description	
Age	1	Each year of chronological age.	
Miles/Hours	1	Each 5,000 miles/8,000 hrs usage 10,000 miles/16,000 hrs	
	1	Each 250 hours of usage 500	
Type of Service	1	Standard duties as equipped.	
	2	Standard duties when used with attachments (sickle bar, backhoes, rear bushhogs).	
	3	Multiple duties based on seasons (snow, mowing, leaf).	
	4	Extreme duties in harmful atmosphere (dust, salt, water).	
	5	Heavy construction work including snow removal.	
Reliability (PM work is not included)	1	In shop one time within three month time period, no major breakdowns or road calls.	
	2	In shop one time within three month time period, 1 breakdown/road call within 3 month time period.	
	3	In shop more than once within three month time period, 1 breakdown/ road call within 3 month time period.	
	4	In shop more than twice within one month time period, 1 or more breakdowns/road calls within same time period.	
	5	In shop more than twice monthly, two or more breakdowns within one month time period.	
M&R Costs (Accident repairs not included)	1	Maintenance costs are less than or equal to 20% of replacement costs.	
	2	Maintenance are 21-40% of replacement costs.	
	3	Maintenance costs are 41-60% of replacement costs.	
	4	Maintenance costs are 61-80% of replacement costs.	
	5	Maintenance costs are greater than or equal to 81% of replacement costs.	
Condition	1	Good condition, fully functional.	
	2	Fair body, functional.	
	3	Minor body damage, weak operating system.	
	4	Severe damage, component not functional.	
	5		
Point Ranges			

Revised June 23/10

2011 BUDGET PARKING LOT

Information Request March 7, 2011

Request no.4 - Report on vehicles (cars, trucks, graders), current numbers compared to four years ago.

Fleet Inventory Variances

The large discrepancy between Fleet figures and OMBI data was largely due to what was included for each. OMBI data included non-managed Fleet such as police, ambulance, fire vehicles. The inventory below provides details of the acquisition and disposal program for the City's Fleet other than Transit buses, EMS, Fire and Police since 2005. The list includes the vehicles and equipment that are purchased and maintained by Fleet Services which is broken down into eleven (11) categories. These categories are developed based on the expected life expectancy of the vehicles and equipment which is used to determine the rates to be charged to the end-users.

- 1) Light Duty Vehicles (cars, ½ ton pickups, mini-vans, etc...)
- 2) Medium Duty Vehicles (¾ and 1 ton trucks and vans)
- 3) Heavy Duty Trucks (not equipped for winter control)
- 4) Heavy Duty Trucks (equipped for winter control)
- 5) Hybrid Vehicles (light duty)
- 6) Specialty Equipment (sweepers, flushers, vactors, sidewalk machines, etc...)
- 7) Garbage Trucks
- 8) Heavy Duty Equipment (graders, loaders, backhoes, etc...)
- 9) Zamboni
- 10) Trailers and Sign Boards
- 11) Retired Vehicle Pool

Category	now	2005	Variance
Light Duty Vehicles	136	190	-54
Medium Duty Vehicles	118	121	-3
Heavy Duty (non w/c)	12	25	-13
Heavy Duty (w/c)	48	71	-23
Hybrid Vehicles	35	0	35
Specialty Equipment	99	110	-11
Garbage Trucks	7	7	0
Heavy Duty Equipment	23	31	-8
Zamboni	18	18	0
Trailers & Signboards	49	55	-6
Retired Vehicles	60	60	
Totals	605	688	-83

The reduction of 83 units in the Fleet inventory since 2005 equates to a 13% reduction in vehicle and equipment assets.

The Retired Vehicle Pool is what was commonly known in previous years as 'Rent-a-Wreck'. The name was changed to dispel the misconception that the vehicles were not safe to drive. When light vehicles and pick-up trucks are replaced, the older units, if roadworthy, are kept until the next auction.

There are currently sixty (60) units in the Retired Vehicle Pool, no change from 2009. Before the summer these units will be inspected and maintained for the season. The maintenance cost for each vehicle is weighed against the leasing cost of a similar vehicle for the season. If the repair costs are excessive then the unit will be taken out of circulation and leasing a vehicle will be the most economical choice in such instance. The number of vehicles may be reduced before the summer as a result of the inspection program.

Typically these units are utilized by various departments to deliver seasonal programs. If additional units are required, they must be leased, which is a costlier option. Each year the condition of these units is assessed by Fleet Services. When it is no longer financially responsible to continue to maintain a unit, it is disposed of at auction. When vehicles and equipment get replaced annually the pool gets replenished. The Retired Vehicle Pool normally contains between fifty (50) and seventy-five (75) units in it annually.

Information Request March 9, 2011

Report no. 3 - Report on options to reduce fleet (cars and trucks) by 25%, 50% and reallocate capital dollars elsewhere.

Council requested options to reduce the capital acquisition program by 25% and 50% for light duty vehicles. There is currently \$600,000.00 that has been allocated for cars, 1/2 ton pickup trucks and hybrid vehicles. The Fleet contains 43 cars, 67 1/2-ton pickup trucks, 21 mini-vans, 5 SUVs, 22 hybrid cars and 13 hybrid SUVs.

25% equates to a reduction of \$150,000.00

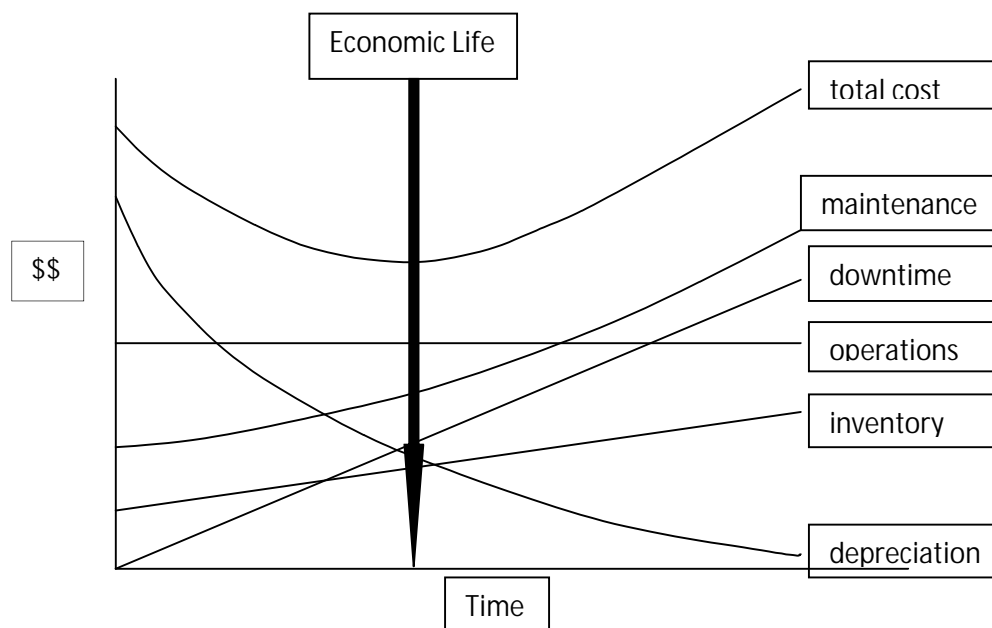
50% equates to a reduction of \$300,000.00

The list at the end of this report includes the proposed capital purchases for 2011, the mileage/hours, the condition, the division where the units are assigned and the proposed disposition or reuse of the replaced unit. The last 2 columns show which units would not be replaced based on a 25% and 50% reduction to the budget.

Historical background and implications:

Since amalgamation capital funding has not been sufficient to sustain an adequate replacement schedule. In 2010, Council reduced Fleet capital by \$700,000.00. This is a permanent reduction of 23% in capital for Fleet replacement.

- a) To reduce the capital replacement program without reducing the number of vehicles in the fleet increases the age of the fleet. Fleet Services is expected to maintain the existing units for the various departments. This becomes a real challenge when capital is being reduced. At some point in time it is less costly to replace than to repair. The time to replace a vehicle is when the total cost is at its lowest value as shown in the Figure below¹.



- b) The Fleet replacement schedule will fall further behind and unfunded needs will increase annually. There will be future spikes in required capital to replace vehicles and equipment.
- c) As vehicles and equipment get older there will be more frequent breakdowns, major components start to fail, lost operating time increases and repair and maintenance costs rise.
- d) A further reduction to the replacement program will mean fewer vehicles will be transferred to the Retired Vehicle Pool. This will increase the demand for leasing vehicles to meet seasonal

¹ Fleet Challenge Ontario, Best Practices Manual 2008

requirements. The number of leased vehicles has increased consistently over the past 4 years (2007: 29 --- 2008: 31 --- 2009: 42 --- 2010: 43). Leased vehicles cost twice as much as using a retired vehicle.

- e) The cost of repairing and maintaining vehicles will continue to rise. The age of the fleet must be reduced to a level where there is a balance between capital and operating costs. Most municipalities are now moving towards lower lifecycle replacement programs. As a result, repairs and maintenance are well contained and residual values are higher. In 2008, an audit conducted by Fleet Challenge Ontario recommended that the average age of the Fleet be reduced from 5.5 years to 2.6 years. The 2010 OMBI report indicates that the average age of the fleet was 6.2 in 2009.
-

Report no. 4 – Report on life expectancy of fleet and what vehicles are scheduled to be replaced.

Life expectancy and selection process

Listed below are the criteria established for the Life Cycle Replacement plan for the city's fleet. These criteria are based on standards published by the American Public Works Association for the different categories of vehicles and equipment and historical information on city vehicles.

<u>Light and Medium Duty Vehicles:</u> (Cars, mini-vans, pickup trucks, 1-ton trucks, commercial vans and Hybrids)	7 years – 8 years (then 1-3 years in Retired Vehicle Pool)
<u>Heavy Duty Trucks:</u>	10 years
<u>Garbage Packers:</u>	10 years
<u>Specialty Trucks:</u> (Sweepers, vacuums, flushers, etc....)	10 years – 12 years
<u>Heavy Duty Equipment:</u> (Graders, loaders, backhoes, Trackless MT, etc...)	12 years – 15 years
<u>Zamboni & Ice resurfacing Equipment:</u>	12 years
<u>Trailers:</u> (Single axle and tandem axle utility and float trailers)	15 years

Using the criteria a list of vehicles and equipment is developed for the yearly replacement program. Utilizing the Vehicle Replacement Scorecard and Guidelines (samples attached), the unit is assessed based on years in service, mileage, hours, type of service, reliability, maintenance and repair cost and condition of the unit. Fleet personnel assess the vehicles and equipment to develop recommendations on each unit.

The lists with recommendations are distributed to departments, divisions/sections with a request that they prioritize their needs for the yearly capital budget. Once the Capital envelope is established, it is allocated to the departments/divisions/sections based on their share of utilization (based on rental rates charged as a percentage of the previous year's annual budget). Considering the reported priorities, a replacement list of vehicles and equipment is then developed. Vehicles and equipment that do not get replaced are moved forward to the next year's list for consideration.

2011 FLEET CAPITAL PURCHASES							
UNIT #	DESCRIPTION	MILEAGE/HOURS	CONDITION	ASSIGNMENT	OLD UNIT	25%	50%
S-176	1988 Cat IT28B Wheel Loader	7,843 Hours	Poor	Roads Operations	Auction		
S-351	1990 Champion 710 Grader	12,890 Hours	Poor	Roads Operations	Auction		
S-632	2000 Freightliner U/Body Sander	345,244 Km.	Poor	Roads Shift Patrol	Auction		
S-200	1996 Ford Johnston Sweeper	79,415 Km./ 4226 Hours	Poor	Roads Operations	Auction		
S-206	1995 Ford Cargo Line Painter	106,341 Km/5700 Hours	Poor	Roads City Wide	Auction		
R-968	1997 Zamboni	5,800 Hours	Fair	Arenas	Auction *		
F-021	2003 Chevrolet Impala	178,852 Km.	Fair	Fire Services	Retired Pool		
F-028	2003 Ford Windstar Mini-Van	104,200 Km.	Fair	Fire Services	Retired Pool		
S-423	2003 Ford 1/2 Ton Pickup	128,866 Km.	Fair	Parks Operations	Retired Pool	Retain	Retain
S-480	2003 Ford 1/2 Ton Pickup	224,500 Km.	Fair	Parks Supervision	Retired Pool		
S-492	2003 Ford 1/2 Ton Pickup	202,360 Km.	Fair	Parks Supervision	Retired Pool		
S-504	2003 Ford 1/2 Ton Pickup	124,500 Km.	Fair	Parks Operations	Retired Pool	Retain	Retain
S-512	2003 Ford 1/2 Ton Pickup	127,600 Km.	Fair	Parks Operations	Retired Pool	Retain	Retain
S-910	2002 Ford Crown Victoria	193,800 Km.	Fair	Construction Services	Retired Pool		
S-914	1999 Chevrolet Lumina	182,000 Km.	Poor	Construction Services	Auction		
S-944	2001 Chevrolet Impala	277,850 Km.	Poor	Construction Services	Retired Pool		
S-945	1999 Chevrolet Lumina	173,900 Km.	Poor	Construction Services	Auction		
S-946	1999 Chevrolet Lumina	162,390 Km.	Poor	Building Services	Auction	Retain	Retain
S-954	2000 Ford Crown Victoria	158,500 Km.	Poor	Construction Services	Retired Pool		Retain
S-957	2000 Ford Crown Victoria	140,000. Km.	Fair	Construction Services	Retired Pool		Retain
S-969	2000 Ford Crown Victoria	105,600 Km.	Fair	Safety & Health	Retired Pool	Retain	Retain
S-970	2000 Ford Crown Victoria	221,900 Km.	Poor	Construction Services	Retired Pool		
S-993	1999 Ford Crown Victoria	187,500 Km.	Poor	Engineering	Auction		
S-006	2004 E350 Van W/WW	185,000.Km.	Poor	W/WW	Auction		
S-052	2004 E350 Van W/WW	256,200 Km.	Poor	W/WW	Auction		
S-488	2003 Ford 3/4 Ton Pickup	100,200 Km.	Fair	Parks Operations	Retired Pool	Retain	Retain
S-493	2003 Ford 3/4 Ton Pickup	108,500 Km.	Fair	Parks Operations	Retired Pool		
S-494	2003 Ford 3/4 Ton Pickup	140,000 Km.	Fair	Parks Operations	Retired Pool		Retain
S-514	2003 Ford 3/4 Ton Pickup	125,500 Km.	Fair	Parks Operations	Retired Pool		Retain

S-565	1999 Ford F250 4x4 Plow	173,100 Km.	Poor	Parks Operations	Auction		
S-585	1997 Ford F350 Dump & Crane	108,900 Km.	Poor	W/WW Bricklayer	Auction		Retain
S-451	2003 Ford 1/2 Ton Pickup/Cap	218,300 Km.	Poor	W/WW North West	Retired Pool		
S-016	1997 GMC 3500 Welding Truck	135,100 Km.	Poor	Fleet Mobile Welder	Auction	Retain	Retain
S-054	1997 GMC 3500 Dump Body	160,300 Km.	Poor	Roads Operations	Auction		Retain
S-584	1996 Ford F350 Dump Body	138,500 Km.	Poor	Roads South	Auction		Retain
S-509	2003 Ford 1/2 Ton Pickup	171,200 Km.	Fair	Fleet St.Clair	Retired Pool		
S-477	2000 Ford 1/2 Ton Pickup	181,100 Km.	Poor	Construction Services	Retired Pool		
S-938	2001 Chevrolet Tahoe	234,000 Km.	Fair	Asset Services	Retired Pool		
* The replaced unit will become the spare unit and the old spare will go to auction							

Request for Decision

Water Efficiency Plan

Presented To:	Finance Committee
Presented:	Monday, Mar 28, 2011
Report Date	Thursday, Mar 24, 2011
Type:	Follow Up Reports to Parking Lot Items

Recommendation

For Information Only

Finance Implications

It is expected that the costs for development of the Water Efficiency Plan and the delivery of initial program initiatives will take place within approved budget allocations. Additional funding allocations may be required once the Plan is finalized and approved by Council and the components are identified. Future budget requirements would be incorporated into future budget submissions for consideration by Council once the program is defined.

Background:

At the Finance Committee meeting of March 7, 2011, a request was made for information relating to the plans to develop a Water Efficiency Plan.

Greater Sudbury is blessed with plentiful sources of water and residents expect ready access to a safe and reliable fresh water supply. However, with current pressures from regulatory requirements, costs of electricity and chemicals, treating and distributing potable drinking water to our customers is becoming increasingly challenging and costly. Dependable safe drinking water provides the foundation for a healthy and prosperous community. Because of the abundance of water in our area many have the false impression that supplies are boundless and thus become complacent about water issues, particularly efficiently using this resource.

Therefore the intent of this strategic initiative is to develop a Water Efficiency Plan to promote efficient water use, including reducing water loss, in the most cost-effective way. The Plan will be tailored to the needs of Greater Sudbury and contain a set of standard, industry accepted water efficiency measures and a prioritized implementation plan.

The Water Efficiency Plan will provide a defined framework for the City's water efficiency efforts and outline the scope, purpose, elements, and benefits including potential water and budgetary savings.

Signed By

Report Prepared By

Nick Benkovich
Director of Water/Wastewater Services
Digitally Signed Mar 24, 11

Recommended by the Department

Greg Clausen, P.Eng.
General Manager of Infrastructure Services
Digitally Signed Mar 24, 11

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Mar 24, 11

Objectives:

Typical goals of a Water Efficiency Plan include generally promoting the efficient use of potable water in Greater Sudbury and specifically to produce cost containment through:

- Reducing and/or deferring capital costs for non-growth related expansion of the City's water & wastewater infrastructure through efficient use of the water supply by all users;
- Reducing operating costs through reduced variable costs of production;
- Reducing water use, and thereby reducing consequent wastewater treatment volumes while continuing to meet the needs of customers;
- More effective stewardship of the environment by reducing the wasteful use of water; a non-renewable resource .

Potential Benefits:

A water efficiency plan will identify specific benefits to the customers beyond reduced costs for infrastructure expansion. A Plan will illustrate how to achieve realistic reductions in water consumption through the implementation of water efficiency programs to provide benefits such as:

- improved ability to optimize water supply and wastewater treatment operations;
- avoidance of energy and chemical costs;
- improvements to surface water quality;
- facilitate decision making by Council as they address the challenges facing our city's water supplies;
- budgetary cost containment;
- monetary savings in water billing to the customers; and,
- preservation of a valuable non-renewable resource for future generations.

Typical Plan Components:

Specific water efficiency initiatives included in the Plan will be tailored to provide the greatest benefit to the Greater Sudbury situation. Although no formal plan exists at this time Water / Wastewater Services has already implemented several water efficiency initiatives on an ad-hoc basis including:

- Leak Detection Program
- Non-revenue water reduction program
- Universal Metering / Meter Calibration and Replacement
- Watermain Rehabilitation / Renewal
- Water Conservation By-Law / Watering Restrictions
- Rain Barrels
- Treatment Process Upgrades

Other initiatives that are typically considered in formal Water Efficiency Plans may include the following:

City

- City Facilities Retrofit Program (fixtures)
- Xeriscaping – landscaping techniques to reduce watering requirements

Customers

- Public Education Outreach & Promotion
- Incentive Programs - Toilet Replacement Subsidy Program, Clothes Washer Replacement Subsidy

Program, High Volume User Retrofit Program

- Water Efficiency Kits (such as: showerheads, faucet aerators, toilet displacement bags, toilet leak detection dye tablets, shower flow-rate bags, hose or tap washers, water timers and rain gauges)
- Water Irrigation Timer Program
- Monitoring and Assessment Tools (use of customer surveys to determine usage patterns and influences on production rates)
- Indoor & Outdoor Water Audits

Implementation:

The development of the Water Efficiency Plan is scheduled to commence in late 2011 with implementation of priority deliverables commencing during 2012.