



FINANCE AND ADMINISTRATION COMMITTEE AGENDA

Finance and Administration Committee Meeting
Monday, December 21, 2020
Tom Davies Square - Council Chamber / Electronic Participation

COUNCILLOR MIKE JAKUBO, CHAIR

Deb McIntosh, Vice-Chair

***REVISED**

4:00 p.m. CLOSED SESSION, COMMITTEE ROOM C-12 / ELECTRONIC PARTICIPATION

5:00 p.m. OPEN SESSION, COUNCIL CHAMBER / ELECTRONIC PARTICIPATION

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ROLL CALL

Resolution to move to Closed Session to deal with one (1) Acquisition or Disposition of Land / Solicitor-Client Privilege item regarding Warming Station Services in accordance with the *Municipal Act, 2001, s. 239(2)(c) and (f)*.

(RESOLUTION PREPARED)

RECESS

ROLL CALL

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

MATTERS ARISING FROM THE CLOSED MEETING

At this point in the meeting, Vice-Chair McIntosh will rise and report the results of the closed session. The Committee will then consider any resolutions.

REGULAR AGENDA

MANAGERS' REPORTS

- R-1. Report dated December 10, 2020 from the General Manager of Corporate Services regarding 2021 Capital Budget Update. **6 - 16**
(RESOLUTION PREPARED)
(This report provides recommendations regarding analysis on debt options for the 2021 Capital Budget.)

REFERRED & DEFERRED MATTERS

- R-2. Report dated December 10, 2020 from the General Manager of Corporate Services regarding Capital Levy Allocation. **17 - 33**
(FOR INFORMATION ONLY)
(This report provides information regarding the Capital Levy Allocation.)
- R-3. Report dated December 10, 2020 from the General Manager of Corporate Services regarding 2021 Operating Budget Update. **34 - 59**
(RESOLUTION PREPARED)
(This report provides recommendations regarding an update on the 2021 Operating Budget process.)

MEMBERS' MOTION

- M-1. **Business Case for Sudbury Curling Club Grant**

As presented by Councillor Leduc:

WHEREAS the Sudbury Curling Club (the Club), a not for profit entity, has been in existence for 127 years providing curling activities and enjoyment to people of all ages and abilities;

AND WHEREAS the pandemic has had a devastating impact on the Club's finances due to a significant decline in registrations, which stood at over 300 members before the pandemic started;

AND WHEREAS the Club has had to lay off staff as a result of the declining demand in order to pay their mortgage;

AND WHEREAS the Club has also seen a decline in the number of volunteers that it can rely upon due to COVID concerns and regulations;

AND WHEREAS the Club advises that there is no other form of financial assistance available to it from upper levels of government;

AND WHEREAS the Club requires some form of financial assistance in order to continue to pay basic expenses;

AND WHEREAS the 2020 property taxes for the Club are \$8,744.23;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury directs staff to prepare a business case to provide a grant from the City, equivalent to the property tax liability for the Sudbury Curling Club, for Council's consideration during the 2021 budget deliberations.

M-2. Business Case for Winter Sidewalk Maintenance

As presented by Councillor Sizer:

WHEREAS winter sidewalk maintenance has been the subject of significant interest in Greater Sudbury and City Council has a policy in place to define service expectations;

AND WHEREAS variable weather patterns in winter that include frequent freeze/thaw cycles contribute to conditions that can reduce pedestrians' ability to enjoy the City's sidewalks;

AND WHEREAS our current state of municipal emergency due to the COVID-19 virus makes winter sidewalk maintenance more important to help ensure the community can enjoy safe outdoor activities, such as walking, throughout the winter;

THEREFORE BE IT RESOLVED that staff prepare a business case for consideration as part of the 2021 Budget deliberations that reviews winter sidewalk maintenance standards and identifies approaches for enhancing the existing service level, including but not limited to addressing/considering a decrease in snow accumulation to initiate the implementation of a staff response.

M-3. Warming Station Services

As presented by Councillors Leduc and Kirwan:

WHEREAS there continues to be a gap in identified winter shelter needs and options;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct staff to, working collaboratively to address the concerns relative to the downtown core, prepare and execute a service agreement with Independent Living Sudbury Manitoulin on a single source basis for an amount not to exceed \$175,000 that provides 9 hours per day of warming station services up to April 30, 2021, with terms that include:

- temporary facilities suitable for the service
- meals for up to 66 people per day, twice per day
- on-site social services
- on-site security
- appropriate washroom facilities, with a cleaning regimen that reflects Public Health Sudbury and Districts guidance
- sufficient, appropriate staff training
- other terms to the satisfaction of the Director of Legal Services

AND BE IT FURTHER RESOLVED that a donation of \$50,000 be received from the United Way to fund this service, subject the provision of a letter from the City of Greater Sudbury acknowledging the United Way's donation;

AND BE IT FURTHER RESOLVED that the balance of required funds for this agreement be provided by the Tax Rate Stabilization Reserve.

CORRESPONDENCE FOR INFORMATION ONLY

- I-1. Report dated December 10, 2020 from the General Manager of Corporate Services regarding Contract Awards Exceeding \$100,000 July 1 - September 30, 2020. **60 - 76**

(FOR INFORMATION ONLY)

(This report provides information regarding the City of Greater Sudbury Contract Awards \$100,000 or greater from July 1 - September 30, 2020.)

- I-2. Report dated December 10, 2020 from the General Manager of Corporate Services regarding 2020 Third Quarter Statement of Council Expenses . **77 - 115**

(FOR INFORMATION ONLY)

(This report provides information regarding the 2020 third quarter statement of Council expenses.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD

ADJOURNMENT

For Information Only

2021 Capital Budget Update

Presented To: Finance and
Administration
Committee

Presented: Monday, Dec 21, 2020

Report Date Thursday, Dec 10, 2020

Type: Managers' Reports

Resolution

Resolution One:

THAT the City of Greater Sudbury authorize staff to proceed with the roof replacement at 1960 Paris Street housing building immediately due to an ongoing leak that has impacted the housing supply with funding from the 2021 capital budget as outlined in the report entitled Capital Budget Update, from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020.

Resolution Two:

THAT the City of Greater Sudbury authorize staff to proceed with the tendering process in the first quarter of 2021 for projects included in the 2021 Budget document with the clause in tenders and contracts that they will be awarded if Council approves the project budget as outlined in the report entitled Capital Budget Update, from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report is to provide an update on the draft 2021 Capital Budget as well as analysis for consideration of debt.

Financial Implications

Signed By

Report Prepared By

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed Dec 10, 20

Manager Review

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Dec 10, 20

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Dec 10, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Dec 10, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Dec 10, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Dec 10, 20

This report has no financial implications.

Finance and Administration Committee

Type of Decision								
Meeting Date	December 8 th , 2020				Report Date	December 4 th , 2020		
Decision Requested	X	Yes		No	Priority	X	High	Low
	Direction Only				Type of Meeting	X	Open	Closed

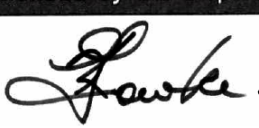
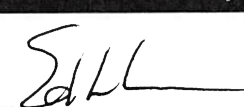
Report Title
2021 Capital Budget Update

Resolution	Relationship to the Strategic Plan/Health Impact Assessment
<p>THAT the City of Greater Sudbury authorize staff to proceed with the roof replacement at 1960 Paris Street housing building immediately due to an ongoing leak that has impacted the housing supply with funding from the 2021 capital budget;</p> <p>THAT the City of Greater Sudbury authorize staff to proceed with the tendering process in the first quarter of 2021 for projects included in the 2021 Budget document with the clause in tenders and contracts that they will be awarded if Council approves the project budget.</p>	<p>This report refers to operational matters.</p>
<div></div> <div>Resolution Continued</div>	<div>X</div> <div>Background Attached</div>

Report Summary	Financial Implications
This report is to provide an update on the draft 2021 Capital Budget as well as analysis for consideration of debt.	This report has no financial implications.

Report Prepared By	Manager Review
 Apryl Lukezic Co-Ordinator of Budgets	 Steve Facey Manager of Financial Planning & Budgeting

Division Review	Financial Implications
 Ed Stankiewicz Executive Director of Finance, Assets & Fleet	 Steve Facey Manager of Financial Planning & Budgeting

Recommended by the Department	Recommended by the C.A.O.
 Kevin Fowke General Manager of Corporate Services	 Ed Archer Chief Administrative Officer

Date: December 8, 2020

Background

On October 20, 2020, the Finance & Administration Committee approved the following resolution:

THAT staff present an analysis of options for capital planning that anticipates additional debt financing, including recommendations for capital projects that would be appropriate to debt finance as part of the 2021 budget process for Council consideration.

This report is to provide the Committee with analysis on potential debt for the 2021 Capital Budget as well as debt options for consideration.

Proposed 2021 Capital Budget

At this point, staff are recommending a draft capital budget for 2021 of approximately \$134 million. This draft budget includes the following capital investments in infrastructure to continue to support and improve the City's aging infrastructure and strategic priorities.

New capital projects being recommended for approval by Council in 2021:

a) From separate reserve funds:

Project Name	2021 Amounts	Reserve Fund
199 Larch Lightning Protection System Upgrades	48,000	199 Larch RF
Ambulances	575,000	Paramedic Services RF
Larch Tower Mechanical Upgrades and Refurbishments	351,657	199 Larch RF
Park Equipment	130,000	Parks Equipment RF
City Fleet	3,605,000	City Fleet RF
New Sudbury Library Front Entrance Floor Grille Replacement & Renewals	65,000	Library RF
	4,774,657	

b) From approximately \$21 million of capital funding available:

	2021	2022	2023	2024	2025	Beyond	Total
Condenser Replacement – Chelmsford Arena	145,000						145,000
Frobisher Salt / Sand Storage Facility	4,000,000						4,000,000
Waterfront Equipment Replacement	69,300						69,300
1920 Paris Heating and Hot Water Boiler Replacement	600,000						600,000
Lifting Equipment and Tub Replacement	108,000	108,000	108,000	108,000	108,000		540,000
TSSA Compliance - Landfill Gas System at Sudbury Landfill	500,000						500,000
IT Server Software Infrastructure Replacement	569,700						569,700
Bridges and Culverts Replacement and Rehabilitation - 2021	10,000,000	1,300,000					11,300,000
Recycling Tipping Floor Replacement	1,162,000						1,162,000
1960 Paris Roof Replacement	1,456,500						1,456,500
Next Generation 911	483,000	657,000	657,000	657,000	657,000	1,314,000	4,425,000
Outdoor Court Resurfacing	438,000						438,000
HARC - Track Surface & Lighting Replacement	115,000						115,000
Second Avenue Stormwater Facility	350,000						350,000
Arterial / Collectors Rehabilitation & Resurfacing	1,452,000						1,452,000
Total	21,448,500	2,065,000	765,000	765,000	765,000	1,314,000	27,122,500

Date: December 8, 2020

- c) Water & Wastewater – preliminary budget for these services is approximately \$45 million. This may change depending on finalization of the 2021 Operating and Capital Budget (in terms of shared projects with Roads).
- d) Previous Council approvals of approximately \$59 million for projects ongoing in 2021:
- \$41.8 million in various Roads capital projects including Arterials/Collectors, Bridges, Roads with W/WW Improvements, Maley Drive, new sidewalks, cycling infrastructure, Lorne Street, etc.
 - \$250,000 for subwatershed planning
 - \$700,000 for Sudbury Landfill Upgrades
 - \$6.5 million for various ICIP funded projects for Transit
 - \$3.6 million for various facilities improvements
 - \$2.7 million for information technology projects
 - \$500,000 for Healthy Community Initiatives
 - As well as repayment for past projects such as South End Library and the Gerry McCrory Countryside Complex.

The draft 2021 Capital Budget includes \$10 million of debt that was approved as part of the 2020 Capital Budget based on projects approved in 2020 with cash flow spending in 2021.

With the delay in the presentation of the 2021 Budget and anticipated approval in March, staff is requesting the Committee to allow staff to start the tendering process in January for construction projects that will be in the 2021 Budget. There will be a clause in the tender and contract documents stating that the work will not commence until Council approves the budget. This will allow staff to meet tendering schedule and ensure that the contractors have a full construction season for some contracts. Otherwise, construction will be delayed if tender process starts after the budget is approved.

Recent Debt Amounts

Debt financing has been used as part of the 2018, 2019 and 2020 Budgets, in order, to address the infrastructure deficit or strategic projects. This includes \$200 million which was secured in March 2020 for the Kingsway Entertainment District & Arena, The Junction, MR 35, Playground Revitalization, and McNaughton Terrace. In addition, there is another \$43 million that will be secured during 2021 as this was approved towards various road programs in the 2020 Capital Budget for 2020 and 2021.

Consideration of Additional Debt

It is recommended that securing debt is deferred for 2021. Issuing debt now limits Council's ability to do so in the future. Currently, there is a clear shift toward social services and support for vulnerable populations that requires more operating budget investments than Council traditionally incurred. It remains unclear how long the effects of the City's COVID-19 response will be required, but staff anticipate it will remain in place for at least the first half of 2021. It is likely that it will continue to influence service levels and expenditures throughout the year, and in that context, additional capital investments may be lower priorities than service to vulnerable populations.

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The virus response has also accelerated other societal changes that could influence Council's choices about capital investment priorities. Shifts in working patterns, related impacts on transportation services, and the increased value associated with outdoor activities that present lower risk of contacting the COVID-19 virus are all examples that could influence Council's perspectives and priorities on the capital budget. Staff continue to work on analysis, such as the Facility Rationalization and User Fee business cases, which hopefully provides clarity on which services or facilities could be reduced or how the organization can re-prioritize how fees are calculated. All of these are part of a long-term view that Council must consider, and their influence on capital priorities cannot yet be fully assessed.

Nevertheless, there are capital assets and expected outcomes that Council want for the community that, regardless of the specific changes that might occur in response to the effects of the COVID-19 virus, would be included in any view of Greater Sudbury's future. The existing capital plan already addresses many of those assets, and will help produce the expected outcomes that Council believes are important in any scenario.

To provide additional context to Council, staff have provided the following information to consider when analyzing the use of debt:

- Infrastructure Requirement
 - In 2016, an estimated infrastructure requirement of approximately \$1.9 billion was presented to Council. This presentation included an additional \$1.2 billion of infrastructure that is reaching the end of its useful life within the next 10 years.
- Large Key Projects
 - Included in previous capital budgets as well as various master plans are the following large projects to consider:
 - Police Headquarters – \$65 million
 - Pioneer Bed Redevelopment – \$60 million (and then any potential subsequent additional reinvestment of existing wing once moved to new building)
 - Valley East Twin Pad – \$28 million
 - Lorne Street – additional \$33 million
 - Maley Drive Phase 2 - \$70 million
 - Salt/Sand Domes and Public Work Depots including new Frobisher Administration Building – over \$115 million
 - Other Road long-term projects per Transportation Master Plan (ie. Paris / Notre Dame bikeway, Kingsway 5 laning, South End improvements (Four Corners intersection / Ramsey Lake Road); etc)
 - Other Leisure or Citizen Service Facilities for replacement including arenas & pools.
 - Significant investment may be required into Tom Davies Square complex (all three buildings) as well as Greater Sudbury Housing Corporation buildings – were constructed in the 1970's and approaching 40-50 years at and beyond useful life.
 - Projects for Water & Wastewater.

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- Debt Management Policy
 - This Policy outlines that debt should be coordinated with the City's long-term plans and strategies, as well as must be affordable and sustainable. It states that the previous Long-Term Financial Plan says should only be considered for:
 - New, non-recurring infrastructure requirements
 - Programs and facilities that are self-supporting (not on property tax levy), and
 - Projects where the cost of deferring expenditures exceeds debt servicing costs.
 - If debt were to be secured, it is staff's recommendation that the life of the asset were to match or exceed the life of the planned asset, as well as the above criteria be adhered to.
- Debt Limits
 - Council approved setting a limit of 10% of City's own purpose revenue for annual debt repayment. Included in the most recent Annual Repayment Limit (ARL) report are the following:
 - Council has the capacity to increase annual debt repayments by \$31.9 million which equates to a limit of \$625 million to be borrowed over 30 years, at 3%. During 2020, the City issued a bond of \$200 million for large projects results in a revised remaining borrowing limit of \$425 million.
- Consideration on Reduced Service Levels and/or Reduction of Facilities
 - Council requested staff to complete analysis and recommendations on facility rationalizations and/or service level reductions as part of the 2021 Budget process. These decisions should be made first before the City considers acquiring debt that may be used for investments in facilities or services that may be closed or reduced as part of building rationalization or service level reviews (or decisions from core service review).
- Capital Budget and Capacity
 - Approved as part of the 2020 Budget process was \$10 million for future year capital spending, specifically 2021.
 - Due to COVID-19, a number of projects that were planned for completion in 2020 have been delayed which puts further pressure on 2021 and may result in capacity issues.

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Debt Options

The following are debt financing options for consideration as part of the 2021 Capital Budget with implications to the capital and operating budgets:

Assumptions: term of debt must match estimated life of asset					
25 year term @ 2.8%					
30 year term @ 3.0%					
2020 Operating Tax Levy =		\$289,445,167			
Debt Amount	25 Year	Impact to Operating Tax Levy	30 Year	Impact to Operating Tax Levy	Comments
\$20 million	1,123,113	0.4%	1,020,385	0.4%	
\$30 million	1,684,670	0.6%	1,530,578	0.5%	
\$40 million	2,246,226	0.8%	2,040,770	0.7%	
\$100 million	5,615,565	1.9%	5,101,926	1.8%	- includes estimated \$60M for Pioneer Manor Bed Redevelopment

Based on prioritized ranking & with useful life beyond 25 years:	Potential Useful Life	2021	2022	2023	2024	2025	Beyond	Total	Debt for Projects
Condenser Replacement – Chelmsford Arena	25	145,000	-	-	-	-	-	145,000	
Frobisher Salt / Sand Storage Facility	25	4,000,000	-	-	-	-	-	4,000,000	
1920 Paris Heating and Hot Water Boiler Replacement	25	600,000	-	-	-	-	-	600,000	
Bridges and Culverts Replacement and Rehabilitation - 2021	25-75	10,000,000	1,300,000	-	-	-	-	11,300,000	
Outdoor Court Resurfacing / Conversion	30	438,000	657,000	657,000	657,000	657,000	1,314,000	4,380,000	20,425,000
1960 Paris Roof Replacement	25	1,456,500	-	-	-	-	-	1,456,500	
Paris-Notre Dame Bikeway	30	5,500,000	-	-	-	-	-	5,500,000	
Second Ave Stormwater Management Facility Design	50	350,000	4,500,000	-	-	-	-	4,850,000	32,231,500
Arterial/Collector Roads Rehabilitation & Resurfacing - 2021	15-54	8,050,000	1,850,000	-	-	-	-	9,900,000	42,131,500

If projects are financed with debt of up to \$40 million, then the following projects can be funded with the \$21 million of capital funding (along with future year cash flow impact of \$11 million in 2022 and \$2.5 million in 2023):

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	2021	2022	2023	2024	2025	Total
Waterfront Equipment Replacement	69,300					69,300
Lifting Equipment and Tub Replacement	108,000					108,000
TSSA Compliance - Landfill Gas System at Sudbury Landfill	500,000					500,000
IT Server Software Infrastructure Replacement	569,700					569,700
Howard Armstrong Recreation Centre Track Surface and Lighting Re	115,000					115,000
Arena Mechanical, Electrical and Life Safety Equipment Upgrades	224,400					224,400
Whitson River Trail	1,677,510					1,677,510
Replacement of eight Support Apparatus	455,000					455,000
Multi-Year Camera System Migration to Ivision	280,400	147,300	126,500			554,200
Pool refurbishments	313,476	104,110	176,065			593,650
Arena upgrades	1,438,029	3,899,888	1,133,770			6,471,687
Delki Dozzi Cycling Track Reinstatement/Upgrades	559,285	-	-			559,285
TDS Exterior Refurbishments	272,886	-	-			272,886
Capreol CSC AODA Entrance and Chair Lifts Replacement	135,000	295,000	-			430,000
Surface Treatment - 2021	5,000,000	-	-			5,000,000
IT Storage and Backup Replacement	277,000	130,000	89,000			496,000
Arena Roof Replacements and Interior Drywall Upgrades	1,379,173	859,448	-			2,238,621
Fieldhouse buildings refurbishments	378,299	329,601	-	-	-	707,900
1160 Lorne Structural and Electrical system improvements	110,278	394,080	3,826	18,764	68,010	594,959
Recycling Center Fire Protection Sprinkler System Upgrade	750,000	-	-	-	-	750,000
Backstop Replacement at Baseball Complexes	109,200	-	-	-	-	109,200
Local Roads Rehabilitation & Resurfacing - 2021	4,270,000	-	-	-	-	4,270,000
Larch tower mechanical upgrades and refurbishments	351,657	-	-	-	-	351,657
Tool Surveillance Monitor Room- Sudbury Housing	30,000	-	-	-	-	30,000
Dr Ed LeClair Arena Parking Lot Upgrade	312,500	-	-	-	-	312,500
Final Cover of Stage 2 - Hanmer Landfill	125,000	1,350,000	-	-	-	1,475,000
Final Cover of Stage 2 - Azilda Landfill	125,000	1,350,000	-	-	-	1,475,000
Fire Halls - Updates Staircase Refurbishments	318,692	1,097,501	-	-	-	1,416,193
Community Centers Refurbishments and Repairs	302,000	1,045,149	921,345	-	-	2,268,494
Beach Site Facility Refurbishments (Bell Park, Moonlight)	434,153	-	-	-	-	434,153
Total	20,990,936	11,002,077	2,450,506	18,764	68,010	34,530,294

2021 Special Capital Levy

Based on the Long-Term Financial Plan, it recommends that the City approves a Special Capital Levy to address the infrastructure deficit. Therefore, staff will be presenting an option for the Committee's consideration for the 2021 Budget to approve a 2021 Special Capital Levy in the amount of approximately \$4.34 million. If approved, this amount may be used for the following options:

- Increase capital funding for 2021 capital projects of \$4.34 million and fund the next highest priority projects as follows:
 - Arterial / Collectors Rehabilitation and Resurfacing
 - Roads Projects with W/WW Improvements
- Fund debt repayments of \$4.3 million for the next 25 which would result in external debt of \$75 million (at 2.8% over 25 years) to fund the following capital projects:

Date: December 8, 2020

		Estimated Cost and Timing of Cash Flows							
Dept	Est. Useful Life (years)	2021	2022	2023	2024	2025	Beyond	Total	
1920 Heating and Hot Water Boiler Replacement	25	600,000	-	-	-	-	-	600,000	
TSSA Compliance - Landfill Gas System at Sudbury Landfill	25	500,000	-	-	-	-	-	500,000	
Bridges and Culverts Replacement and Rehabilitation - 2021	25-75	10,000,000	1,300,000	-	-	-	-	11,300,000	
Outdoor Court Resurfacing / Conversion	30	438,000	657,000	657,000	657,000	657,000	1,314,000	4,380,000	
1960 Paris Roof Replacement	25	1,456,500	-	-	-	-	-	1,456,500	
Howard Armstrong Recreation Centre Track Surface and Lighting Repl	20-45	115,000	-	-	-	-	-	115,000	
Paris-Notre Dame Bikeway	30	5,500,000	-	-	-	-	-	5,500,000	
Second Ave Stormwater Management Facility Design	50	350,000	4,500,000	-	-	-	-	4,850,000	
Arterial/Collector Roads Rehabilitation & Resurfacing - 2021 to 2025	15-54	8,050,000	1,850,000	-	-	-	-	9,900,000	
Roads Projects with Water/Wastewater Improvements - 2021 to 2023	15-54	1,050,000	9,980,000	-	-	-	-	11,030,000	
Arena Mechanical, Electrical and Life Safety Equipment Upgrades	25-45	224,400	-	-	-	-	-	224,400	
Whitson River Trail	15-50	1,677,510	-	-	-	-	-	1,677,510	
Pool refurbishments	25-45	313,476	104,110	176,065	-	-	-	593,650	
Arena upgrades	25-50	1,438,029	3,899,888	1,133,770	-	-	-	6,471,687	
Delki Dozzi Cycling Track Reinstatement/Upgrades	20-45	559,285	-	-	-	-	-	559,285	
TDS Exterior Refurbishments	40	272,886	-	-	-	-	-	272,886	
Capreol CSC AODA Entrance and Chair Lifts Replacement	15-50	135,000	295,000	-	-	-	-	430,000	
Arena Roof Replacements and Interior Drywall Upgrades	25	1,379,173	859,448	-	-	-	-	2,238,621	
Fieldhouse buildings refurbishments	25	378,299	329,601	-	-	-	-	707,900	
1160 Lorne Structural and Electrical system improvements	25-60	110,278	394,080	3,826	18,764	68,010	-	594,959	
Recycling Center Fire Protection Sprinkler System Upgrade	20	750,000	-	-	-	-	-	750,000	
Backstop Replacement at Baseball Complexes	30	109,200	-	-	-	-	-	109,200	
Local Roads Rehabilitation & Resurfacing - 2021	25-50	4,270,000	-	-	-	-	-	4,270,000	
Dr Ed LeClair Arena Parking Lot Upgrade	20	312,500	-	-	-	-	-	312,500	
Fire Halls - Updates Staircase Refurbishments	50	318,692	1,097,501	-	-	-	-	1,416,193	
Community Centers Refurbishments and Repairs	25-50	302,000	1,045,149	921,345	-	-	-	2,268,494	
Beach Site Facility Refurbishments (Bell Park, Moonlight)	25-50	434,153	-	-	-	-	-	434,153	
Grace Hartman Amphitheatre Sound system refurbishment	45	57,500	57,500	-	-	-	-	115,000	
Camp Site Facility Refurbishments (Camp Sudaca, Waskakwa)	25-50	152,931	-	-	-	-	-	152,931	
Parks Depot Envelope Repairs (Azilda and Valley East)	25	378,750	-	-	-	-	-	378,750	
TDS Mechanical upgrades and refurbishments	25-45	485,287	-	-	-	-	-	485,287	
720 Bruce Emergency Generator Replacement	20-40	290,000	-	-	-	-	-	290,000	
Fielding Park Improvments	20-30	80,000	-	-	-	-	-	80,000	
Renovations to Gerry McCrory Countryside Sports Complex Hall of Fan	50	127,000	-	-	-	-	-	127,000	74,591,905

Conclusion

Staff is recommending that no additional debt be considered for the 2021 Capital Budget. This should be considered for the 2022 Capital Budget and towards strategic and long-term capital projects, as opposed to expanding annual capital programs.

Furthermore, the 2021 Budget will include business cases as requested by Council, for the Valley East Twin Pad and Pioneer Manor Bed Redevelopment which will incorporate debt as the financing plan. Therefore, the Committee may recommend that additional debt for 2021 be possibly considered for these projects.

References:

2020 Annual Repayment Limit Report -

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=12&id=1512>

For Information Only

Capital Levy Allocation

Presented To: Finance and
Administration
Committee

Presented: Monday, Dec 21, 2020

Report Date Thursday, Dec 10, 2020

Type: Referred & Deferred
Matters

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

Council's 2020 budget includes a 1.5% capital levy for investment towards City's aging infrastructure. This report outlines capital investment recommendations which are based on the enterprise asset management policy and capital prioritization tool. These policies of Council and the capital levy itself directly align with Council's strategic priorities including asset management.

Report Summary

This report provides a recommendation regarding alternatives to allocate Council's approved 2020 1.5% capital levy.

Financial Implications

The \$4.1 million identified as the funding source will be available for any of these options.

If one of the debt options is selected, then there would be additional debt financing for the related water and wastewater infrastructure improvements that would be included in the 2021 Water and Wastewater Budget.

Signed By

Report Prepared By

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Dec 10, 20

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Dec 10, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Dec 10, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Dec 10, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Dec 10, 20





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Type of Decision									
Meeting Date	December 8 th , 2020				Report Date	December 4 th , 2020			
Decision Requested		Yes	X	No	Priority		High		Low
	Direction Only				Type of Meeting	X	Open		Closed


Report Title
2020 Special Capital Levy

Resolution		Relationship to the Strategic Plan/Health Impact Assessment	
This report is for information only.		This report refers to operational matters.	
	Resolution Continued	X	Background Attached

Report Summary	Financial Implications
This report provides Council an updated recommendation with respect to the allocation of the 2020 special Capital Levy.	<p>This report has no direct financial implications.</p> <p>A resolution has been prepared in the report entitled '2021 Operating Budget Report' which requests authority to utilize these funds to offset the 2021 property tax levy.</p>

Report Prepared By	Division Review
 Name: Steve Facey Title: Manager of Financial Planning & Budgeting	 Name: Ed Stankiewicz Title: Executive Director of Finance, Assets & Fleet

Recommended By the Department	Financial Implications
 Name: Kevin Fowke Title: General Manager of Corporate Services	 Name: Steve Facey Title: Manager of Financial Planning & Budgeting

Recommended by the C.A.O.
 Ed Archer Chief Administrative Officer

Executive Summary

This report provides an updated recommendation with respect to the allocation of the 2020 Special Capital Levy.

A recommendation to defer the allocation of spending of these funds to 2021 to offset known pressures due to COVID-19 is contained within the report entitled '2021 Operating Budget Update' on this evening's agenda.

Background

The Finance and Administration Committee approved a 1.5% special capital levy when approving the 2020 Budget.

A report was prepared and presented in January 2020. This report highlighted a recommendation to debt finance approximately \$80 million and utilize the \$4.1 million special capital levy to pay for these projects. Staff were directed to further analyze recommended options and to return with a subsequent report. This report was deferred to June 2020.

A revised report, included in **Appendix A**, was presented to the Finance and Administration Committee on June 2nd, 2020. This report included a revised recommendation based on further analysis. Due to the financial pressures faced as a result of COVID-19, the allocation of the 2020 Special Capital Levy. The following resolution was read and carried at the June 2nd meeting:

THAT the capital levy allocation report be deferred to December of 2020 and that staff provide updated recommendations at that time to address aging infrastructure needs in the community and to include the potential for applying the amount towards a 2020 operational deficit.

The organization has received funding through the Safe Restart Agreement (both Municipal and Transit streams) totaling \$12.7 million. Accounting for this funding along with service level adjustments that were implemented throughout 2020, the 2020 deficit will be funded with a smaller amount contributed to reserve at year-end.

Analysis

Due to the impact of COVID-19, the current financial situation for 2020 and pressures that the organization is facing for 2021, it is recommended to defer 2020 Special Capital Levy funds to offset the 2021 property tax levy.

Staff were directed to provide updated recommendations to address aging infrastructure needs in the community. These recommendations are included within the report entitled '2021 Capital Budget Update' on this evening's agenda.

Conclusion

A resolution has been prepared as part of the 2021 Operating Budget Update which recommends the deferral of the 2020 Special Capital Levy and utilize these funds to offset a larger property tax levy increase for 2021.



Request for Decision

Capital Levy Allocation

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Jun 02, 2020

Report Date Wednesday, May 20,
2020

Type: Referred & Deferred
Matters

Resolution

Resolution One:

THAT the City of Greater Sudbury invest the 1.5% capital levy, equal to \$4.1 million directly in the projects outlined in Option 1 (Buildings and Equipment) in the report entitled Capital Levy Allocation Follow Up from the General Manager of Corporate Services, dated May 20, 2020.

In the event resolution one is carried and option 3 is chosen, the following resolution will need to be read and passed:

THAT the City of Greater Sudbury amend existing tenders for road projects that include the road locations described in Option 3 in the report entitled Capital Levy Allocation Follow Up from the General Manager of Corporate Services, dated May 20, 2020.

In the event resolution one is defeated, resolution two will be read and considered.

Resolution Two:

THAT the City of Greater Sudbury use the 1.5% capital levy as an annual payment to secure debt and invest in the projects outlined in Option ____ in the report entitled Capital Levy Allocation Follow Up from the General Manager of Corporate Services, dated May 12, 2020.

Resolution Three (only if Option #4 or #5 is approved by Committee):

THAT the City of Greater Sudbury approves additional debt financing of approximately \$22 million for associated water and wastewater infrastructure improvements on Lorne Street and Local Roads in Downtown areas with the debt repayments to be incorporated within the 2021 Water and Wastewater Operating Budget.

Signed By

Report Prepared By

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed May 20, 20

Financial Implications

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed May 20, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed May 20, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed May 20, 20

Relationship to the Strategic Plan / Health Impact Assessment

Council's 2020 budget includes a 1.5% capital levy for investment towards City's aging infrastructure. This report outlines capital investment recommendations which are based on the enterprise asset management policy and capital prioritization tool. These policies of Council and the capital levy itself directly align with Council's strategic priorities including asset management.

Report Summary

This report provides a recommendation regarding alternatives to allocate Council's approved 2020 1.5% capital levy.

Financial Implications

The \$4.1 million identified as the funding source will be available for any of these options.

If one of the debt options is selected, then there would be additional debt financing for the related water and wastewater infrastructure improvements that would be included in the 2021 Water and Wastewater Budget.

PURPOSE

The purpose of this report is to further analyze recommended options for the application of the 1.5% capital levy approved with the 2020 budget and outline capital investment recommendations based on direction received at the January 14th Finance and Administration Committee.

BACKGROUND

City Council finalized the 2020 budget on December 16th, 2019. As a part of the process, Council approved a dedicated capital levy of 1.5% toward investments in the City's "aging infrastructure". Staff returned to the January 14th meeting of the Finance and Administration Committee with a number of options for Committee's consideration and the following motion was carried by the Committee:

THAT the report regarding the allocation of the special capital levy be deferred and that staff be directed to prepare a report and additional options by the end of the first quarter of 2020 that include investments focusing on the infrastructure deficit as described in the 2016 Municipal Asset Management Plan with three lists of proposed projects for each of the following categories:

1. Arterial roads;
2. Local roads; and,
3. Buildings and Facilities,

AND THAT the report contemplate the alternatives of spending only the capital levy of \$4.1 million, borrowing over a 30 year period in the amount of \$80 million and borrowing over a 20 year period in the amount of \$61 million dollars;

AND THAT the report include information regarding the financial payback from potential energy savings for projects involving Buildings and Facilities.

ANALYSIS

Each year, the City prioritizes capital investments using a single enterprise prioritization tool based on principles in its Enterprise Asset Management Policy. Capital investment priorities are finalized by the City's Executive Leadership Team and are recommended to the Finance and Administration Committee in form of a plan containing capital projects and funding recommendations for those projects as a part of the Committee's annual budget deliberations. Further, a four year outlook is developed.

The Committee's deliberations annually include changes to the mix of projects recommended by staff and debate about the optimal funding mechanisms. The result of the debate forms the City's annual capital plan.

Decision #1 – Resolution #1

With the addition of a dedicated capital levy in 2020, Committee now has to decide how to prioritize investment of that levy. It could invest the levy directly in \$4.1 million worth of additional capital projects which would be added to the roughly \$170 million capital plan for 2020 or it could approve the

use of the capital levy to debt finance a larger source of funding for long term asset renewal. That is the first decision Committee is being asked to consider in this report.

If resolution #1 is approved, Committee will decide on projects equaled to \$4.1 million for immediate planning and execution. Below, Tables 1 – 3 outline three options for Committee’s consideration categorized into arterial roads, local roads and buildings and facilities in accordance with the January 14th motion. The project details are contained in Appendix A. These options appear in order of staff’s recommendation and Resolution #1 will be read with Option 1 as the recommended set of projects.

Table 1 – Option 1

1. Facilities and other aging infrastructure:		
Arena SMART Hub Energy Upgrades		507,000
Arena Roof Replacements and Interior Drywall Upgrades		2,270,000
Copper Cliff Library Capital Repairs		1,170,000
Transit - Implementation of Various Technological Improvements		4,987,000
		8,934,000
Less: Estimated Energy Grant for Arena SMART Hub Project		(157,669)
Less: Estimated ICIP Funding for Transit Technological Improvements		(3,640,510)
Less: Funds committed in 2021 Capital Budget towards Transit Project		(1,035,821)
		4,100,000

Table 2 – Option 2

2. Local Roads:		
Local Road Improvements for our Downtowns		4,100,000
		4,100,000

Table 3 – Option 3

3. Arterial:		
Old Hwy 69 (MR 80) North of Maley Drive to McCrea Heights (enhanced scope)		1,600,000
Capreol Road (MR 84) Cote Boulevard to Linden Drive		1,800,000
Old Hwy 69 (MR 80) South of Jean D’arc Street to North of Dominion Drive		700,000
		4,100,000

Option 1 contains a set of buildings and equipment projects that all scored very well in the enterprise capital prioritization exercise in preparation for the 2020 budget. They are projects that maximize available funding from senior levels of government and payback in terms of energy credits. The arena and Copper Cliff Library projects return these facilities to a “state of good repair” standard and while they improve energy efficiency, they do not generate savings to budget that would create a measurable payback. If Option #3 on roads is approved, then another resolution is required to be passed in order to expand scope of existing tenders for these road locations.

Decision #2 – Resolution #2

If resolution #1 is defeated, Committee will consider using the 1.5% capital levy as an annual payment to secure debt and invest in a longer list of projects depending if term of debt is over 20 or 30 years. If either of the debt financing options below are chosen, a separate resolution will have to be passed in order to authorize additional debt financing for the corresponding water and wastewater linear infrastructure improvements. This debt financing would result in debt repayments in the annual water and wastewater operating budgets starting in the 2021 Budget.

Using the capital levy to debt finance an amount over 20 years would result \$61 million available for capital expenditure and over 30 years would result in \$80 million at best available interest rates. In accordance with the City's debt management policy and the Municipal Act, debt financing would only be recommended for those projects on assets with an estimated useful life equal to or greater than the term of debt used to finance the projects.

If resolution #2 is approved and Committee uses the 1.5% capital levy as an annual payment over 20 years to generate \$61 million, the projects listed in Table 4 are recommended to Committee for investment.

Table 4 – Option 1

4. \$61 million Debt over 20 years Option:		
Lorne Street - from Power to Logan (additional funds as external grants not approved)		14,600,000
Frobisher Salt/Sand Dome Replacement		8,250,000
Maley Drive Extension (four lanes from Frood Road to MR 35 with roundabout at Frood Road)		11,000,000
Local Road Improvements for our Downtowns	3,040	18,240,000
Copper Cliff Library Capital Repairs		1,170,000
Various Pool upgrade requirements:		
- Onaping		1,600,000
- RG Dow		400,000
- Nickel District		650,000
- Gatchel		2,400,000
Greater Sudbury Housing Corporation capital projects:		
- 1960 Paris Elevator Modernization		300,000
- 1052 Belfry Make Up Air Replacement		100,000
- 166 Louis Street Make Up Air Replacement		100,000
- Walkup Apartment Make Up Air (\$35,000 per building x 4 units)		140,000
- 1960 A+B Paris Roof Replacement		1,200,000
- 1960 A Paris Balcony Railing Replacement		350,000
- 1960 B Paris Balcony Railing Replacement		500,000
Total Debt Financing for Cash Flow		61,000,000

If resolution #2 is approved and Committee uses the 1.5% capital levy as an annual payment over 30 years to generate \$80 million, the projects listed in Table 5 are recommended to Committee for investment.

Table 5 – Option 2

5. \$80 million Debt over 30 years Option:		
Lorne Street - from Power to Logan (additional funds as external grants not approved)		14,600,000
Lorne Street - from Logan to Elm		17,900,000
Frobisher Salt/Sand Dome Replacement		8,250,000
Maley Drive Extension (four lanes from Frood Road to MR 35 with roundabout at Frood Road)		11,000,000
Local Road Improvements for our Downtowns	3,193.92	19,163,510
Various Pool upgrade requirements:		
- Onaping		1,600,000
- RG Dow		400,000
- Nickel District		650,000
- Gatchel		2,400,000
Greater Sudbury Housing Corporation capital projects:		
- 1960 Paris Elevator Modernization		300,000
- 1052 Belfry Make Up Air Replacement		100,000
- 166 Louis Street Make Up Air Replacement		100,000
- Walkup Apartment Make Up Air (\$35,000 per building x 4 units)		140,000
- 1960 A+B Paris Roof Replacement		1,200,000
- 1960 A Paris Balcony Railing Replacement		350,000
- 1960 B Paris Balcony Railing Replacement		500,000
Transit - Implementation of Various Technological Improvements		4,987,000
Total Debt Financing before estimated funding sources		83,640,510
Less: Estimated ICIP Funding for Transit Project pending ICIP Approval		(3,640,510)
Total Debt Financing		80,000,000

Local Roads Improvement Program in our Downtowns

In both resolutions, there are options which provide an investment (of either \$4.1 million in option 2, \$18.2 million in option 4 and \$19.2 million in option 5) local roads improvement in the downtowns across Greater Sudbury. These options anticipate staff will bring a program forward for Committee's direction comprised of projects which will rehabilitate and/or complete road reconstruction in the City's various downtowns. These projects would result in engineering investigation and planning in 2020 and construction anticipated between 2021 and 2024 to coordinate projects and minimize impact on downtown area businesses. We would anticipate interest from Downtown BIA and local businesses which warrant sufficient planning before final design and construction commences.

These projects benefit local roads in some of the oldest areas of our community with an extended life of assets and provide economic benefits along with beautification features. Further, the downtowns across our community are areas where updates could include transportation demand management features such as cycling infrastructure and pedestrian safety features. If one of these options is directed, staff would return with recommended downtown streets across our community and any complimentary water/wastewater funding possibilities where the repair includes renewal of linear

infrastructure. Some geotechnical work is planned in 2020 in downtown Sudbury as part of the 2020 Capital Budget.

FINANCIAL IMPLICATIONS

If Option 1 is chosen, \$1,035,821 will need to be funded in the 2021 capital budget for the Transit related project. Otherwise, there are no direct financial implications should the Committee select any of the options in the report under Resolution #1 or #2. The 1.5% capital levy would fund either the direct expenditure of \$4.1 million on a set of approved capital projects or would provide the first payment toward 20 or 30 year debt financing.

Council will recall that the 2021 Capital Budget (forecast column as shown in 2020 Capital Budget) consists of the cash flow spending for capital projects approved in the 2020 Capital Budget or earlier years. In order to fund the 2021 Capital Budget as tabled, it utilized most of the annual capital contribution (as shown on the table on page 382) as well as additional \$10 million of external debt (as shown on the table on page 390). Should Committee approve Resolution #1, \$7.9 million would be available for 2021 capital prioritization (less \$1,035,821 if Option 1 is selected). Should Committee approve Resolution #2, \$3.7 million of capital funds would be available for 2021 capital prioritization. Therefore, there is minimal amount of funds available to invest in new capital projects as part of the 2021 Capital Budget, unless additional debt is acquired to fund new projects in 2021. In other words, the 2021 Capital Budget will appear as tabled in the 2020 Budget document with approximately \$3.7 million to \$7.9 million available to new capital projects in various areas such as roads, facilities, information technology, fire services, Greater Sudbury Housing Corporation and so on. It does exclude water, wastewater, fleet, paramedic services, parks equipment and Police as they have separate funding sources for its capital budgets.

There are other choices available to Council though that include the use of the \$4.1 million levy to access debt in 2021 (rather than immediately as described in Resolution #2) or additional debt financing. Staff will seek direction on the desired scope of new capital projects to be added to the 2021 budget through the budget direction report which will be presented to Committee in at its May meeting.

CONCLUSION / RECOMMENDATION

Staff recommends that Option 1 be approved for the capital levy amount in 2020 as this will address the infrastructure deficit and maximize other potential funding opportunities. This option will also commit a portion from the 2021 Capital Budget and the remainder would be available for new capital projects for Council consideration as part of the 2021 Budget deliberations.

Appendix A - Additional Details of Capital Projects in Options

Project Name	Estimated Cost	Useful Life in Years of Capital Project for Debt Financing Option Only	Expected Completion Date (end of 2020, end of 2021, etc)	Description of Project (obtained from Capital Prioritization submissions where available) (For Road Projects - also indicate how integrates with W/WW work along with estimated cost of water and ww (separately as will be funded from respective reserve fund.)	Pros or Benefits of why project should be completed. What are future costs that are avoided with this project?	Cons or Drawbacks if project is not completed	How does project address infrastructure gap?	Return on Investment / Payback (ie. annual savings; annual energy savings; energy rebates; etc)	Federal / Provincial Funding or Other Grants
1 Arena SMART Hub Energy Upgrades	\$ 507,000		Q3 2021	<p>An arena facilities consume a great deal of electrical energy during its normal operation. A typical community arena ice plants accounts for 40% of the energy used each year. Energy is the second-highest cost of operation, exceeded only by labor, in a typical ice facility. City arena refrigeration systems were designed for decades ago with simple analog technology. Modern technology available, including modulating head pressure controls and monitoring equipment, reduces equipment run time and energy consumption. It estimated that 1,195,317 KW of energy will be saved by installing the SMART Hub technology amounting to a energy cost savings of \$188,787 annually.</p> <p>This project proposes to purchase SMART Hub technology to be installed in each arena plant. The SMART Hub upgrade offers the following main features: SMART Scheduling; remote access; maintenance schedule notifications; alarm to email/text notifications; mobile app; power monitoring; and floating head pressure. As an option, the project could look at Class 1 arenas only, which would have a project cost of \$275,000 with annual savings of \$109,131.</p>	This project supports the City's Strategic Plan of Creating a Healthier Community (investment in infrastructure to support community recreation). The project also supports the City's Community Energy and Emissions Plan (CEEP) by reducing energy use at municipal arenas. As equipment run time will be reduced, the project will extend the life expectancy of arena refrigeration equipment (approximately 10%).	Energy costs will continue to be incurred due to analog technology. Equipment servicing costs will continue rise as equipment approaches end of life expectancy.	The project will allow the City to continue providing existing service levels for arenas. The City currently provides 16 ice pads across 14 arenas. The Parks, Open Space and Leisure Master Plan establishes a provision level of one ice pad for every 405 youth registrants.	Estimated energy savings of \$188,787 annually. Average pay back period per system installed is 3.08 years.	Estimated energy grant of \$157,669 expected in completion of this project.
2 Arena Roof Replacements and Interior Drywall Upgrades	\$ 2,270,000	30	End of 2021	<p>The Cambrian, Capreol, Coniston, Countryside, Dr Edgar LeClair, Garson, and JJ Coady Arenas require roof replacements and interior drywall repairs as identified from the recent 2018 Building Condition Assessments (BCA).</p> <p>The stakeholders of this project are Assets, Leisure Services, Parks and citizens that rent the arenas.</p> <p>With funding approval, we will begin design and tender the works in 2020. The repairs are anticipated to be phased amongst the several arenas, and completed in 2021. The main risk of not being able to complete this project is that we are over budget at tender. CGS nor the Consultants can predict or control the market pricing from the tender stage.</p>	This project supports the City's Strategic Plan of Creating a Healthier Community (investment in infrastructure to support community recreation). Cambrian and Onaping roofs are actively leaking. The rest are nearing end of life-cycle. Water leaks into interiors can cause mould and other adverse health issues.	Escalation of costs due to inflation, the longer water leaks are prolonged, the more damages to interior finishes, and increased risk to developing mould.. Failing asset will lead to increased customer complaints and portray a negative image of the City when hosting out of town teams during events.	The project will allow the City to continue providing existing service levels for arenas. The City currently provides 16 ice pads across 14 arenas. The Parks, Open Space and Leisure Master Plan establishes a provision level of one ice pad for every 405 youth registrants.	None	None.
3 Copper Cliff Library Capital Repairs	\$ 1,170,000	20	End of 2021	The Copper Cliff Library is fast approaching the end of its useful life. There are a number of large repair/replacement projects identified: complete roof replacement, parking lot refurbishment, front and rear entrances/ramp replacements, doors and brick/planter refurbishment. In addition, significant interior upgrades are required due to safety concerns which includes upper loft railing and stair railing. Other interior renovations required include bathroom retrofits, flooring replacement and electrical updates. The stakeholders of this project are Libraries, Assets and Citizens. Although we expect to be able to complete this work in its entirety in 2020, there could be a possibility that a portion of the interiors being completed in 2021 (this can only be confirmed from tender with a contractor).	The leaks result in issues the deterioration of other parts of the building, including windows. Water leaks also cause mould and can have adverse issues on health.	Will continue to deteriorate in a progressive rate and eventually will not be able to function.	This will prolong the use of the facility.	Will result in savings of costs associated to repair and mitigate roof leaks, and will preserve other elements of building that are deteriorating as a result of the leaks.	None

Appendix A - Additional Details of Capital Projects in Options

Project Name	Estimated Cost	Useful Life in Years of Capital Project for Debt Financing Option Only	Expected Completion Date (end of 2020, end of 2021, etc)	Description of Project (obtained from Capital Prioritization submissions where available) (For Road Projects - also indicate how integrates with W/WW work along with estimated cost of water and ww (separately as will be funded from respective reserve fund.)	Pros or Benefits of why project should be completed. What are future costs that are avoided with this project?	Cons or Drawbacks if project is not completed	How does project address infrastructure gap?	Return on Investment / Payback (ie. annual savings; annual energy savings; energy rebates; etc)	Federal / Provincial Funding or Other Grants
4 Transit - Implementation of Various Technological Improvements	\$ 4,987,000		end of 2023	Leveraging with Investing in Canada Infrastructure Program (ICIP) funding, Transit is applying for the implementation of various technological improvements. The resulting recommendations of the review must allow for the collection and operational management of reliable data which will be used to analyze service demand. Preliminary areas of improvements will focus on a new electronic fare payment system, and an on-demand solution for low(er) ridership areas. There is a high confidence that this project can be completed as described and within forecasted cost and timeframe.	The implementation of various technological options will positively impact riders by increasing customer experience and operational efficiencies. Technological improvements will create alternate payment options for a more accessible transit service (new electronic fare collection system) and create operational efficiencies with the collection of better data to support planning and network design. On-demand technologies would provide an increase in level of service in low demand areas. Programs which support operational functions (daily work assignments, absenteem etc) could reduce time spent on administrative tasks, and provide Supervisors time to manage the system.	Doesn't improve customer feedback for easier, faster and more dependable fare media options. Also, failure to implement new smartcard technology will result in continued farebox maintenance costs on aged assets (most fareboxes are past their useful life) whereas a new system would result in significantly less maintenance costs due to newer life cycle. On-Demand technology will allow for improved service within existing operating funds.	Fareboxes are becoming increasingly expensive to maintain and eliminating their use with smartcard technology would assist in the life cycle of this new payment system.	Lower farebox maintenance. Approx. \$80k per year average annual spend since 2018 with annual budget of \$45K in 2020.	\$ 3,640,510
5 Local Roads Resurfacing and Rehabilitation	\$ 4,100,000		2020	Scope of work includes resurfacing or rehabilitation of the asphalt, granular material, curbs and sidewalk. The design life of the surface asphalt will be approximately 10 years.	Scope of work includes resurfacing or rehabilitation of the asphalt, granular material, curbs and sidewalk. The design life of the surface asphalt will be approximately 10 years.	Maintenance costs will be expected to increase and local resident satisfaction is not addressed.	Proposed work will increase the lane km of roads which can be classified as good or very good.	Maintenance work can be reallocated to other assets.	None
6 Old Hwy 69 (MR 80) North of Maley Drive to McCre Heights (enhanced scope)	\$ 1,600,000		2020	Increase scope of approved project from localized patching to full length resurfacing of approximately 3.5km of arterial road. \$1.6 mil in funding will be added to the approved \$2.0 mil funding for 2020.	Full length resurfacing will reduce future maintenance costs within the road segment and extend the service life of the road segment to 7 to 10 years.	Maintenance of sections between the patched sections of road will be required. Full length resurfacing may be required within the expected service life of the proposed full length resurfacing.	Proposed work will increase the lane km of roads which can be classified as good or very good.	Maintenance work can be reallocated to other assets.	None
7 Capreol Road (MR 84) Cote Boulevard to Linden Drive	\$ 1,800,000		2020	Bring forward proposed project from the planned completion year of 2021 to 2020 and revise limits. Scope of work includes approximately 1.5 km of full depth asphalt rehabilitation of arterial road using recycled technology and addition of paved shoulders.	Rescheduling proposed from 2021 to 2020 work provides an opportunity for additional road work in 2021.	Delay in project will result in increase in maintenance costs for this road segment.	Proposed work will increase the lane km of roads which can be classified as good or very good.	Maintenance work can be reallocated to other assets.	None
8 Old Hwy 69 (MR 80) South of Jean D'arc Street to North of Dominion Drive	\$ 700,000		2020	Bring forward proposed project from the planned completion year of 2021 to 2020. Scope of work includes approximately 0.4 km of 90mm asphalt grind and overlay with curb replacement. This contract has been awarded and work will be approved by change order.	Rescheduling proposed from 2021 to 2020 work provides an opportunity for additional road work in 2021.	Delay in project will result in increase in maintenance costs for this road segment.	Proposed work will increase the lane km of roads which can be classified as good or very good.	Maintenance work can be reallocated to other assets.	None

Appendix A - Additional Details of Capital Projects in Options

Project Name	Estimated Cost	Useful Life in Years of Capital Project for Debt Financing Option Only	Expected Completion Date (end of 2020, end of 2021, etc)	Description of Project (obtained from Capital Prioritization submissions where available) (For Road Projects - also indicate how integrates with W/WW work along with estimated cost of water and ww (separately as will be funded from respective reserve fund.)	Pros or Benefits of why project should be completed. What are future costs that are avoided with this project?	Cons or Drawbacks if project is not completed	How does project address infrastructure gap?	Return on Investment / Payback (ie. annual savings; annual energy savings; energy rebates; etc)	Federal / Provincial Funding or Other Grants
9 Lorne Street - from Power to Logan (additional funds as external grants not approved)	\$ 14,600,000	Average of 30+ years	2021	This project includes the construction of the rehabilitation and resurfacing of Lorne Street for one of two phases. This phase of work includes from Power Street to Logan Street. Phase 1 includes Power St. to West of Big Nickel Mine as well as Power St. to Logan Ave. The City of Greater Sudbury has approved a portion of funding, and was originally presented with proposed Federal and Provincial funding that did not materialize. The City currently has approximately \$9 million currently budgeted for Roads (annual allocation in future capital budgets until 2038. This request is for the balance of funding. Additional information on this project can be found in the Business Case as part of the 2020 Budget document.	This project will address aging infrastructure, work will be coordinated with water/wastewater improvements, improve citizen satisfaction and foster economic development.	Road and water/wastewater infrastructure will continue to deteriorate, maintenance costs are expected to increase, and future capital costs can be expected to increase.	Proposed work will increase the lane km of roads which can be classified as good or very good.	Maintenance work can be reallocated to other assets.	None
10 Frobisher Salt/Sand Dome Replacement	\$ 8,250,000	50	2021	This project includes the construction of a new salt/sand storage structure at the Frobisher Depot. The proposal for this work is supported by the council report titled "Depot Master Plan - Frobisher, St. Clair, Suez, Black Lake and Whitefish" dated July 31, 2018.	This project will support redevelopment of the depot site using best salt management practices as the storage of pickled sand and salt will be located outside of the Ramsey Lake intake protection zone.	If the project is not completed, the City would not be adhering to the preferred solution of the Frobisher Depot Risk Management Plan and would be at risk of salt contamination of the intake protection zone.	A new storage facility for the Frobisher Depot is required and completion of this project will reduce the total funding required to address the depot infrastructure deficit.	Building maintenance work can be reallocated to other assets.	None
11 Maley Drive Extension (four lanes from Frood Road to MR 35 with roundabout at Frood Road)	\$ 11,000,000	Average of 30+ years	With approval in March, it would be tendered in 2020 with majority of work completed by end of 2021.	Scope of work includes four lanes from Frood Road to MR 35 with a roundabout at Frood Road. This road segment is currently attracting additional traffic with the recent opening on Maley Drive and experiencing congestion issues.	Improve levels of service for operation of transportation network, promoting economic development, and synergy with existing construction work.	If project is not completed congestion will continue and maintenance costs are expected to increase.	This project does address the existing infrastructure deficit on the pavement condition of the existing two lane road.	Maintenance work can be reallocated to other assets.	None
12 Local Road Improvements for our Downtowns	Approximately \$18 million to \$19 million	Average of 30+ years	Construction of these roads would be phased over multiple years to minimize impact to businesses.	Scope of work includes reconstruction of the asphalt, granular material, curbs and sidewalk. The design life of the surface asphalt will be approximately 20 years, however the other components will have a design life of 50 years, therefore the average design life will exceed 30 years. In 2021, Larch Street from Elgin to Lisgar (Sudbury) is identified in the capital budget and these limits could be extended to include portions of Lisgar and Durham. All community Downtown areas will be review for opportunities for road improvements including resurfacing, rehabilitation, sidewalk and curb renewal, light standards and will provide opportunities for beautification.	This project will reduce maintenance costs for the improved road segments, increase resident satisfaction with completion of community improvements and improve ability to attract businesses to downtown areas.	Maintenance costs will be expected to increase and resident/business satisfaction is not addressed.	Proposed work will increase the lane km of roads which can be classified as good or very good.	Maintenance work can be reallocated to other assets.	None
Various Pool Upgrade Requirements:									
13 - Onaping	\$ 1,600,000	15	End of 2021	This project also has corresponding work with W/WW which is estimated at \$4,000/m.	This project supports the City's Strategic Plan of Creating a Healthier Community (investment in infrastructure to support community recreation). The project will reduce the frequency and magnitude of service level interruptions in the future. BCA calls for investment in facility.	The deferral of repairs called for in the BCA will result in increased emergency repair and maintenance costs. Derferral of repairs also increases the probability of service interruptions or equipment/mechanical failures.	The project will allow the City to continue providing existing service levels for pools. The City currently provides 5 pools. The Parks, Open Space and Leisure Master Plan established a provision level of one aquatic facility for every 25,000 residents (including CGS pools, YMCA and Laurentian University). Project would bring identified items back to a state of good repair which will prolong the use of the facility.	Small potential for ROI on the HVAC, but unlikely. Must be evaluated to be confirmed. The rest of the items will not have a ROI. Lighting already updated.	None. Perhaps on the HVAC. TBD

Appendix A - Additional Details of Capital Projects in Options

Project Name	Estimated Cost	Useful Life in Years of Capital Project for Debt Financing Option Only	Expected Completion Date (end of 2020, end of 2021, etc)	Description of Project (obtained from Capital Prioritization submissions where available) (For Road Projects - also indicate how integrates with W/WW work along with estimated cost of water and ww (separately as will be funded from respective reserve fund.)	Pros or Benefits of why project should be completed. What are future costs that are avoided with this project?	Cons or Drawbacks if project is not completed	How does project address infrastructure gap?	Return on Investment / Payback (ie. annual savings; annual energy savings; energy rebates; etc)	Federal / Provincial Funding or Other Grants
14 - RG Dow	\$ 400,000	15	End of 2021	<p>Various repairs have been identified for Pools based on Building Condition Assessment (BCA) reports completed in 2018 to bring the facilities to a State of Good Repair (SOGR).</p> <p>The main repairs identified are to the mechanical, HVAC, electrical and public address equipment refurbishments.</p> <p>The stakeholders of this project are Assets and Leisure Services. With funding approval, we will begin design and tender the works in 2020. Most repairs will be completed in 2020, but some of the items may run into 2021 for completion. This can only be confirmed at tender stage with the successful contractor.</p> <p>The main risk of not being able to complete this project is that we are over budget at tender. CGS nor the Consultants can predict or control the market pricing from the tender stage.</p> <p>The BCA's estimate were provided by using an industry standard benchmark (RS Means).</p>	<p>This project supports the City's Strategic Plan of Creating a Healthier Community (investment in infrastructure to support community recreation). The project will reduce the frequency and magnitude of service level interruptions in the future.</p> <p>BCA calls for investment in facility.</p>	<p>The deferral of repairs called for in the BCA will result in increased emergency repair and maintenance costs. Derferral of repairs also increases the probability of service interruptions or equipment/mechanical failures.</p>	<p>The project will allow the City to continue providing existing service levels for pools. The City currently provides 5 pools. The Parks, Open Space and Leisure Master Plan established a provision level of one aquatic facility for every 25,000 residents (including CGS pools, YMCA and Laurentian University).</p> <p>Project would bring identified items back to a state of good repair which will prolong the use of the facility.</p>	<p>Small potential for ROI on the HVAC, but unlikely. Must be evaluated to be confirmed. The rest of the items will not have a ROI. Lighting already updated.</p>	<p>None. Perhaps on the HVAC. TBD</p>
15 - Nickel District	\$ 650,000	15	End of 2021	<p>Various repairs have been identified for Pools based on Building Condition Assessment (BCA) reports completed in 2018 to bring the facilities to a State of Good Repair (SOGR).</p> <p>The main repairs identified are to the mechanical, HVAC, electrical and public address equipment refurbishments.</p> <p>The stakeholders of this project are Assets and Leisure Services. With funding approval, we will begin design and tender the works in 2020. Most repairs will be completed in 2020, but some of the items may run into 2021 for completion. This can only be confirmed at tender stage with the successful contractor.</p> <p>The main risk of not being able to complete this project is that we are over budget at tender. CGS nor the Consultants can predict or control the market pricing from the tender stage.</p> <p>The BCA's estimate were provided by using an industry standard benchmark (RS Means).</p>	<p>This project supports the City's Strategic Plan of Creating a Healthier Community (investment in infrastructure to support community recreation). The project will reduce the frequency and magnitude of service level interruptions in the future.</p> <p>BCA calls for investment in facility.</p>	<p>The deferral of repairs called for in the BCA will result in increased emergency repair and maintenance costs. Derferral of repairs also increases the probability of service interruptions or equipment/mechanical failures.</p>	<p>The project will allow the City to continue providing existing service levels for pools. The City currently provides 5 pools. The Parks, Open Space and Leisure Master Plan established a provision level of one aquatic facility for every 25,000 residents (including CGS pools, YMCA and Laurentian University).</p> <p>Project would bring identified items back to a state of good repair which will prolong the use of the facility.</p>	<p>Small potential for ROI on the HVAC, but unlikely. Must be evaluated to be confirmed. The rest of the items will not have a ROI. Lighting already updated.</p>	<p>None. Perhaps on the HVAC. TBD</p>
16 - Gatchell	\$ 2,400,000	15	End of 2021	<p>Various repairs have been identified for Pools based on Building Condition Assessment (BCA) reports completed in 2018 to bring the facilities to a State of Good Repair (SOGR).</p> <p>The estimate includes \$1.5M for tank replaement. In 2016, Gatchell Pool was closed for a two week period to complete emergency repairs. The pool had been losign significant water which was discovered to be a result of a major crack running the length of the pool tank. A patch was applied with a 15 year life expectancy. Other repairs identified are to the mechanical, HVAC, electrical and public address equipment refurbishments.</p> <p>With funding approval, we will begin design and tender the works in 2020. Most repairs will be completed in 2020, but some of the items may run into 2021 for completion. This can only be confirmed at tender stage with the successful contractor.</p> <p>The main risk of not being able to complete this project is that we are over budget at tender. CGS nor the Consultants can predict or control the market pricing from the tender stage.</p> <p>The BCA's estimate were provided by using an industry standard benchmark (RS Means).</p>	<p>This project supports the City's Strategic Plan of Creating a Healthier Community (investment in infrastructure to support community recreation). The project will reduce the frequency and magnitude of service level interruptions in the future.</p> <p>BCA calls for investment in facility.</p>	<p>The deferral of repairs called for in the BCA will result in increased emergency repair and maintenance costs. Derferral of repairs also increases the probability of service interruptions or equipment/mechanical failures.</p>	<p>The project will allow the City to continue providing existing service levels for pools. The City currently provides 5 pools. The Parks, Open Space and Leisure Master Plan established a provision level of one aquatic facility for every 25,000 residents (including CGS pools, YMCA and Laurentian University).</p> <p>Project would bring identified items back to a state of good repair which will prolong the use of the facility.</p>	<p>None. HVAC and lighting already updated a few years ago, and no potential for savings.</p>	<p>None</p>
Greater Sudbury Housing Corporation Capital Projects:									

Appendix A - Additional Details of Capital Projects in Options

Project Name	Estimated Cost	Useful Life in Years of Capital Project for Debt Financing Option Only	Expected Completion Date (end of 2020, end of 2021, etc)	Description of Project (obtained from Capital Prioritization submissions where available) (For Road Projects - also indicate how integrates with W/WW work along with estimated cost of water and ww (separately as will be funded from respective reserve fund.)	Pros or Benefits of why project should be completed. What are future costs that are avoided with this project?	Cons or Drawbacks if project is not completed	How does project address infrastructure gap?	Return on Investment / Payback (ie. annual savings; annual energy savings; energy rebates; etc)	Federal / Provincial Funding or Other Grants
17 - 1960 Paris Elevator Modernization	\$ 300,000	25	Q1 2021	Modernization of the 1960 Paris B building elevators (2 elevators). 3rd Party elevator audit from 2014 recommended the full modernization of the elevators at this building. Subsequent to this audit, the controllers became obsolete and parts are no longer available. The elevator is no longer providing the level of service with one unit being out of service for over 2 months. The elevators should last 25 years.	It is important to maintain levels of service in a community housing building made up of family units. The second elevator has the same obsolete controller and thus this work needs to be completed before failure.	If not completed then there is a likelihood of failure and a reduction in service levels. This will result in tenant complaints and the risk of an order against us.	The facility condition index for this building is considered on the cusp of poor. Operating an elevator to failure will further push the building into poor condition. Completing this project will benefit this metric while ensuring that tenants receive appropriate service levels.	No Annual Savings however service level standard not being met due to numerous elevator shutdowns. Currently most costs related to call outs are covered under Service Contract however elevator remains shutdown for extended periods to due components are obsolete.	None Anticipated
18 - 1052 Belfry Make Up Air Replacement	\$ 100,000	25	Q3 2020	The Make Up Air unit on the roof has had intermittent failures and is not operating with the reliability required for the building. The impacts our ability to maintain service level standards. There is an increased operational cost as technicians are dispatched, often after hours, to address a breakdown. New unit should last 25 years.	Maintain levels of service in a senior's community housing building units. The unit provides fresh, filtered and heated air while pressurizing the hallways. This controls odours They can also be used by the fire department to control the spread of smoke in the event of a fire.	If not completed then there is a likelihood of failure and a reduction in service levels. This will result in tenant complaints and the risk of an order against us.	The facility condition index for this building is considered on the cusp of poor. Operating a MUA unit to failure will further push the building into poor condition. Completing this project will benefit this metric while ensuring that tenants receive appropriate service levels.	Modeling of pre-retrofit conditions compared to the post-retrofit conditions result in an estimated electricity savings of 11,647 kWh and GHG emissions reduction of 12,958 ekGCO2. Annual Estimated Savings \$1400	None Anticipated
19 - 166 Louis Street Make Up Air Replacement	\$ 100,000	25	Q3 2020	The Make Up Air unit on the roof has had intermittent failures and is not operating with the reliability required for the building. The impacts our ability to maintain service level standards. There is an increased operational cost as technicians are dispatched, often after hours, to address a breakdown. New unit should last 20 years.	Maintain levels of service in a community housing building units. The unit provides fresh, filtered and heated air while pressurizing the hallways. This controls odours They can also be used by the fire department to control the spread of smoke in the event of a fire.	If not completed then there is a likelihood of failure and a reduction in service levels. This will result in tenant complaints and the risk of an order against us.	The facility condition index for this building is considered on the cusp of poor. Operating a MUA unit to failure will further push the building into poor condition. Completing this project will benefit this metric while ensuring that tenants receive appropriate service levels.	Modeling of pre-retrofit conditions compared to the post-retrofit conditions result in an estimated electricity savings of 5,766 kWh, a natural gas savings of 336 m3, and GHG emissions reduction of 6,414 ekGCO2. Annual Estimated Savings \$800.	Heat source is Natural Gas - Potential Enersmart Energy Rebate under Affordable Housing Conservation Program
20 - Walkup Apartment Make Up Air (\$35,000 per building x 4 units) 27 Hanna, Capreol 35 Spruce, Garson 3553 Montpellier, Chelmsford 155 Lapointe, Hanmer	\$ 140,000	25	Q3 2020	The Make Up Air unit on the roof has had intermittent failures and is not operating with the reliability required for the building. The impacts our ability to maintain service level standards. There is an increased operational cost as technicians are dispatched, often after hours, to address a breakdown. New unit should last 25 years.	Maintain levels of service in a community housing building units. The unit provides fresh, filtered and heated air while pressurizing the hallways. This controls odours They can also be used by the fire department to control the spread of smoke in the event of a fire.	If not completed then there is a likelihood of failure and a reduction in service levels. This will result in tenant complaints and the risk of an order against us.	The facility condition index for this building is considered on the cusp of poor. Operating a MUA unit to failure will further push the building into poor condition. Completing this project will benefit this metric while ensuring that tenants receive appropriate service levels.	Modeling of pre-retrofit conditions compared to the post-retrofit conditions result in an estimated electricity savings of 12,916 kWh, and GHG emissions reduction of 9,100 ekGCO2. Annual Estimated Savings \$1550.	None Anticipated
21 - 1960 A+B Paris Roof Replacement	\$ 1,200,000	20	Q3 2020	The flat roof at 1960 Paris is near the end of life and at risk of leaking. There are occasions where partially blocked scuppers result in higher than ideal water levels, increasing the risk of a leak. The blockage can be from ice dam formation during freeze/thaw events. The impact of a consistent and/or significant leak will be significantly costly as the water migrates unabated through the substructure and into tenant units. The impact is a loss or change of housing requirement for community housing members. A fundamental service level standard is to provide shelter that does not leak. New Roof should last 20 years.	It is important to prevent damage associated with a leak, prevent impact to tenants housed in the building, and maintain levels of service in a community housing building.	If not completed then there is a likelihood of failure and a reduction in service levels. This will result in tenant complaints and the risk of an order against us.	The facility condition index for this building is considered on the cusp of poor. Operating a highrise building roof to failure will result in increased costs and further push the building into poor condition. Completing this project will benefit this metric while ensuring that tenants are not at risk of losing housing due to leaks.	The improved insulation in a new roof would provide for a payback in approximately 11.2 years with an electricity savings of 500 kWh, natural gas savings of 15,873 m3, providing for an annual savings of \$5,005.	None Anticipated

Appendix A - Additional Details of Capital Projects in Options

	Project Name	Estimated Cost	Useful Life in Years of Capital Project for Debt Financing Option Only	Expected Completion Date (end of 2020, end of 2021, etc)	Description of Project (obtained from Capital Prioritization submissions where available) (For Road Projects - also indicate how integrates with W/WW work along with estimated cost of water and ww (separately as will be funded from respective reserve fund.)	Pros or Benefits of why project should be completed. What are future costs that are avoided with this project?	Cons or Drawbacks if project is not completed	How does project address infrastructure gap?	Return on Investment / Payback (ie. annual savings; annual energy savings; energy rebates; etc)	Federal / Provincial Funding or Other Grants
22	- 1960 A Paris Balcony Railing Replacement	\$ 350,000	20	Q3 2021	The 1960 Paris balcony railings require removal and replacement with new aluminium railings and associated deck repairs as needed. The current steel railings are deteriorated with flaking paint and rust. There is a risk that these will become unsafe for tenants and people walking below as they continue to deteriorate. A similar project was undertaken at 720 Bruce by GSHC staff with great success. This project is intended to be undertaken before there is failure. New Railings should last 20 years.	It is important to ensure the safety of tenants and the people below. Purchasing a new aluminum railing will provide decades of reliability and remove the need to frequently repair and repaint the railings.	If not completed then there is a likelihood of failure and a reduction in service levels. It is not an acceptable risk to operate balconies to the point of failure or decommission. This will result in tenant complaints and the risk of an order against us.	The facility condition index for this building is considered on the cusp of poor. Failure to replace the railings will further push the building into poor condition. Completing this project will benefit this metric while ensuring that tenant and pedestrian traffic safety is maintained.	This project does not provide financial savings related to energy efficiency, rather is a health and safety matter that reduces risk to tenants and pedestrians once completed. Savings are related to the impact of closing balconies resulting in tenancy impacts and possible vacancies or rent abatement costs.	None Anticipated
23	- 1960 B Paris Balcony Railing Replacement	\$ 500,000	20	Q3 2021	The 1960 Paris balcony railings require removal and replacement with new aluminium railings and associated deck repairs as needed. The current steel railings are deteriorated with flaking paint and rust. There is a risk that these will become unsafe for tenants and people walking below as they continue to deteriorate. A similar project was undertaken at 720 Bruce by GSHC staff with great success. This project is intended to be undertaken before there is failure. New Railings should last 20 years.	It is important to ensure the safety of tenants and the people below. Purchasing a new aluminum railing will provide decades of reliability and remove the need to frequently repair and repaint the railings.	If not completed then there is a likelihood of failure and a reduction in service levels. It is not an acceptable risk to operate balconies to the point of failure or decommission. This will result in tenant complaints and the risk of an order against us.	The facility condition index for this building is considered on the cusp of poor. Failure to replace the railings will further push the building into poor condition. Completing this project will benefit this metric while ensuring that tenant and pedestrian traffic safety is maintained.	This project does not provide financial savings, rather is a health and safety matter that reduces risk to tenants and pedestrians once completed.	None Anticipated

Request for Decision

2021 Operating Budget Update

Presented To: Finance and
Administration
Committee

Presented: Monday, Dec 21, 2020

Report Date Thursday, Dec 10, 2020

Type: Referred & Deferred
Matters

Resolution

Cancelled Capital:

THAT the City of Greater Sudbury approves funding from the Capital Holding Account of \$5.2 million within the 2021 Operating Budget to offset one-time operating and COVID-19 pressures, if required, as outlined in the report entitled "2021 Operating Budget Update", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020.

2020 Special Capital Levy:

THAT the City of Greater Sudbury authorizes the 2020 Special Capital Levy of \$4.1 million to be transferred to the Tax Rate Stabilization Reserve and, if required, utilized to fund one-time operating and COVID-19 related expenditures within the 2021 Operating Budget, as outlined in the report entitled "2021 Operating Budget Update", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020.

User Fees:

THAT the User Fee Principles , as outlined in the report entitled "2021 Operating Budget Update", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on December 8, 2020, be approved;

AND THAT the City of Greater Sudbury directs staff to prepare a business case for the potential new user fees;

Signed By

Report Prepared By

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Dec 10, 20

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Dec 10, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Dec 10, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Dec 10, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Dec 10, 20

AND THAT the City of Greater Sudbury directs staff to prepare a business case describing changes to the fees listed in Appendix D.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report informs Council on the 2021 budget process and provides an update on the number of resolutions given to staff to aid with developing the budget document.

Financial Implications

This report has no direct financial implications.

A number of alternatives have been presented for Council's information which may be included in the base budget in order to reach the budget direction target of 3.9%.

This report also provides updates on business cases, specifically User Fees and Facility Rationalization.







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Report Title
2021 Operating Budget Update

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Report Summary	Financial Implications
<p>This report informs Council on the 2021 budget process and provides an update on the number of resolutions given to staff to aid with developing the budget document.</p>	<p>This report has no direct financial implications.</p> <p>A number of alternatives have been presented for Council's information which may be included in the base budget in order to reach the budget direction target of 3.9%.</p> <p>This report also provides updates on business cases, specifically User Fees and Facility Rationalization.</p>

Report Prepared By	Division Review
 Name: Steve Facey Title: Manager of Financial Planning & Budgeting	 Name: Ed Stankiewicz Title: Executive Director of Finance, Assets & Fleet

Recommended By the Department	Financial Implications
 Name: Kevin Fowke Title: General Manager of Corporate Services	 Name: Steve Facey Title: Manager of Financial Planning & Budgeting

Recommended by the C.A.O.
 Ed Archer Chief Administrative Officer

Resolutions

Cancelled Capital

THAT the City of Greater Sudbury approves funding from the Capital Holding Account of \$5.2 million within the 2021 Operating Budget to offset one-time operating and COVID-19 pressures, if required.

2020 Special Capital Levy

THAT the City of Greater Sudbury authorizes the 2020 Special Capital Levy of \$4.1 million to be transferred to the Tax Rate Stabilization Reserve and, if required, utilized to fund one-time operating and COVID-19-related expenditures within the 2021 Operating Budget.

User Fees

THAT the User Fee Principles described in the report entitled 2021 Operating Budget Update from the General Manager of Corporate Services presented to Finance and administration Committee on December 8th, 2020, be approved;

AND THAT CGS Council direct a business case be prepared for the potential new user fees as outlined in the report entitled 2021 Operating Budget Update from the General Manager of Corporate Services presented to the Finance and Administration Committee on December 8th, 2020,

AND THAT CGS Council direct a business case be prepared describing changes to the fees listed in Appendix D.

EXECUTIVE SUMMARY

This report informs Council on the 2021 budget process and provides an update on the number of resolutions given to staff to aid with developing the budget document.

INTRODUCTION

Businesses across all sectors face new uncertainties preparing budgets for 2021. The most significant uncertainties are revenue estimates, especially from front line services most susceptible to regulation or response requirements for Covid-19, supply chain disruption and employee absence. Pandemic response is also prompting shifts in focus. For example, increased emphasis on support for vulnerable populations drives more investment in social services. To help manage risk, infrastructure renewal plans are deferred or changed so that funds can be redirected to other, more immediate service needs. Some evolving changes have been accelerated, such as the rate of service digitization. This prompts new perspectives on the future of work and challenges the continued success of retailers and service businesses that rely on office workers.

Municipalities across Canada are preparing budgets that anticipate less than normal revenues for services like transit, leisure services and parking. At the same time, they are facing increased demand for social services and the protection of health and safety of vulnerable populations. Expenses like personal protective equipment, IT hardware and supplies, cleaning and facility ventilation were unanticipated for 2020 but need to be incorporated into plans for 2021 and very likely permanently moving forward. There is sincere interest in and new efforts introduced that are intended to support local businesses and downtowns. There are new safeguards in congregate care settings such as long term care. The utilization rates of municipal facilities are being reduced as a result of new requirements for the health and safety of employees and the public that significantly reduces occupancy and utilization. There are no indications that requirements will change in 2021, further increasing the downward pressure on municipal revenues.

In Greater Sudbury, staff believe the actions associated with the 2019 - 2027 Strategic Plan objectives continue to be relevant and useful for designing planned outcomes for 2021. In addition to continued progress toward the four large projects, the corporation is planning actions aligned with Community Energy and Emission Plan aspirations, several significant digitization projects and a customer focus that is creating new options for residents and businesses to interact with the City and obtain services. Homelessness and addiction, in particular in the City's downtown, has led to the addition of new services and supports anticipated to continue throughout 2021. Demand for maintenance and refurbishment of the road network will continue to be a priority in all years within the longer term plan.

The corporation continues to follow a long term financial plan characterized by the need for significant capital investment in aging infrastructure, a moderate growth forecast and the need to replenish financial and capital reserves. The corporation's fundamental flexibilities and vulnerability indicators remain strong and our service decisions for 2021 could lead to permanent changes, which could introduce opportunities to enhance service sustainability in the long run.

BACKGROUND

On October 13th, staff received five directions for preparing the 2021 Budget. **Appendix A** presents the motions as approved. Briefly, directions to staff included:

1. Present options for additional debt financing to support the capital budget, and include advice about projects that would be appropriate candidates for debt financing
2. Present options for user fee adjustments that include an approach for supporting low income citizens such that fees do not become a barrier to access, and that also include estimates of projected usage rates
3. Prepare a business case for rationalizing facilities to improve utilization levels.
4. Where there are plans to use one-time funds in 2021 to cover COVID related shortfalls, such as Safe Restart Funding, the Special Capital Levy or other similar funding sources, staff ensure that:
 - a. Ongoing service expectations are supported by ongoing revenue sources, and
 - b. The use of non-recurring or “one-time” funds is limited to funding “one-time” or temporary expenditures
5. Ensure the 2021 capital budget includes sufficient funds to fulfil multi-year projects approved in prior periods and support new projects that reflect Council’s Strategic Plan prioritizes.

This report provides an update on items 2-4 as well as an update on strategies to reach the budget directions Council approved.

At the November 3rd Finance and Administration Committee meeting, staff were directed to produce a recommended plan that required no more than a 3.9% property tax increase. Staff were also directed to provide options for reducing the property tax increase to 3.0% and 2.2%.

ANALYSIS

Budget Update

Currently, draft service plans anticipate a property tax increase of 9.0%, before accounting for assessment growth. With a projected assessment growth of 0.5% and a direction to produce no more than a 3.9% tax levy change, there needs to be adjustments in 2021 service plans and financing choices that produce a \$14 million reduction in net expenditures. In the options where the tax levy change is 3.0% or 2.2%, the required adjustments are, respectively, \$16.6 million and \$18.9 million.

Further to Direction #4, there are one-time funding sources available to support the 2021 budget that would not be available in future periods if they were used to fund service plans next year. These include:

- Savings from 2020 Service adjustments – City Council reduced a variety of service levels in 2020 as part of its Covid-19 response, which avoided expenditures worth approximately \$20 M. It also received approximately \$12M in funding from federal and provincial governments intended to offset unplanned revenue shortfalls or extraordinary expenditures. The unused funds, as identified in the August budget variance report of approximately \$3.9M, can be carried forward to offset 2021 financing needs.
- The 2020 Special Capital Levy – City Council intended to undertake additional infrastructure renewal work in 2020 and included a special capital levy worth \$4.1 M to do so. With the virus response disrupting virtually every aspect of municipal operations, Council directed these funds remain unspent pending further review of the community’s needs. The disposition of these funds is subject to further discussion on this agenda.

- Cancelled Capital Projects – Certain capital projects were removed from the capital plan in 2020 and Council directed that the funding available to support them be held in the Capital Holding Account. These funds, \$5.2M, can be applied to offset one-time pressures in 2021.

It is recommended to utilize the one-time funding sources for one-time expenditures and revenue losses for 2021. Two resolutions have been prepared within this report direct staff to contribute unspent funds from the 2020 Special Capital levy to a reserve and provide authority to draw on these funds to offset 2021 budget pressures.

Fire Arbitration Award

The recent arbitration award to change the service model in the Valley East area has not yet been included in the budget. Subject to Council's decision about how it wants to respond to the arbitrator's decision, the financial impact in 2021 is a potential increase of approximately \$1.4 million.

2021 Budget Changes

Staff identified a variety of approaches that could be taken to produce a balanced budget:

1. Service level adjustments within the highest-cost services – these are adjustments within Winter Control and the community's Emergency Services. As the corporation's highest-cost services, the potential financial impact of service level changes could be significant. Similarly, the service level changes are themselves also significant, affecting the entire community. These adjustments require more analysis to assess their financial and service implications.
2. Enterprise-wide service level adjustments – these are adjustments to service levels that affect the whole corporation, either because they represent adjustments within Corporate Services that affect all departments, or because they involve adjustments to resources that are found in many/most departments across the corporation.
3. Selected service level adjustments – these are adjustments within specific services that reduce net costs. They include choices that adjust service levels, change access to the service by reducing service capacity, maintain the suspension of services prompted by the corporation's 2020 Covid response and/or introduce an alternate form of service delivery. Like with enterprise-wide service level adjustments, the implications of adopting them are relatively straightforward and the risk of implementing them can be generally well understood.
4. Accept increased risk – these are adjustments that have indirect implications on service levels. They include, for example, adjustments to financing plans that extend repayment timelines, adjustments to assumptions that influence revenue estimates, or adjustments to estimates of the amount of senior government funding available to support municipal operations. While this category may be appealing because they won't directly or immediately affect service levels, the financial implication of incorrectly estimating these adjustments could be significant.

Core Service Review

The Core Service Review reflected approximately \$4 million in total potential financial benefits, which include a combination of one-time and ongoing benefits. This analysis, performed by KPMG, reflected a number of potential improvements to some of the City's services. The top 10 opportunities are as follows:

	Opportunity	Estimated Cost Saving for re-allocation	Status
1	Facilities Rationalization	\$1,000,000	Analysis underway; part of 2021 Budget
2	Create a Digital City	600,000	Pending
3	Lean Management System	350,000	Pending
4	Review Shared Use Agreements	175,000	Analysis underway; part of 2021 Budget
5	Modernize Phone Systems	75,000	Analysis underway; part of 2021 Budget
6	Review User Fees & Cost Recovery	245,000	Analysis underway; part of 2021 Budget
7	Expand Facilities Management Systems	156,000	Pending
8	Optimize Office Space	193,000	Pending
9	Review Maintained Parkland Requirements	980,000	Analysis underway; part of 2021 Budget
10	Outsource Ski Hills	243,000	Pending

Staff are analyzing these strategies and, subject to Council's direction, will be presented in the 2021 Budget document via business case, or presented in future year's budgets along with recommendations.

Service Level Adjustments within the Highest-Cost Services

Work to analyze current service levels remains ongoing. In response to Council's budget directions for 2021, the Executive Leadership Team identified the following potential service level adjustments. These were selected because they are among the corporation's highest-cost services. Their service levels are within Council's direct control:

- Winter control (plowing, sanding, salting, snow removal, spring clean-up)
- Community Safety, specifically Fire Services

Winter Control

The 2021 Budget for Winter Control is approximately \$22.4 million. This is a 9.8% increase, year over year, primarily due to increasing contractual obligations (\$736,000 increase) and internal fleet recoveries (\$438,000 increase).

Currently, the basis of the existing service levels can be summarized as follows. Staff are guided by the Provincial Regulation for Minimum Maintenance Standards (MMS), O. Reg 239/02 which provides guidance for addressing snow, ice and slushy conditions, including sidewalk snow conditions. The MMS also establishes a standard road classification system. Council has a policy that determines when snow plowing services should be initiated based on the classification of the road and the depth of snow. The approved policy also establishes that winter maintenance should be completed within 24 hours following the end of a winter event. For the purposes of establishing the size of work force and necessary equipment, snow plow routes are designed mostly around two distinct classifications of winter maintenance service:

- Class 1-3 roads
- Class 4-6 roads

The last comprehensive review of winter control service levels was in 2005. Staff could produce an analysis in 2021 that identifies a new method for determining when to initiate plowing services and how much time the operation would be allowed to complete the service. Potential savings could be realized in future years, assuming at least a portion of the service levels were reduced from the existing service levels. For example, a potential new system of service levels could be based on three categories of services and service levels instead of the current two categories:

1. Priority One: Class 1-3 Roads (Paris Street, Notre Dame, Regent Street, MR 35 and MR 55)
 - a. This priority service level would largely remain unchanged with respect to winter maintenance.
2. Priority Two: Most Class 4 Roads, priority City Transit Routes, and challenging geometric conditions (Fairbanks Road, Second Avenue South, Old Falconbridge Road)
 - a. The level of service for these specific roads would be similar to the service provided for the existing Class 4 to 6 roads, with some consideration for the depth of snow where services are initiated, and the length of time to complete the service delivery.
3. Priority Three: All remaining Roads (Subdivision Roads, Cul-de-sacs, lanes, remote rural roads)
 - a. The level of service provided to these roads would be reduced. For example, the standard would be adjusted to establish deeper accumulations of snow before service is initiated and longer periods of time for the service to be completed.

It is understood that winter road and sidewalk maintenance will attract significant attention from the public. Staff's analysis would include extensive public consultation and some third party assessment so that the result would be, and would be seen to be, a thorough, transparent and comprehensive review of all aspects of the service.

If Committee directed staff to conduct this analysis, it would commence in early 2021. Results would be reported so that there would be potential for implementation prior to the start of the 2021/22 winter season. This would likely result in re-prioritization of plow routes, modifying equipment used to provide snow plowing and snow removal services, and could adjust the balance of contracted versus in-house services. It is reasonable to anticipate staff could identify service level changes worth at least \$1 million annually. For example, decreasing the service level from an 8 cm. accumulation to 15 cm. accumulation or increasing the response time from 24 to 48 or even 72 hours could result in increased snowpack on residential roads. This would require graders to provide snow plowing services rather than multi-function plows.

Community Fire and Paramedic Services

An additional approach to balancing the 2021 Budget could be to further analyze service levels provided by the Community Services department, which includes Fire and Paramedic Services. There is a motion being tabled at the Council meeting of December 15 and, if passed, would result in a public report on options available to address the recent staffing award at Val Therese. Council is currently undertaking an analysis of options, three of which could mitigate some or all of the arbitration award costs.

A number of building condition reports have been presented over the past two years, as part of the Station Revitalization project. Staff is finalizing a report going to F&A in January 2021, seeking authority to single source a consultant who will complete a comprehensive analysis on the number and locations of stations needed to provide Paramedic and Fire Services. The consultant will model options for different configuration of stations, which will involve assessing options with fewer career and volunteer sites. A phased plan will be developed for the next ten years that identifies steps required to move towards the optional deployment of resources. It is expected that these plans will include the consolidation of several stations. It is anticipated the analysis and final report would be brought to Council in the second quarter of 2021.

Options have been presented to Council that would reduce or eliminate the \$1.4M cost to implement the award. If Council were to direct staff to implement any of these options, this amount would not be required for 2021.

Enterprise-Wide Service Level Adjustments

Throughout 2020, Council and staff implemented a number of adjustments affecting service levels and producing net cost reductions. To balance the 2021 Budget, these strategies could be applied in 2021 as well. The adjustment options include:

- Not hiring summer students
 - The estimated impact of this initiative was \$1.7 million for 2020
- Casual and seasonal part-time layoffs
- Administrative adjustments of approximately \$600,000
 - Staff have also prepared a series of administrative adjustments that could reduce budgeted amounts in Human Resources and Organizational Development, Finance, Legal Services and By-law Services by upwards of \$600,000, with an annualized impact of approximately \$800,000. The impact of these adjustments would be reduced service capacity and in the case of the By-law Services area, reduced responsiveness and increased case management cycle times. A description of these changes will be presented during the closed session of the January 19th Finance and Administration Committee.
- Reduction in travel budgets
 - As a result of COVID-19, the organization's operations have changed substantially. In order to adapt to the changing environment, a reduction in travel budgets is an opportunity for 2021. If Council directs staff to include this change, it would be permanent in nature. If it is taken as a temporary measure, this would put further pressure on the 2022 Budget.
 - The total budget for travel related to Professional Development is approximately \$625,000 for levy supported areas. A reduction worth approximately 40% of planned expenditures, which equates to approximately \$250,000 is identified for Council's consideration.

Any adjustments in these categories have direct service level impacts. Adjustments could create longer wait times for requests, unsupervised areas of the City (such as Waterfronts) as well as reductions in

summer and winter leisure programming. Summer students often provide direct service to the public. For reference, the organization hires summer students for the following services:

- Economic Development
- Building Services
- Traffic & Transportation
 - Without students, the organization is not performing traffic counts. These are used to analyze stop sign warrants, traffic signal warrants and traffic calming warrants.
- Roadside litter abatement on high traffic roads
- Emergency Management
- Recreation Programming
 - Provision of Neighbourhood Playground programs (1,200 spaces offered annually).
 - Provision of Day Camps including operation of Camp Sudaca, Sports Camps and Creative Arts Camps (1,100 spaces offered annually).
- Waterfront Programs
 - Provision of lifeguard services at 7 municipal beach locations.
- Parks Services
 - Maintenance activities related to parkland (regional, community and neighbourhood parks), play fields (ball diamonds and soccer fields), playgrounds, splash pads, non-motorized trails, sports courts, skate parks and horticulture and beautification services.
- Special Events
 - Administration of CGS special events and support to summer special event organizers.

Partially curtailing the use summer students, part-time employees and administrative adjustments could conservatively result in cost reductions of approximately \$1.85 million.

Selected Service Level Adjustments

Due to COVID-19, certain services were suspended and/or adapted service levels were required. This included adaptations to the following services:

- Museums
 - The Core Service Review noted an opportunity existed to further analyze Museum and Library Services as they are currently delivered by separate teams. There is an opportunity to combine the delivery of these services to reduce operating costs.
 - Whether or not an analysis occurs that investigates the potential to combine Museum Services and Library Services, staff believe Museum Services deserves a comprehensive reassessment. There are significant asset renewal needs, operating policy changes to properly manage artifacts and strategies required to maximize the value of the City's heritage asset investments. Staff believe these services could be suspended until this reassessment is complete, which would reduce net costs by up to \$345,000 on an annual basis. If this was directed for 2021, the City would realize $\frac{3}{4}$ of this due to the timing of the budget approval which is approximately \$259,000.
- Archives
 - This service could be temporarily suspended to produce a reduction that includes lower staffing costs and most of its current operating expenditures. This represents a net

reduction of up to \$340,000 in 2021 on an annual basis. If this was directed for 2021, the City would realize ¾ of this due to the timing of the budget approval which is approximately \$255,000.

- Pools
 - This service is under review as part of the Facility Rationalization business case.
 - The Core Service Review included a number of opportunities for pool services, such as:
 - Improving partnerships with communities and organizations (i.e. universities) to improve pool services and share costs.
 - Rationalize the number of pools given the aging conditions of some of the facilities, low cost recovery rates and increased number of outdoor lakes across the City.
 - As per the Parks, Open Space & Leisure Master Plan, there is a surplus of 0.5 aquatic facilities.
- Arenas
 - This service is under review as part of the Facility Rationalization business case.
 - Similar to pools, the Core Service review highlighted the following opportunities:
 - Review shared use agreements of arenas and recreation facilities.
 - Assess staffing models for parks and arenas to identify greater efficiencies between seasons.
 - As per the Parks, Open Space & Leisure Master Plan, there is a surplus of 1.5 ice pads.
- Parkland maintenance
 - Possible service level changes could include reduced maintenance activity levels on certain classifications of parkland and prioritizing resources on achieving activity levels at Regional and Community parks.
 - Analysis will include options for naturalizing parkland and repurposing parkland space as community gardens.
 - Recommendations of these changes will be included within the Facility Rationalization business case.
- Waterfront programs
 - As stated above, by not hiring summer students, the organization was able to mitigate approximately \$1.7 million for 2020. This included amounts for Lifeguards providing services at City waterfronts.
 - Continuing the elimination of waterfront programs would result in a net levy savings of approximately \$234,000 on an annual basis. The full amount of these savings could be realized for 2021.

The analysis is underway for the Facility Rationalization business case. The expected outcome of this analysis is the identification of facility closure recommendations that help avoid future capital costs, but it is likely to produce minimal operating budget impacts for 2021. The current types of facilities being analyzed are as follows:

Administrative Facilities	Soccer Fields	Splash Pads	Outdoor Basketball Courts
Fire Halls	Maintained Parkland	Tennis Courts	Non-motorized trails
Libraries	Community Halls	Pools	Trailer Parks
Arena Ice Pads	Field Houses	Playgrounds (Structures)	Fitness Centres

Ball Diamonds	Ski Hills	Outdoor Rinks	
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If there are any facilities that are non-starters for the majority of Council, staff would appreciate limiting the scope of the analysis to provide the best information in the business case.

It should be noted that these service level adjustments overlap with the enterprise-wide adjustments listed above, and may not be included in the base budget. Changes in these areas such as pools, arenas and parkland maintenance will be included in the Facility Rationalization business case.

Staff have also engaged facility management leaders at Laurentian University and the NEO YMCA regarding opportunities to collaborate on the delivery of leisure, fitness and aquatics services and deal with the considerable deferred maintenance and future capital requirements each organization is challenged with when providing these services in our Community.

The full savings of these initiatives will not be realized in 2021. However, staff estimate approximately \$650,000 could be realized in 2021 if these service level changes were directed by Council.

Accepting Increased Risk

Over the past several years, the City took on risk in order to balance budgets and meet budget direction targets. This remains a viable strategy. While there are direct financial implications, initiatives that may be implemented to balance the 2021 budget are as follows:

- Winter Control Averaging
 - Part of the analysis when preparing the budget includes an averaging exercise on winter maintenance expenditures. This analysis highlighted a requirement of approximately \$350,000 which was added to the 2021 budget. The analysis included the 2019 winter season, which was an anomaly. If the 2021 winter season is expected to be in line with previous years (other than 2019), the budget may be able to be reduced.
 - An additional alternative for Council's consideration is to take additional risk with respect to Winter Control. Given the pressures that the organization is facing for 2021 and the milder months of 2020, it is possible to reduce the Winter Control budget by an additional \$500,000 in order to reach the budget direction target of 3.9%.
 - This amount could potentially be removed from the budget but could result in a deficit position by the end of 2021. It should be noted that the Winter Control Reserve has a \$0 balance.
- Reducing the capital recovery for Fleet Services
 - Included in the 2021 Budget is an increased capital recovery for Fleet Services. Over time, this increase is necessary to fully fund fleet capital purchases and ensure that the organization is abiding by asset management principles.
 - The current capital recovery rate is budgeted at 90% of replacement value. This was increased from 80% for 2021. This increase is worth approximately \$500,000. If Council directed staff to include 85% capital recovery for 2021, the reduction would be approximately \$250,000.
- Deferring debt repayment amounts to 2022

- Included in the 2020 and 2021 Budgets are amounts for debt repayment for approved capital projects. This debt repayment is approximately \$2.2 million and could be deferred or phased in over two years as the debt will not be secured until late 2021. For Council's consideration is a partial deferral of approximately \$1.6 million.
- This alternative has a direct financial impact as any deferral or phase in will put immediate pressure on the following year's budget and is strictly a short-term solution.
- Budget for additional COVID-19 funding
 - Through conversations with other municipalities, a number are contemplating adding additional revenue to cover COVID-19 expenditures. For example, the City of Ottawa included COVID-19 related budget pressures expected in 2021. These budget pressures are shown separately within each service area. Ottawa assumed that both the Province of Ontario and the Government of Canada, having much broader fiscal capacity, will continue to support municipalities in offsetting these extraordinary one-time costs.
 - It is not recommended to take this approach as it is not believed to be fiscally prudent. If the funding does not materialize, service level reductions would be required to balance 2021 within a limited time frame.

Given the above noted changes, it is anticipated that approximately \$2.7 million can be removed from the 2021 Budget in an attempt to achieve the 3.9% property tax increase.

Summary of Alternatives

As mentioned previously, the organization requires approximately \$14 million (\$15.4 million with the fire arbitration award) in net levy savings to reach a target of 3.9%. The report includes recommendations to fund COVID related expenditures and revenue losses of approximately \$8.8 million, if required.

Once these changes are included, the net levy savings required is \$6.6 million. The potential strategies listed above within the four categories equate to more than \$6.6 million. There are direct financial implications, as well as inherent risk, if Council were to proceed with the alternatives presented.

Appendix B includes the breakdown of funds required and potential solutions to reach the budget direction target.

Review of User Fees

At its November 3rd, 2020 Finance and Administration Committee meeting, Committee directed that staff consider all current User Fees and services which do not currently charge a user fee. It directed staff to produce recommendations for changes that reflect:

- a. The full cost of providing the program or services including capital assets, net of any subsidy approved by Council;
- b. Increased reliance on non-tax revenue;
- c. Development of new fees for municipal services currently on the tax levy;
- d. A multi-year user fee schedule for years 2021 and 2022.

Draft Set of User Fee Principles

The proposed principles signal the intention that this work is not designed simply to provide support for simple adjustments to existing fees as part of the budget development process, although that is ultimately where the results are evident. These principles will certainly inform Council decisions about fees, but they also show Council's strategic intent and an expectation that fees, or the lack of them, demonstrate a thoughtful perspective about how services fit into the community's quality of life. Staff have also included additional information on User Fees which can be found in **Appendix C**.

Proposed User Fee Principles are:

- **Equity:** those who receive benefits from a service should pay for that service according to the level of benefit received. This recognizes that services have both individual and societal benefits, and costs should be shared accordingly so that taxpayer subsidies pay for the societal benefits and users pay for the individual benefits.
- **Full Cost Recovery:** the starting point for determining how to calculate a fee requires knowledge about all operating costs (direct and indirect) as well as current and future capital costs required to provide the service.
- **Sustainability:** User fees produce sufficient revenue to support both continued operations and sufficient, appropriate asset renewal investments.
- **Choice:** User fees apply to services where users have a choice about whether, or how much, service to consume and the benefits provided by the service are more individual than public.
- **Access:** User fees reflect situational conditions that promote efficient access and maximizing capacity. This means fees can be adjusted for variables like the time of day, season, ability to pay, or when capacity is challenged.
- **Strategic Objectives:** Fees help produce City Council's desired outcomes, as described in Council's Strategic Plan.
- **Transparency:** User fees are the result of a fully transparent, methodical and consistent process that includes a principles-based approach to determining when a fee should apply, standard costing methods, and public input and dialog about user fee choices.

Categories of Services

Staff are analyzing a number of user fees. Emphasis is placed on services for which the city is already charging fees (outside of Water/Wastewater fees, fees which recover the full cost of providing service or legislated fees like fines and licenses) AND services which are not currently funded by user fees but provide some level of individual benefit. This analysis will categorize each fee into one of four categories:

- Community Benefit- large portions of the community or the community as a whole benefits from the service (e.g. street lighting)
- Primarily Community / Less Individual Benefit- large portions of the community or the community as a whole benefit but there are individual benefits to the service as well (e.g. landfill tipping)
- Less Community / Primarily Individual Benefit- individuals or households derive the primary benefit from the service but there is some overall community benefit (e.g. transit)
- Individual Benefit- consumption of the service benefits one person or a household or business (e.g. a private swimming or skiing lesson)

Once each fee is categorized the total costs associated with a unit of service will be analyzed as follows:

- Direct Operating Costs – Salaries and benefits, materials, energy costs (fuel, hydro, natural gas), purchased/contract services (rent, janitorial, security services), internal recoveries (interdepartmental chargebacks), equipment expenses, and transfer payments (grants)
- Indirect Operating Costs – Debt and insurance costs, professional development and training, contributions to reserve and internal recoveries (program support costs)
- Current Capital Costs – Capital items associated with providing the service
- Future Capital Costs – Allocation towards future capital costs and/or replacement costs, whichever may be most reasonable.

Appendix D contains a list of existing services and associated user fees that would likely change if this report's recommendation is approved. This means, for example, that they are services that provide individual benefits but have a fee that recovers less than the total costs listed above or they have no user fee funding.

If the recommended motion is approved, staff would continue analyzing these fees and arrive at standard cost recovery targets for each category of service, incorporating changes to fees into a business case for consideration during budget deliberations.

Next Steps: Further Analysis and Council Decisions

In its Core Service Review, KPMG recommended the corporation capture up to \$275,000 in potential user fee changes that would shift the balance for funding a service away from the tax levy to individual users. Further analysis, if approved, will assist in determining fee changes that could be included in the 2021 Budget.

Alongside the analysis for determining potential fee changes, the following new user fees will be presented as a business case, if directed:

- Boat Launch User Fees
- Commercial Recycling Tipping Fees
- Landfill Gate Fees

Throughout 2021, the principles outlined in this report will be further refined and brought to Committee for adoption as a part of the User Fee By-law. They will assist in the community's understanding of our approach to fees and in future fee setting discussions.

Business Cases

As part of the budget direction resolutions, staff presented a number of staff initiative business cases for inclusion in the 2021 budget document. **Appendix E** represents the summary list presented to the Finance and Administration Committee on November 3rd. A number of business cases included in this list will not be presented within the budget document. The reasoning is as follows:

Council Directed

4 – Electric Vehicle Charging Stations

The proposed 2021 Capital Budget incorporates the purchase of 2 light duty electric vehicles. As a result of applying for funding for electric vehicle charging stations via the Zero Emission Vehicle Infrastructure Program, Finance Committee resolution FA2020-45 proposed that a business case for electric vehicle charging stations be prepared for the 2021 budget. The application for funding was successful, however there are stipulations regarding the implementation and use of the charging stations that are not favourable for implementation at this time. The funding program would require the City to purchase 20 charging stations and that they must be available for public use. As the City will only have 2 electric vehicles commencing in mid to late 2021, it would not be prudent to purchase 20 charging stations. Further, making the charging stations available for public use would be of concern in respect to having the charges available for City vehicles as well as undesired traffic patterns in City facilities. As a result, staff will retrofit existing electrical infrastructure to allow for the overnight charging of the two vehicles and will no longer be producing a business case. Staff understand that this initiative is consistent with the Community Energy and Emissions Plan, however the timing is not favourable. Staff will investigate further funding opportunities for EV related initiatives and report to Council on the results.

Staff Initiatives

4 – Transit Action Plan – One Year Extension to Service Increase Options and Fare Incentive Programs (Pilot)

As a result of COVID-19 and timing pressures, this business case will be deferred to the 2022 Budget. Service levels under this Pilot will remain in effect but will be absorbed into 2021 operations and funded by reducing other service levels in response to COVID-19. It should be noted that there is complexity of this transition and staff will prepare a report subsequent to the 2021 Budget which will describe the project scope and implementation strategies.

18 – NWSC Boardroom Rentals and 19 – Walking Group Fee at Capreol Millenium Centre

These business cases will be incorporated into the base budget. It is not a creation of a new user fee, but an alternate method of collecting fees already being charged by the organization.

20 – Return of Aerial Mapping Programming to 5 Year Cycle

This business case will be incorporated into the base budget. This business case represents an increase to the aerial mapping budget with an offset by reducing an FTE within Planning Services. By including this in the base budget, the net levy is reduced.

21 – Category Separation of User Fees and Increase in Fee for ICI Requests

This business case will be incorporated into the base budget. It is not the creation of a new user fee, however it is an increased recovery of plans for industrial and commercial properties. Any increased revenue as a result of these increased recoveries will have zero impact on the levy as it falls within the funded area of Building Services.

22 – Gymnasium Drop in Punch Card and 23 – Fitness Room Punch Card

These business cases will be incorporated into the base budget. It is not a creation of a new user fee, but an alternate method of collecting fees already being charged by the organization.

Conclusion

Staff continue to work through a very challenging budget process. This report provides an update on the following categories:

- An update on the potential 2021 Budget alternatives.
- A summary of Core Service Review opportunities and potential service level changes in order to reach the directed target(s).
- An update on the work being completed on the user fee and facility rationalization business cases.

In summary, this report highlights the gap between draft plans and the approved budget direction. Due to the pressures the organization continues to face and the overall uncertainty 2021 and future years will bring, staff are seeking additional direction and feedback on the information included in this report.

Appendix A – Resolutions

1. FA2020-53 – THAT staff present an analysis of options for capital planning that anticipates additional debt financing, including recommendations for capital projects that would be appropriate to debt finance as part of the 2021 budget process for Council consideration.
2. FA2020-54 – THAT staff develop a business case for adjustments to user fees that, among other details, reflect the following features:
 - a. Includes allowances/offsets to allow for continued support to low income citizens such that fees do not become a barrier to access
 - b. Provides estimates, where applicable, of projected usage rates to identify both maximum and most likely revenue levels
3. FA2020-55 – THAT staff develop a business case for rationalizing facilities to improve utilization levels.
4. FA2020-56 – THAT where there are plans to use one-time funds in 2021 to cover COVID related shortfalls, such as Safe Restart Funding, the Special Capital Levy or other similar funding sources, staff ensure that:
 - a. Ongoing service expectations are supported by ongoing revenue sources, and
 - b. The use of non-recurring or “one-time” funds is limited to funding “one-time” or temporary expenditures
5. FA2020-58 – WHEREAS the capital budget is intended to address the community’s significant infrastructure renewal needs and those investments help minimize operating expenditures for repairs and maintenance, the 2021 capital budget should include sufficient funds to fulfil multi-year projects approved in prior periods and support new projects that reflect Council’s Strategic Plan prioritizes.

Appendix B - Summary of Alternatives

2020 Net Levy	289,445,167
Budget Direction - 3.9% (4.4% with assessment growth)	302,180,754
Current Levy	316,171,061
Required savings before adjustments	<u>13,990,307</u>
Less: COVID related expenditures	(8,827,931)
Add: Arbitration award estimate not yet budgeted	<u>1,414,000</u>
Required Levy Savings	6,576,376

Service Level Adjustments within the Highest Cost Services

Winter Control - Route Prioritization	TBD
Community Fire & Paramedic Services	<u>(1,414,000)</u>
	(1,414,000)

Enterprise-Wide Service Level Adjustments

Limited hiring summer students	(1,000,000)
Casual and seasonal part-time layoffs	
Reduction in Travel Budgets	(250,000)
Administrative Adjustments	<u>(600,000)</u>
	(1,850,000)

Selected Service Level Adjustments

Museums	
Archives	
Pools	
Arenas	(650,000)
Parkland Maintenance	
Waterfront Programming	
	<u>(650,000)</u>

Accepting Increased Risk

Winter Control Averaging	(350,000)
Winter Control - Additional Risk	(500,000)
Capital Recovery for Fleet Services (90% to 85%)	(250,000)
Deferring Debt Repayment	<u>(1,600,000)</u>
	(2,700,000)

Required Levy Savings	6,576,376
Savings from Recommendations	(6,614,000)

Appendix C – Additional User Fee Information

The Context for User Fees:

User fees signal that City Council recognizes a municipal service can provide both private (ie individual) and public (ie societal) benefits. Where a fee exists, the amount should reflect the community's view of the value of the individual benefit provided by the service. The amount of taxpayer subsidy used to support the service represents the public benefit it provides.

Where the value of a service mostly comes from the benefit provided to the community as a whole – such as fire protection services, road maintenance, or parks – taxpayers typically fund the service's full cost. Where there is some private benefit – for example, renting a public facility for private use, participating in a recreation program, riding a bus, or applying for a building permit – a user fee exists. This way, the person/group that enjoys an individual benefit from the service pays some portion of the cost of providing it.

Many municipal services provide both private and public benefits. When the City provides these services, it does so in consideration of enhancing the public good—to contribute to quality of life, to attract and retain talent, to address social issues within the community and to keep the City economically competitive.

There is a perception among some that user fees are simply another form of taxation. In fact, the opposite is true. User fees exist when:

- There is a recognition that a service produces both private and public benefits, and there is a desire to ensure taxpayers only pay for the “public benefit” portion of the service
- The market for a service might be insufficient to make it a sustainable business at an acceptable price, but a community nonetheless wants the service and is willing to provide a subsidy so it can be available, or more widely available, than the market could otherwise provide
- Individuals have a choice about whether, or how much, to use the service
- The ability to use public facilities for services that produce a private benefit helps share the fixed cost of providing public services, and offers the potential to make overall costs lower

User fees, in other words, are about much more than simply revenue—they are a valuable tool the City can use to work toward achieving its financial, economic, social and environmental goals and objectives. All of these aspects should be considered when determining which services should have a user fee and how much of the cost of the service should be covered by them.

For example, work is proceeding on the establishment of a stormwater management fee for precisely this reason. Although it is not a recommendation for 2021 budget, it is anticipated that the cost associated with providing storm water and source protection management will in future be supported by a user fee. This is because, in accordance with the principles above, stormwater management provides benefits to both an individual property owner and to the community as a whole.

Currently, the corporation does not have one single approach to determining user fees. The basis for existing fees includes a variety of methods to determine the amount to charge users. This report, if approved as presented, would establish a consistent basis for helping City Council determine where a fee should exist and, if so, how to calculate it.

Deciding which Services Should Have User Fees:

An important consideration in the applicability of user fees is understanding who benefits from the service.

A service creates purely private benefits if those benefits accrue only to the individual using the service. A service creates purely public benefits if those benefits accrue to society at large. Between those two extremes lies a spectrum of services that benefit both the user individually as well as society at large. Most municipal services lie within this spectrum, producing both an individual or private benefit to the user of the service, as well as a broader societal or public benefit.

A good example of a service that benefits individuals and society at large is the City's transit service. When an individual uses transit, the direct private benefit is obvious—they get where they want to go. But there are also numerous public benefits that arise from that individual's transit trip and transit service in general: traffic congestion (and the productivity losses associated with it) is reduced, vehicular air pollutants and greenhouse gas emissions are reduced and economic productivity and community connectedness are enhanced by providing a low-cost transportation option.

Staff propose a set of principles that will assist in determining which services should be paid for in whole or in part by user fees. Overall, the principles reflect the view that municipal services that produce a purely individual benefit should be fully funded by user fees that cover the cost of providing the service. Services that provide both public and private benefits should be paid partially by user fees and partially by property taxes according to City Council's choice about how the benefits of the service accrue to either individuals or the community as a whole.

Appendix D - User Fee Changes

User Fee Area	Facility/Sub Service	User Fee Schedule	Benefits	Costing Model	Net Expenses	User Fee Revenue	% Recovered Through User Fees	Notes
Anderson Farm Museum	Anderson Farm Museum	CD-1						
Aquatics	Gatchell	CD-2						
	Nickel District							
	R.G. Dow							
	Howard Armstrong							
	Onaping							
Ice Use Charges	Sudbury Arena	CD-3						
	Carmichael Arena							
	McClelland Arena							
	Centennial Arena							
	Cambrian Arena							
	Chelmsford Arena							
	TM Davis Arena							
	Dr Edgar Leclair Arena							
	Raymond Plourde Arena							
	Garson Arena							
	Coniston Arena							
	Capreol Arena							
	Jim Coady Arena							
Special Rates for Arena Ice Time	Countryside Arena							
	Rayside-Balfour Annual Jug Curling Committee	CD-4						
	Walden Oldtimers							
	Valley East Jug Curling Association							
	Walden Winter Carnival Committee							
	Royal Canadian Legion							
Camping/Parks	Centennial Park	CD-5						
	Ella Lake Trailer Park							
	Whitewater Lake Trailer Park							
Cemetery	Civic Memorial Cemetery	CD-6						
	St John's Cemetery							
	Maplecrest Cemetery							
	St Joseph's Cemetery							
	Valley East Cemetery							
	St Stanislaus Cemetery							
	Waters Cemetery							
	Whitefish Cemetery							
	Beaver Lake Cemetery							
Community Halls/Meeting Rooms/Arena Floors	Capreol Cemetery	CD-7						
	Capreol Community Centre							
	Centennial Community Centre							
	Chelmsford Community Centre							
	Dr Edgar Leclair Community Centre							
	Dowling Leisure Centre							
	Falconbridge Recreation Centre							
	Fielding Memorial Park							
	Garson Community Centre							
	Howard Armstrong Recreation Centre							
	Kinsmen Hall							
	McClelland Community Centre							
	Naughton Community Centre							
	Onaping Falls Community Centre							
	Tom Davis Community Centre							
	Northern Water Sports Centre							
	White Water Comfort Station Hall							
	Adanac Chalet							
Fitness and Recreation Centres	Howard Armstrong	CD-8						
	Capreol Fitness Centre							
	Rayside-Balfour Workout Centre							

User Fee Area	Facility/Sub Service	User Fee Schedule	Benefits	Costing Model	Net Expenses	User Fee Revenue	% Recovered Through User Fees	Notes
	Dowling Leisure Centre							
Leisure Services	Program Fees	CD-9						
Advertising	Arena Marquee Sign	CD-10						
	Bell Park Digital Billboard							
	James Jerome Complex Outside Fence Panel							
Playing Fields	Terry Fox	CD-11						
	Delki Dozzi							
	James Jerome							
	Sudbury Arena							
	Rayside Balfour							
	Walden							
	Valley East							
	Nickel Centre							
	Onaping							
	Capreol							
Ski Hills	Adanac	CD-12						
	Lively							
Summer Camps	Camp Sudaca	CD-14						
	Sensational Summary Day Camp							
	Howard Armstrong Recreation Centre							
	Neighbourhood Playgrounds							
Administrative Matters	Consents	CS-1						
	Minor Variances							
	Copies							
	Election Related Matters							
	Line Fences Act							
	Liquor License Matters							
	Assessment Matters							
	Human Resources Department							
	Commissioning							
	Burial Permit Fees							
Legal Services	Legal Services	CS-2						
	Prosecutorial Services							
	Agreements/Documents							
	Other Fees							
	Disbursements							
Licensing	Lottery Licensing	CS-3						
	Photographs							
	Parking Control Licensing							
	Campground Licensing							
Services Under The Marriage Act	Marriage License	CS-4						
	Solemnization of Civil Marriages							
	Witness to the Solemnization of Civil Marriages							
Animal Care and Control	Impound Fee	CS-8						
	Boarding Fee							
	Microchip Services							
	Licence Fees							
	Adoption Fee							
Parking	Attended Lots	CS-9						
	Automated Lots							
	Municipal Lots							
	On Street							
Lionel E. Lalonde Centre	Lionel E. Lalonde Centre	CSD-5						
Culverts	Culvert Subsidy	G&I-1						

Appendix E - Business Case Summary

Council Directed		Resolution	Department	Division	Revenue	Expenses	2021 Impact
1	Enhanced Catch Basin Cleaning	OP2020-17	Growth and Infrastructure	Linear Infrastructure Services	-	590,000	590,000
2	Pot Hole Patching Equipment	OP2020-18	Growth and Infrastructure	Linear Infrastructure Services	(10,500)	400,000	389,500
3	Circles Sudbury: Community Driven Poverty Reduction	CC2020-56	Community Development	Social Services	-	213,250	213,250
4	Electric Vehicle Charging Stations	FA2020-45	Corporate Services	Asset Services	(25,000)	50,000	25,000
5	Bus Pass Subsidy - Children's Aid Society	CS2020-19	Community Development	Transit Services	-	-	Pending
6	Nodes and Corridors Land Use Study Phase 2	PL2020-41	Growth and Infrastructure	Planning	-	-	Pending
7	Recurring Grant for Kivi Park Property Taxes	FA2020-50	Corporate Services	Finance	-	-	Pending
8	Adjustments to User Fees	FA2020-54	Corporate Services	Corporate Services	-	-	Pending
9	Rationalizing Facilities to Improve Utilization Levels	FA2020-55	Community Development/Corporate Services	Leisure Services/Asset Services	-	-	Pending
10	Community Improvement Plan 2020 Intake	Pending	Growth and Infrastructure	Planning	-	-	Pending
11	Plan to Electrify Transit Fleet by 2035	Directed - No resolution	Community Development	Transit Services	-	200,000	200,000
12	Used Syringe Recover Services	Directed - No resolution	Community Development	Social Services	-	25,000	25,000
13	Increase Resources for the Regreening Program	Directed - No resolution	Community Development	Planning	-	-	Pending
Staff Initiative							
1	COMPASS - Comprehensive Organization Management, Productivity, Activity and Service System		Corporate Services	Information Technology		1,625,000	1,625,000
2	Pioneer Manor Bed Redevelopment		Community Development	Long-Term Care	-	1,158,000	1,158,000
3	Civic Cemetery Mausoleum Expansion		Community Development	Leisure Services	-	1,000,000	1,000,000
4	Transit Action Plan - One Year Extension to Service Increase Options and Fare Incentive Programs (Pilot)		Community Development	Transit Services	(110,000)	760,000	650,000
5	Municipal Easement Database		Growth and Infrastructure	Planning	-	500,000	500,000
6	Increase in Personal Support Workers (PSW)		Community Development	Long-Term Care	-	475,009	475,009
7	Increase Registered Practical Nurse (RPN) - Infection Prevention and Control (IPAC) Nurses		Community Development	Long-Term Care	-	161,500	161,500
8	Roads and Transportation Studies		Growth and Infrastructure	Infrastructure Capital Planning		150,000	150,000
9	Tree Stumping Service Improvement		Growth and Infrastructure	Linear Infrastructure Services	-	97,300	97,300
10	Strategic Planning for Greater Sudbury Museums		Community Development	Leisure Services	-	60,000	60,000
11	Development of a Film Office for Greater Sudbury with One FTE		Economic Development	Economic Development	-	58,430	58,430
12	Fee Reduction for Broadband Projects for Underserved Areas		Corporate Services	Information Technology	-	50,000	50,000
13	Animal Shelter Relocation - Feasibility Study		Corporate Services	By-Law/Security	-	25,000	25,000
14	Solid Waste Management Planning		Growth and Infrastructure	Environmental Services	-	25,000	25,000
15	Software Licensing to Support Work from Home Initiatives		Corporate Services	Information Technology	-	14,000	14,000
16	Data Digitalization and Migration Project		Growth and Infrastructure	Building Services	(56,881)	56,881	-
17	Increase in Part Time Hours for Engineering Services		Growth and Infrastructure	Engineering Services	(490,000)	490,000	-
18	NWSC Boardroom Rentals - User Fees		Community Development	Leisure Services	(690)	-	(690)
19	Walking Group Fee at Capreol Millennium Centre - User Fees		Community Development	Leisure Services	(2,358)	-	(2,358)
20	Return of Ariel Mapping Program to 5 Year Cycle		Growth and Infrastructure	Planning	-	(16,141)	(16,141)
21	Category Separation of User Fees and Increase in Fee for ICI Requests - User Fees		Growth and Infrastructure	Building Services	-	-	-
22	Gymnasium Drop In Punch Card - User Fees		Community Development	Leisure Services	-	-	-
23	Fitness Room Punch Card (Capreol Millennium Centre & Falconbridge Wellness Centre) -		Community Development	Leisure Services	-	-	-
					(695,429)	8,168,229	7,472,800

For Information Only

Contract Awards Exceeding \$100,000 July 1 - September 30, 2020

Presented To: Finance and
Administration
Committee

Presented: Monday, Dec 21, 2020

Report Date Thursday, Dec 10, 2020

Type: Correspondence for
Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Initiative to Demonstrate Innovation and Cost-Effective Service Delivery. It specifically continues the evolution of business planning, financial and accountability reporting systems to support effective communication with taxpayers about the City's service efforts and accomplishments.

Report Summary

The Purchasing By-Law (By-Law 2014-01) requires regular information to the Council on Bid Solicitations, Cooperative Purchases, Emergency Purchases and Revenue Generated Contracts Awarded with a Total Acquisition Cost or revenue of \$100,000 or greater.

During the reporting period there were 30 Contract Awards valued at \$100,000 or greater as a result of a competitive procurement process, three Contract Awards valued at \$100,000 or greater as a result of Cooperative Purchasing, two non-competitive procurement Contract Awards valued at \$100,000 or greater and four Contract Awards valued at \$100,000 or greater as a result of Standing Offers. The report also includes two Contract Awards valued at \$100,000 or greater as a result of a competitive procurement process from previous reporting periods.

Bid Solicitations are advertised electronically on bids&tenders in the form of either Request for Tender or

Signed By

Report Prepared By

Kari Bertrand
Chief Procurement Officer
Digitally Signed Dec 10, 20

Manager Review

Jim Lister
Manager of Accounting/Deputy
Treasurer
Digitally Signed Dec 10, 20

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
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Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Dec 10, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Dec 10, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Dec 10, 20

Request for Proposal. Where a Request for Tender is used, the Award is to the Lowest Compliant Bid. Where a Request for Proposal is used, the Award is to the highest scored Proposal based on Best Value, which is defined as the optimal balance of performance and cost determined in accordance with pre-defined evaluation criteria; all in accordance with the Purchasing By-law.

Financial Implications

Sufficient funding exists within the previous approved budgets in accordance with the Operating and Capital Budget Policies at that time. Council approved policies for the Operating and Capital Budgets enable staff to reallocate operating budget dollars or obtain funding from the respective Holding Account Reserve (for Capital only) in order to award tenders when the tendered amount exceeds the budgeted amount. The budget amount is an estimate whereas the tendered amount is the actual cost received by the City through a competitive tender process from the marketplace.

BACKGROUND

This report provides a summary of procurements \$100,000 or greater for the period of July 1, 2020 to September 30, 2020.

As required by the City of Greater Sudbury's Purchasing By-Law:

- Section 8(2), regular information reports shall be provided to Council on the Bid Solicitations, cooperative purchases, Emergency purchases and Revenue Generating Contracts Awarded with a Total Acquisition Cost or revenue of \$100,000 or greater.
- Section 26(2), soon after the purchase as reasonably possible, a report to Council is required advising of the circumstances of the Emergency Purchase when greater than \$100,000. Only emergency procurements where budget authorization is not required are included in this report. Other emergencies may be reported separately.

BID SOLICITATION DETAILS:

- For additional information regarding Bid Solicitations, please visit the City's bids&tenders webpage: <https://greatersudbury.bidsandtenders.ca/Module/Tenders/en>

APPENDICIES:

- APPENDIX A - Competitive Procurement Contract Awards \geq \$100,000
- APPENDIX B - Cooperative Contract Awards \geq \$100,000
- APPENDIX C - Non-Competitive Procurement Contract Awards (Including Emergency Purchases) \geq \$100,000
- APPENDIX D - Contract Awards \geq \$100,000 Resulting from Standing Offers
- APPENDIX E - Amendments to Previous Reporting Periods

Explanations and Legend for Appendices:

- All Bid Amounts and Contract Award Values exclude applicable taxes.
- **Budget** amount:
 - Operating budgets are presented on an annual basis and are identified as **(O)**.
 - Capital budgets are presented on a project basis and are identified as **(C)**.
 - Housing budgets are identified as **(H)**.
- **Estimate for Contract Term** is the amount that identifies the Total Acquisition Cost (potential value of the entire agreement, including option years) and is used to:
 - determine applicable By-Law and trade agreement requirements for open-competitive procurements
 - provide a basis for a value comparison when multiple procurements are funded from the same budget
 - allows for the procurement to account for current market conditions at the time of posting
- **Contract Award Value** is the value of the initial term of the contract that the City has committed to and does not include option years.

APPENDIX A – Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Request for Proposal CPS19-199 Telephone System Modernization	9	<u>\$260,000(O-2021) and \$553,301(C)</u> \$1,065,000 Note: Implementation costs and first year of annual fees are covered under the Capital Budget.	Greater Sudbury Telecommunications Inc.	91	\$1,034,894	Greater Sudbury Telecommunications Inc. o/a Agilis Networks 7/03/2020	Multi-Year (2020-2025)
			Telecom Metric	88			
			Nickel City Communications Limited	86			
			Pathway Communications	67			
			Disqualified Proponents:				
			- Bell Canada				
			- LCM Security Inc.				
- SE Telecom							
- Smart IP Inc.							
- Softchoice Canada Inc.							
Tender CPS20-11 Seven (7) ¾ Ton Pickup Trucks	3	<u>\$920,000(C)</u> Note: This budget will be used for multiple contracts/purchases. \$266,000	Cambrian Ford Sales Inc.	\$277,590	\$277,590	Cambrian Ford Sales Inc. 7/07/2020	One Time
			Finch Auto Group	\$284,250			
			Blue Mountain Chrysler Limited	\$319,034			
Tender CPS20-11 Three (3) ½ Ton Pickup Trucks	3	<u>\$460,000(C)</u> Note: This budget will be used for multiple contracts/purchases. \$103,000	Finch Auto Group	\$101,487	\$101,487	Finch Auto Group 7/07/2020	One Time
			Cambrian Ford Sales Inc.	\$113,441			
			Blue Mountain Chrysler Ltd.	\$115,454			

APPENDIX A – Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ENG20-27 Crack Sealing, Various Locations	4	<u>\$230,000(O)</u> \$125,000	Neptune Security Services Inc.	\$144,510	\$144,510	Neptune Security Services Inc. 7/08/2020	One Time
			Northern Contracting & Maintenance (Sault) Ltd.	\$183,614			
			Pavetech Ottawa Ltd.	\$186,600			
			Total Street Maintenance Inc.	\$192,473			
Tender CPS20-123 HVAC Supply Fan #7 Replacement at the Provincial Tower, 199 Larch St.	1	N/A Note: This was an emergency purchase and funded from the 199 Larch <u>Street Reserve Fund.</u> \$480,000	Mike Witherell Mechanical Ltd.	\$601,770	\$601,770	Mike Witherell Mechanical Ltd. 7/13/2020	One Time
Tender ENG20-34 Culvert Replacement, Various Locations	6	\$4,000,000(C) Note: This budget will be used for multiple <u>contracts/purchases.</u> \$1,600,000	Bélanger Construction (1981) Inc.	\$1,563,353	\$1,563,353	Bélanger Construction (1981) Inc. 7/16/2020	One Time
			Dominion Construction	\$1,571,636			
			Garson Pipe Contractors	\$1,657,571			
			Denis Gratton Construction Ltd.	\$1,756,199			
			Hollaway Equipment Rental Ltd.	\$1,861,064			
			Teranorth Construction & Engineering Ltd.	\$1,920,347			

(O) = Operating budgets and are presented on an annual basis
(C) = Capital budgets and are presented on a project basis

(H) = Housing budgets

APPENDIX A – Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender CPS20-15 Seven (7) Light Duty Pickup Trucks	2	\$460,000(C) <small>Note: This budget will be used for multiple contracts/purchases.</small> \$240,000	Finch Auto Group	\$30,080/unit	\$240,640 for 8 units <small>Note: An additional unit was purchased after Tender close, as permissible by the terms and conditions contained within the Tender</small>	Finch Auto Group 7/29/2020	One Time
			Cambrian Ford Sales Inc.	\$34,508/unit			
Tender ENG19-84 Montrose Booster Station Upgrades	4	\$875,000(C) <small>Note: This budget will be used for multiple contracts/purchases.</small> \$850,800	Cast Construction Inc.	\$684,294	\$684,294	Cast Construction Inc. 7/30/2020	One Time
			Bélanger Construction (1981) Inc.	\$795,430			
			MCA Contracting Ltd.	\$1,089,332			
			Cecchetto & Sons Ltd.	\$1,124,569			
Tender CDD20-116 Supply & Installation of Eco Pocket Park at Whitewater Park	2	\$119,597(C) \$115,000	New World Park Solutions Inc.	\$114,708	\$114,708	New World Park Solutions Inc. 7/30/2020	One Time
			Yard Weasels Inc.	\$125,856			
Tender ENG20-24 Road Widening and Watermain Improvements, Municipal Road 35, Highway 144 (Chelmsford) to 0.3 km E. of Notre Dame W. (Azilda)	7	\$39,976,480(C) <small>Note: This budget will be used for multiple contracts/purchases.</small> \$14,738,572	Teranorth Construction & Engineering Ltd.	\$13,299,348	\$13,299,348	Teranorth Construction & Engineering Ltd. 7/30/2020	One Time
			Dominion Construction	\$13,866,216			
			Bélanger Construction (1981) Inc.	\$13,895,370			
			Denis Gratton Construction Ltd.	\$14,302,624			
			Pioneer Construction Inc.	\$15,195,757			
			Interpaving Limited	\$15,374,161			
			Garson Pipe Contractors	\$17,731,967			

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(H) = Housing budgets

APPENDIX A – Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ISD20-72 Supply and Delivery of Various Water and Wastewater Chemicals	9	<u>\$1,684,454(O)</u> \$8,500,000	Bidders: Brenntag Canada Inc., Sodrox Chemicals Ltd., Kemira Water Solutions Canada Inc., SNF Canada Ltd., Reliable Industrial Supply Ltd., ERCO Worldwide, Inc. a division of Superior Plus, LP., Shannon Chemical Corporation., Sulco Chemicals Ltd., Environor Canada Inc.	Various Rates per Chemical	Approx. \$1,700,000/yr	Brenntag Canada Inc. Sodrox Chemicals Ltd. Kemira Water Solutions Canada Inc. SNF Canada Ltd. 7/31/2020	Multi-Year (2020-2023 Option Years: 2024-2025)
Tender CPS20-122 Dowling Leisure Center Roof Replacement & Facade and Various Interior Upgrades	5	\$1,250,000(C) Note: This budget will be used for multiple contracts/purchases. \$980,000	Damisona Roofing Ltd. Magnum Constructors Inc. Alkon Ltd. Matheson Constructors Ltd. DC United Roofing	\$618,000 \$670,000 \$765,215 \$830,380 \$849,700	\$618,000	Damisona Roofing Ltd. 8/10/2020	One Time
Tender ENG20-35 Countryside Drainage Course Phase 2	3	<u>\$1,275,000(C)</u> \$1,579,430	Teranorth Construction & Engineering Ltd. Denis Gratton Construction Ltd. MCA Contracting Ltd.	\$1,092,768 \$1,234,400 \$1,268,992	\$1,092,768	Teranorth Construction & Engineering Ltd. 8/11/2020	One Time

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(H) = Housing budgets

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender SHO20-132 Elevator Modernization - 720 Bruce Avenue & 1960B Paris Street, Sudbury	2	<u>\$360,000(C)(H)</u> Note: GSHC Capital Reserve was used to cover additional costs. \$860,000	Bay Elevator	\$557,859	\$688,787	Bay Elevator	One Time
			Elevator One Inc.	\$738,000	Note: Contract Award Value includes add-on pricing for upgrades given with base Bid.	8/17/2020	
Request for Proposal ISD20-29 Infrastructure Improvements - Barry Downe-Kingsway	3	<u>\$8,870,000(C)</u> Note: This budget will be used for multiple contracts/purchases. \$1,250,000	AECOM Canada Ltd.	81	\$1,089,409	AECOM Canada Ltd.	One Time
			R.V. Anderson Associates Ltd.	78			
			WSP Canada Group Ltd.	70		8/21/2020	
Tender SHO20-89 Pest Control Services for Greater Sudbury Housing Authority	2	<u>\$199,010(O)(H)</u> \$585,000	E-Safe Pest Control Inc.	\$327,047	\$327,047	E-Safe Pest Control Inc.	Multi-Year (2020-2023 Option Years: 2024-2025)
			Orkin Canada	\$449,035		8/24/2020	
Tender GSP20-92 Office Furniture for Greater Sudbury Police Services (GSPS) – 128 Larch Street, Sudbury	2	<u>\$3,661,029(C)</u> Note: This budget will be used for multiple contracts/purchases. \$200,000	Corporate Express Canada Inc. o/a Staples Advantage Canada	\$207,517	\$207,517	Corporate Express Canada Inc. o/a Staples Advantage Canada	One Time
			1814623 Ontario Ltd.	\$224,025		8/25/2020	

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APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender CPM20-77 Janitorial Services for Libraries, Transit & Falconbridge Archives	5	<u>\$3,621(O)</u> \$18,000	Edcore Enterprises (1987) Ltd. T/A Bee-Clean	\$19,146	Falconbridge Archives \$19,146	Edcore Enterprises (1987) Ltd. T/A Bee-Clean 9/01/2020	Multi-Year (2020-2023 Option Years: 2024-2025)
			Titan Building Services	\$19,400			
			Dexterra Integrated Facilities Management	\$19,409			
			Reliable Cleaning Services	\$20,236			
			SQM Janitorial Services Inc.	\$20,245			
Tender CPM20-77 Janitorial Services for Libraries, Transit & Falconbridge Archives	6	<u>\$108,584(O)</u> \$413,160	Titan Building Services	\$307,024	Libraries \$307,024	Titan Building Services 9/01/2020	Multi-Year (2020-2023 Option Years: 2024-2025)
			Edcore Enterprises (1987) Limited T/A Bee-Clean	\$333,553			
			SQM Janitorial Services Inc.	\$346,444			
			Dexterra Integrated Facilities Management	\$351,289			
			GDI Services (Canada) LP	\$351,559			
			Reliable Cleaning Services	\$351,765			
Tender CPM20-77 Janitorial Services for Libraries, Transit & Falconbridge Archives	5	<u>\$265,000(O)</u> \$975,000	Titan Building Services	\$791,108	Transit \$791,108	Titan Building Services 9/01/2020	Multi-Year (2020-2023 Option Years: 2024-2025)
			GDI Services (Canada) LP	\$878,525			
			Edcore Enterprises (1987) Limited T/A Bee-Clean	\$902,476			
			SQM Janitorial Services Inc.	\$927,789			
			Dexterra Integrated Facilities Management	\$944,607			

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender CPS20-61 Cafeteria Exhaust Upgrades at 199 Larch St.	2	<u>\$125,050(O)</u> \$150,000	Alkon Ltd.	\$122,860	\$122,860	Alkon Ltd.	One Time
			Mike Witherell Mechanical Ltd.	\$249,700		9/7/2020	
Tender SHO20-42 Interior Move Out Cleaning Services	3	<u>\$181,350(O)(H)</u> \$500,000	iRestify	\$238,546	\$342,745	Masterpiece Maintenance	Multi-Year (2020-2023 Option Years: 2024-2025)
			Masterpiece Maintenance	\$342,745	Note: iRestify did not honour their Bid and withdrew from procurement process.	9/8/2020	
			Disqualified Bidder: - Mary's Amazing Cleaning Service				
Tender CPS20-161 One (1) Medium Duty Truck Hoist and One (1) Heavy Duty Truck Hoist	3	\$300,000(C) Note: This budget will be used for multiple contracts/purchases. \$200,000	Garage Supply Contracting Inc.	\$145,187	\$145,187	Garage Supply Contracting Inc.	One Time
			Novaquip Lifting Systems Inc.	\$232,285		9/10/2020	
			ISN Canada Group Inc.	\$249,270			
Tender ENG20-20 Concrete Curb and Sidewalk, Various Locations	4	\$236,150(O) \$1,250,000(C) Note: This budget will be used for multiple contracts/purchases. \$1,130,000	Interpaving Ltd.	\$793,845	\$793,845	Interpaving Ltd.	One Time
			Comet Contracting Ltd.	\$895,885		9/11/2020	
			Bélanger Construction (1981) Inc.	\$978,855			
			Teranorth Construction & Engineering Ltd.	\$1,040,347			

(O) = Operating budgets and are presented on an annual basis
(C) = Capital budgets and are presented on a project basis

(H) = Housing budgets

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ENG20-23 Junction Creek Reconstruction Garson Spruce Street and Birch Lane	5	<u>\$475,000(C)</u> Note: This budget will be used for multiple contracts/purchases. \$305,530	Dominion Construction	\$195,488	\$195,488	Dominion Construction 9/18/2020	One Time
			Hollaway Equipment Rental Ltd.	\$279,225			
			Bélanger Construction (1981) Inc.	\$338,300			
			CSL Group Ltd.	\$405,200			
			Denis Gratton Construction Ltd.	\$630,650			
Tender ENG20-15 Asphalt Rehabilitation & Infrastructure Improvements Auger Avenue From Falconbridge Road to Hawthorne Drive & Westmount Avenue From Hawthorne Drive to Fielding Street	4	<u>\$1,630,000(C)</u> \$1,615,000	Interpaving Ltd.	\$1,341,943	\$1,341,943	Interpaving Ltd. 9/18/2020	One Time
			Teranorth Construction & Engineering Ltd.	\$1,364,851			
			Bélanger Construction (1981) Inc.	\$1,448,335			
			Beamish Construction Inc.	\$1,722,904			
Request for Tender CPS20-168 TDS Fire Alarm Upgrade	2	<u>\$1,750,000(C)</u> \$1,750,000	Alkon Ltd.	\$1,551,411	\$1,654,011	Alkon Ltd. 9/18/2020	One Time
			Wood Canada Ltd.	\$2,057,717			
					Note: Contract Award Value includes cost of extended warranty.		

(O) = Operating budgets and are presented on an annual basis
(C) = Capital budgets and are presented on a project basis

(H) = Housing budgets

APPENDIX A –Competitive Procurement Contract Awards ≥ \$100,000

Report period: July to September 2020

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ISD20-102 Geotechnical Investigation Wanapitei	2	\$900,000(C) <small>Note: This budget will be used for multiple contracts/purchases.</small> \$470,000	Peto MacCallum Ltd.	\$317,152	\$317,152	Peto MacCallum Ltd.	One Time
			Wood Canada Ltd.	\$472,808		9/23/2020	
Tender ISD20-171 Dechlorination Systems at Six (6) Wastewater Treatment Facilities	3	\$7,455,000(C) <small>Note: This budget will be used for multiple contracts/purchases.</small> \$600,000	Metcon Sales & Engineering Ltd.	\$416,988	\$416,988	Metcon Sales & Engineering Ltd.	One Time
			BI Pure Water Inc.	\$615,000			
			Napier-Reid Ltd.	\$846,763			
Tender CPS20-8 Supply and Delivery of Various Types of Automotive and Equipment Filters	4	\$3,300,000(O) <small>Note: This budget will be used for multiple contracts/purchases.</small> \$200,000	Rush Truck Centres	\$27,880/yr	\$83,649 <small>Note: Contract Award Value based on estimated quantities for the initial Contract Term.</small>	Rush Truck Centres	Multi-Year (2020-2023 Option Years: 2024-2025)
			Source Atlantic Ltd.	\$31,065/yr		9/29/20	
			Napa Auto Parts	\$39,000/yr			
			Disqualified Bidder: - Wajax				

APPENDIX B – Cooperative Contract Awards ≥ \$100,000

Report period: July to September 2020

Description	Budget (\$)	Cooperative Procurement Buying Group	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
PUR20-170 Ten (10) 12m/18m Conventional Diesel Transit Buses	\$6,540,000(C)	Metrolinx, an agency of the Government of Ontario under the Metrolinx Act, 2006, as permitted and in compliance with: - Section 23 of the Purchasing By-Law - CFTA Article 504: Buying Groups City Council Resolution CC2020-42 from February 18, 2020 and By-Law 2020-46	\$6,307,658	Nova Bus Corporation, A Division of Volvo Group Canada Inc. 7/21/2020	One Time
PUR20-157 LED Streetlighting Conversion- Cobraheads	\$6,709,937(C) Note: This budget will be used for multiple contracts/purchases.	Local Authority Services (LAS) – Owned by the Association of Municipalities of Ontario (AMO), as permitted and in compliance with: - Section 23 of the Purchasing By-Law - CFTA Article 504: Buying Groups	\$5,492,105	Realterm Energy Corp 7/02/2020	One Time
PUR20-163 LED Streetlighting Conversion - Decorative type	\$6,709,937(C) Note: This budget will be used for multiple contracts/purchases.	Local Authority Services (LAS) – Owned by the Association of Municipalities of Ontario (AMO), as permitted and in compliance with: - Section 23 of the Purchasing By-Law - CFTA Article 504: Buying Groups	\$595,125	Realterm Energy Corp 7/02/2020	One Time

APPENDIX C - Non-Competitive Procurement Contract Awards (Including Emergency Purchases) ≥ \$100,000

Report period: July to September 2020

Description	Budget (\$)	Trade Agreement / By-Law Exemption / Council Resolution	Contract Award Value (\$)	Contractor	Contract Term
				Contract Award Date	
PUR20-52 Mining Suppliers Trade Association (MSTA) MINExpo	\$333,000(O)	CFTA Article 513: Limited Tendering (1.(b)(ii)): Services can only be offered by supplier due to exclusive rights. Purchasing By-Law - Schedule A: - Special Event (5.(5))	\$229,921	Mining Suppliers Trade Association 7/14/2020	One Time
PUR20-160 Coordination & Administration of a Housing First System & Homelessness Prevention	\$785,000(O)	City Council Resolution CC2020-149 from June 23, 2020	\$1,019,425	Centre de Santé Communautaire du Grand Sudbury 9/25/2020	One Time (14 months)

APPENDIX D – Contract Awards > \$100,000 Resulting from Standing Offers

Report period: July to September 2020

Standing Offer Number/Title & Project Description	Contractor	Contract Award Value (\$)	Contract Award Date
ISD19-19 Engineering & Architectural Services Dechlorination system for six Waste Water Treatment Plants	RV Anderson Associated Ltd.	\$168,822	7/24/2020
ISD19-19 Engineering & Architectural Services Greater Sudbury Complete Streets Design Guidelines Proposal	WSP Canada Group Ltd.	\$282,447	7/29/2020
ISD19-19 Engineering & Architectural Services Inspection - Paris, Notre Dame Bikeway	WSP Canada Group Ltd.	\$223,272	9/14/2020
ISD19-19 Engineering & Architectural Services Additional Geotechnical Investigation Services (90% Design Finalization) added to Contract ISD18-116 using the Standing Offer.	RV Anderson Associated Ltd.	\$139,391	9/16/2020

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(H) = Housing budgets

APPENDIX E - Amendments to Previous Reporting Periods Competitive Procurement Contract Awards ≥ \$100,000

AMENDMENTS TO: Q2 (April to June 2020) APPENDIX A - Competitive Procurement Contract Awards ≥ \$100,000:

Add:

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score	Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Request for Proposal CPS19-181 Consultation, Study and Report of Building Condition, Designated Substance	7	\$775,000(C) Note: This is the total budget, but only Building Condition Assessments ended up being Awarded \$525,000	FCAPX Ltd.	68	\$437,665	FCAPX Ltd.	Multi-Year (2020-2023 Option Years: 2024-2025)
			BOLD Engineering Inc.	65		5/21/2020	
			Accent Building Sciences Inc.	64			
			Read Jones Christoffersen Ltd.	63			
			Pinchin Ltd.	51			
			Green PI Inc.	49			
			Disqualified Proponent: - McIntosh Perry Consulting Engineers Ltd.				

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(H) = Housing budgets

APPENDIX E - Amendments to Previous Reporting Periods Competitive Procurement Contract Awards ≥ \$100,000

AMENDMENTS TO: Q2 (April to June 2020) APPENDIX A - Competitive Procurement Contract Awards ≥ \$100,000:

Add:

Procurement Method Contract Number Description	No. of Bids	Budget Estimate for Contract Term (\$)	Bidder(s)	Bid Amount (\$) or Score		Contract Award Value (\$)	Contractor Contract Award Date	Contract Term
Tender ISD20-30 Operation of Transfer, Disposal and Waste Diversion Sites Note: Bid 1 – Walden Bid 2 – Azilda/Hanmer Bid 3 – Sudbury Bid 4 – All	5	<u>\$5,695,708(O)</u> \$22,374,777	Future Waste Systems (Niagara) Inc.	Bid 1:	\$991,396	\$18,930,538 Note: Bidders could Bid in whole or in part. Bid 4 was selected, which indicates that all sites were included in the Bid price.	Future Waste Systems (Niagara) Inc. 6/01/2020	Multi-Year (2021-2026)
				Bid 2:	\$8,221,614			
				Bid 3:	\$9,722,941			
				Bid 4:	\$18,930,538			
			Pioneer Construction Inc.	Bid 1:	\$2,171,064			
				Bid 2:	\$10,833,435			
				Bid 3:	\$13,553,467			
				Bid 4:	\$26,171,864			
			William Day Construction Ltd.	Bid 1:	\$1,755,348			
				Bid 2:	\$12,569,340			
				Bid 3:	\$13,659,499			
				Bid 4:	\$28,934,078			
			Environmental 360 Solutions	Bid 1:	\$1,202,739			
				Bid 2:	\$8,960,498			
				Bid 3:	No Bid			
				Bid 4:	No Bid			
			BM Metals Services Inc.	Bid 1:	\$1,043,060			
				Bid 2:	\$9,330,846			
				Bid 3:	No Bid			
				Bid 4:	No Bid			

(O) = Operating budgets and are presented on an annual basis
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(H) = Housing budgets

For Information Only

2020 Third Quarter Statement of Council Expenses

Presented To: Finance and
Administration
Committee

Presented: Monday, Dec 21, 2020

Report Date Thursday, Dec 10, 2020

Type: Correspondence for
Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic initiative to Demonstrate Innovation and Cost-Effective Service Delivery. It specifically continues the evolution of business planning, financial and accountability reporting systems to support effective communication with taxpayers about the City's service efforts and accomplishments.

Report Summary

This report is prepared in accordance with By-law 2016-16F respecting the payment of expenses for Members of Council and Municipal Employees. This report provides information relating to expenses incurred by Members of Council in the third quarter of 2020.

Financial Implications

There is no financial impact as the amounts are within the approved operating budget.

Signed By

Report Prepared By

Christina Dempsey
Co-ordinator of Accounting
Digitally Signed Dec 10, 20

Manager Review

Jim Lister
Manager of Accounting/Deputy
Treasurer
Digitally Signed Dec 10, 20

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Dec 10, 20

Financial Implications

Steve Facey
Manager of Financial Planning &
Budgeting
Digitally Signed Dec 10, 20

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Dec 10, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Dec 10, 20

Background

Attached is the third quarter Statement of Council Expenses for the period January 1, 2020 to September 30, 2020.

In accordance with the City's by-law on Transparency and Accountability and the Payment of Expenses for Members of Council and Municipal Employees by-law, the City of Greater Sudbury discloses an itemized statement of Council expenses on a quarterly and annual basis. The Statement of Council Expenses discloses the:

- Operating budget and expenses for the office of the Mayor;
- Office expense budget and expenses for each Councillor;
- Council Memberships and Travel expenses; and
- Council expenses.

Expenses disclosed relate to non-salary expenditures from these budgets and are eligible expenses in the Payment of Expenses for Members of Council and Municipal Employees by-law, including Schedule B, where applicable.

The appendices disclose the details of each transaction including payee, date paid, amount, general description and name of benefitting organization if applicable.

List of Resources

By-law 2007-299 Policy regarding accountability and transparency

<https://www.greatersudbury.ca/inside-city-hall/open-government/open-government-pdfs/by-law-delegation-of-powers/>

By-law 2016-16F Payment of Expenses for Members of Council and Municipal Employees

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=15240.pdf>

Statement of Council Expenses

For the period ended, September 30, 2020

Description	Annual Budget	Actual Expenses	Remaining Budget	
Office of the Mayor	736,904	454,035	282,869	Schedule 1
Council Expenses	1,210,725	828,175	382,550	Schedule 2
Council Memberships and Travel	77,729	69,645	8,084	Schedule 3
Net Total	<u>2,025,358</u>	<u>1,351,855</u>	<u>673,503</u>	

Council Expenses are reported as per By-Law 2016-16F, Payment of Expenses for Members of Council and Municipal Employees and By-Laws 2020-124 and 2019-154 amendments to By-law 2016-16F.

Statement of Council Expenses

Office of the Mayor

For the period ended, September 30, 2020

Description	Annual Budget	Actual Expenses	Remaining Budget	Notes
Salaries and Benefits	605,178	382,996	222,182	(1), (3)
Translation Costs	3,060	1,949	1,111	Appendix 1A
Office Expense	4,056	1,257	2,799	Appendix 1B
Consultants	-	17,584	(17,584)	Appendix 1C
Public Relations	5,608	940	4,668	Appendix 1D
Advertising	-	571	(571)	Appendix 1E
Cellular Services	1,208	1,575	(367)	Appendix 1F
Travel	12,000	7,658	4,342	Appendix 1G
Internal Recoveries - Staff Support	52,535	-	52,535	
Internal Recoveries - Program Support	51,655	38,741	12,914	(2)
Internal Recoveries - Parking and Other	1,604	765	839	Appendix 1H
Net Total	736,904	454,035	282,869	

- (1) Salaries and benefits are costs relating to the Mayor and support staff. This expense includes the salary, fringe benefits, internet, phone and car allowance for the Mayor.
- (2) Internal recoveries program support includes costs associated for Accounts Payable, Accounts Receivable, Information Technology, Human Resources, Payroll, Budget and the Mailroom.
- (3) Projected savings of \$35,000 to be realized in Salaries and Benefits.

Statement of Council Expenses

Council Expenses

For the period ended, September 30, 2020

Description		Annual Budget	Actual Expenses	Remaining Budget	Notes
Salaries and Benefits		935,746	682,359	253,387	(1) Schedule 4
Office Expense		5,100	282	4,818	Appendix 2M
Cellular Services		4,782	4,136	646	Schedule 4 & Appendix 2N
Internal Recoveries - Program Support		154,937	116,203	38,734	(2)
Internal Recoveries - Parking and Other		-	42	(42)	Appendix 2O
<i>Councillors office expense</i>					
Ward 1	Mark Signoretti	9,180	3,168	6,012	Appendix 2A
Ward 2	Michael Vagnini	9,180	935	8,245	Appendix 2B
Ward 3	Gerry Montpellier	9,180	2,055	7,125	Appendix 2C
Ward 4	Geoff McCausland	9,180	1,875	7,305	Appendix 2D
Ward 5	Robert Kirwan	9,180	4,475	4,705	Appendix 2E
Ward 6	Rene Lapierre	9,180	1,130	8,050	Appendix 2F
Ward 7	Mike Jakubo	9,180	948	8,232	Appendix 2G
Ward 8	Al Sizer	9,180	2,329	6,851	Appendix 2H
Ward 9	Deb McIntosh	9,180	3,759	5,421	Appendix 2I
Ward 10	Fern Cormier	9,180	552	8,628	Appendix 2J
Ward 11	Bill Leduc	9,180	3,427	5,753	Appendix 2K
Ward 12	Joscelyne Landry-Altmann	9,180	501	8,679	Appendix 2L
Net Total		<u>1,210,725</u>	<u>828,175</u>	<u>382,550</u>	

- (1) Salaries and benefits are costs relating to Councillors and support staff. This expense includes the salary, fringe benefits (including internet and phone allowance for 2020) and mileage of the Councillors.
- (2) Internal recoveries includes costs associated for Accounts Payable, Accounts Receivable, Information Technology, Human Resources, Payroll, Budget and the Mailroom.

Statement of Council Expenses

Council Memberships and Travel

For the period ended, September 30, 2020

Description	Annual Budget	Actual Expenses	Remaining Budget	Notes
Association Dues	57,630	64,903	(7,273)	(1) Appendix 3A
Corporate Council Travel	16,100	977	15,123	(2) Appendix 3B
Corporate Council Travel Recoveries	-	(150)	150	Appendix 3B
Insurance	3,999	3,915	84	(3)
Net Total	<u>77,729</u>	<u>69,645</u>	<u>8,084</u>	

For Association Dues and Corporate Council Travel see attached Appendices for additional details provided as per the requirements of By-Laws 2020-124 and 2019-154 amendments to By-Law 2016-16F, Payment of Expenses for Members of Council

- (1) General Association Dues are for City membership fees and association dues that have been approved by resolution of Council.
- (2) Corporate Council Travel is for a Member of Council that has been nominated or endorsed by resolution of Council to sit on an association or organization's Board that is related to the Municipality and that meets away from our community.
- (3) Insurance costs for all of Council includes Council Accident Policy, Out of Province Medical and a portion of general liability.

Statement of Council Expenses

Mileage and Cell Phones

For the period ended, September 30, 2020

		Mileage	Cell phones
Ward 1	Mark Signoretti	-	251.44
Ward 2	Michael Vagnini	-	891.95
Ward 3	Gerry Montpellier	2,168.76	174.91
Ward 4	Geoff McCausland	234.79	321.40
Ward 5	Robert Kirwan	2,616.08	210.26
Ward 6	Rene Lapierre	439.90	784.76
Ward 7	Mike Jakubo	-	175.29
Ward 8	Al Sizer	353.51	326.81
Ward 9	Deb McIntosh	591.48	210.70
Ward 10	Fern Cormier	-	175.67
Ward 11	Bill Leduc	-	211.19
Ward 12	Joscelyne Landry-Altmann	-	270.44
Net Total		<u><u>6,404.52</u></u>	<u><u>4,004.82</u></u> Appendix 2N

Appendix 1A

Office of the Mayor**Translation Costs****For the period ended, September 30, 2020**

Date	Amount	Payee	Description	Note / Reference
25-Feb-20	51.82	LES TRADUCTIONS GHP TRANSLATION SERVICES	Translation - Bell Let's Talk poster, Bell Let's Talk Day Community Event	
19-Mar-20	123.65	MOTS POUR MAUX INC	Translation - Working together for a healthy and strong Greater Sudbury	
19-Mar-20	267.35	LES TRADUCTIONS GHP TRANSLATION SERVICES	Translation - Holy Trinity Men's Club 70th Anniversary, Motorcycle Awareness, News Release Get out Get Active and Enjoy Everything Greater Sudbury has to offer this Family Day, Easter Seals Month, Special Olympics Ontario Flag Relay proclamation, Prime Minister Trudeau at City Hall	
15-Apr-20	376.37	LES TRADUCTIONS GHP TRANSLATION SERVICES	Translation - COVID-19 statements from the Mayor	
21-May-20	436.50	LES TRADUCTIONS GHP TRANSLATION SERVICES	Translation - Statements from the Mayor, State of Emergency, COVID-19 updates, statement for visitors	
5-Jun-20	77.94	LES TRADUCTIONS GHP TRANSLATION SERVICES	Translation - Statement from the Mayor on the 2nd COVID-19 fatality, proclamation for the 30th anniversary Mell-a-palooza	
10-Jul-20	198.15	LES TRADUCTIONS GHP TRANSLATION SERVICES	Translation - Mayor's Statements "This is good and welcome news for everyone", Jun 19th COVID-19 update, Class of 2020 Graduation message	
20-Aug-20	72.30	CHRISTINE A KEENAN	Translation - Premier Ford declaration of State of Emergency	
24-Aug-20	261.43	LES TRADUCTIONS GHP TRANSLATION SERVICES	Translation - Mayor's Statement's "I have been working with Ontario's Big City Mayors", "The public re-opening of Science North is welcomed news", Media Statement "Earlier today Premier Ford announced that parts of the province would be moving to Phase 3, Mayor's Statements "Today we are one of the fortunate communities in Ontario entering Phase 3", "Today's announcement by IAMGOLD will be a gamechanger for the region", "I was very disappointed to learn of the surge in new COVID-19 cases in Greater Sudbury"	
24-Sep-20	83.91	LES TRADUCTIONS GHP TRANSLATION SERVICES	Translation - Mayor's Statement "Today's announcement is amazing news", Proclamation Canada United, Cinefest Sudbury Film Festival	
1,949.42			YTD Totals as per GL September 30, 2020	

Appendix 1B

Office of the Mayor

Office Expenses

For the period ended, September 30, 2020

Date	Amount	Payee	Description	Note / Reference
3-Feb-20	172.25	CORPORATE EXPRESS	Office supplies	
3-Feb-20	55.97	GREATER SUDBURY CHAMBER OF COMMERCE	Ticket to President Series Luncheon with Dino Otranto, Feb 11	
3-Feb-20	109.86	MICHAELS	Frames for retirement certificates, cost shared with the CAO's office	
3-Feb-20	54.83	WAL-MART	Kitchen supplies	
28-Feb-20	1,953.80	ROBSON TODD	Communications and Advisory services in Jan	
6-Mar-20	148.57	REGENCY BAKERY LTD	Catering for meeting expense	
13-Mar-20	1,953.80	ROBSON TODD	Communications and Advisory services in Feb	
2-Mar-20	55.97	GREATER SUDBURY CHAMBER OF COMMERCE	Ticket to Meet the Minister: Hon. G. Rickford, Minister of Energy, Mines, Northern Development and Indigenous, Mar 5	
2-Mar-20	25.48	SIZZLE MONGOLIAN GRILL	Hospitality and meeting expense	
2-Mar-20	101.74	STAPLES STORE	Office supplies	
2-Mar-20	9.16	WAL-MART	Kitchen supplies	
2-Mar-20	39.93	YIG BATTISTELLI'S	Catering for meeting expense	
22-Apr-20	1,953.80	ROBSON TODD	Communications and Advisory services in Mar	
25-Apr-20	35.61	BEST BUY	Office supplies	
25-Apr-20	50.88	GREATER SUDBURY CHAMBER OF COMMERCE	Ticket to Meet the Minister, Hon P. Sarkaria, Associate Minister of Small Business and Red Tape Reduction, Mar 27	
25-Apr-20	8.14	STAR METROLAND	Toronto Star online subscription Apr	
31-May-20	8.14	STAR METROLAND	Toronto Star online subscription May	
21-May-20	1,953.80	ROBSON TODD	Communications and Advisory services in Apr	
10-Jun-20	1,953.80	ROBSON TODD	Communications and Advisory services in May	
3-Jun-20	8.14	STAR METROLAND	Toronto Star online subscription June	
30-Jun-20	1,953.80	ROBSON TODD	Communications and Advisory services in June	
2-Jul-20	50.87	BEST BUY	Camera and lighting equipment used for providing video statements	
2-Jul-20	122.10	BEST BUY	Camera and lighting equipment used for providing video statements	
2-Jul-20	43.73	PRINCESS AUTO	Camera and lighting equipment used for providing video statements	
2-Jul-20	8.14	STAR METROLAND	Toronto Star online subscription July	
20-Aug-20	1,953.80	ROBSON TODD	Communications and Advisory services in Jul	
20-Aug-20	72.50	VIP CATERING SERVICES	Meeting expense	
31-Aug-20	58.42	LITALIEN MARIE-CATHERINE	Headset for the Mayor	
2-Aug-20	8.14	STAR METROLAND	Toronto Star online subscription Aug	
30-Sep-20	1,953.80	ROBSON TODD	Communications and Advisory services in Aug	
2-Sep-20	8.14	STAR METROLAND	Toronto Star online subscription Sept	
30-Sep-20	1,953.80	ROBSON TODD	Communications and Advisory services in Sept	
30-Sep-20	(17,584.20)	ROBSON TODD	Reallocation to Consultant	
	1,256.71		YTD Totals as per GL September 30, 2020	

Office of the Mayor***Consultants******For the period ended, September 30, 2020***

Date	Amount	Payee	Description	Note / Reference
30-Sep-20	17,584.20	ROBSON TODD	Reallocation from Office	
	17,584.20		YTD Totals as per GL September 30, 2020	

Office of the Mayor

Public Relations

For the period ended, September 30, 2020

Date	Amount	Payee	Description	Note / Reference
3-Feb-20	165.08	FUNERAL FLOWERS	Floral Tribute - Sympathy from the Mayor and Members of City Council	
31-Mar-20	211.66	FLOWER TOWN	Floral Tribute - Right Honourable Justin Trudeau, Prime Minister of Canada dignitary visit, Feb 27. Cancelled due to weather conditions.	
6-Mar-20	96.67	LOUGHEED'S LIMITED	Floral Tribute - Sympathy from the Mayor and Members of City Council	
2-Mar-20	50.88	STACK BREWING	Gift shirt - Right Honourable Justin Trudeau, Prime Minister of Canada dignitary visit, Feb 27. Cancelled due to weather conditions.	
23-Jul-20	239.14	DUPLICATORS INC	Sign printing for the Right Honourable Justin Trudeau, Prime Minister of Canada dignitary visit, Feb 27. Cancelled due to weather conditions.	
2-Jul-20	80.00	NEOKIDS HSN	Donation - Sympathy from the Mayor and Members of City Council	
24-Aug-20	96.67	LOUGHEED'S LIMITED	Floral Tribute - Sympathy from the Mayor and Staff	
940.10			YTD Totals as per GL September 30, 2020	

Office of the Mayor***Advertising******For the period ended, September 30, 2020***

Date	Amount	Payee	Description	Note / Reference
30-Jun-20	203.52	VILLAGE MEDIA INC	Ad for Canada Day	
7-Jul-20	216.75	PUBLICATION VOYAGEUR	Ad for St. Jean	
7-Jul-20	150.61	PUBLICATION VOYAGEUR	Ad for Fete du Canada	
	570.88		YTD Totals as per GL September 30, 2020	

Office of the Mayor

Cellular services

For the period ended, September 30, 2020

Date	Amount	Payee	Description	Note / Reference
20-Jan-20	59.27	BELL MOBILITY	Jan Stmt - cellular bill	
28-Feb-20	311.15	BELL MOBILITY	Feb Stmt - cellular bill	
28-Mar-20	61.68	BELL MOBILITY	Mar Stmt - cellular bill	
14-Apr-20	91.39	BELL MOBILITY	Apr Stmt - cellular bill	
19-May-20	59.51	BELL MOBILITY	May Stmt - cellular bill	
18-Jun-20	62.30	BELL MOBILITY	June Stmt - cellular bill	
31-Jul-20	98.98	SIZE MARK	Business use of personal cell phone by staff A. Size	
2-Aug-20	127.05	BELL MOBILITY	July Stmt - cellular bill	
18-Aug-20	182.85	BELL MOBILITY	Aug Stmt - cellular bill	
26-Aug-20	427.10	CANADIAN WIRELESS COMMUNICATIONS INC	iphone for the Mayor	
18-Sep-20	93.30	BELL MOBILITY	Sept Stmt - cellular bill	
1,574.58		YTD Totals as per GL September 30, 2020		

983.74 Mayor Brian Bigger

590.84 Staff

1,574.58

Office of the Mayor

Travel

For the period ended, September 30, 2020

Date	Amount	Payee	Description	Attendee(s)	Note / Reference
15-Jan-20	33.58	BIGGER BRIAN	Modernization of Public Health and Emergency Health Service Consultations Sessions travel claim Jan 14, North Bay, ON	Mayor	
21-Jan-20	156.68	ZANETTE MELISSA	Modernization of Public Health and Emergency Health Service Consultations Sessions travel claim Jan 14, North Bay, ON	M. Zanette	
22-Jan-20	549.92	ZANETTE MELISSA	ROMA AGM and Annual Conference travel claim Jan 19-21, Toronto, ON	M. Zanette	
3-Feb-20	407.04	ROMA	Registration to ROMA AGM and Annual Conference Jan 19-21, Toronto, ON	M. Zanette	
3-Feb-20	355.27	TOWN INN SUITES	Hotel costs to ROMA AGM and Annual Conference Jan 19-21, Toronto, ON	M. Zanette	
28-Feb-20	359.32	BIGGER BRIAN	LUMCO meeting Feb 21, Toronto, ON and 2020 OGRA Conference travel claim Feb 23-26, Toronto, ON	Mayor	
13-Mar-20	705.13	ZANETTE MELISSA	PDAC conference travel claim Feb 28-Mar 4, Toronto, ON	M. Zanette	
2-Mar-20	13.06	AIRFLIGHT SERVICES	Transportation to 2020 OGRA Conference Feb 23-26, Toronto, ON	Mayor	
2-Mar-20	11.48	AMBASSADOR TAXI	Transportation to 2020 OGRA Conference Feb 23-26, Toronto, ON	Mayor	
2-Mar-20	33.77	BECK TAXI	Transportation to 2020 OGRA Conference Feb 23-26, Toronto, ON	Mayor	
2-Mar-20	35.57	BECK TAXI	Transportation to 2020 OGRA Conference Feb 23-26, Toronto, ON	Mayor	
2-Mar-20	531.28	CHELSEA HOTEL	Hotel deposit PDAC conference Feb 28-Mar 4, Toronto, ON	M. Zanette	
2-Mar-20	1,200.11	NOVOTEL TORONTO CENTRE	Hotel costs to LUMCO meeting Feb 21, Toronto, ON and 2020 OGRA Conference Feb 23-26, Toronto, ON	Mayor	
2-Mar-20	793.73	ONTARIO GOOD ROADS ASSOCIATION	Registration to 2020 OGRA Conference Feb 23-26, Toronto, ON	Mayor	
2-Mar-20	515.16	PORTER AIRLINES	Flight to LUMCO meeting Feb 21, Toronto, ON and 2020 OGRA Conference Feb 23-26, Toronto, ON	Mayor	
25-Apr-20	15.54	BECK TAXI	Transportation to PDAC conference Feb 28-Mar 4, Toronto, ON	M. Zanette	
25-Apr-20	531.28	CHELSEA HOTEL	Hotel costs to PDAC conference Feb 28-Mar 4, Toronto, ON	M. Zanette	
25-Apr-20	9.68	LIMO AND TAXI	Transportation to PDAC conference Feb 28-Mar 4, Toronto, ON	M. Zanette	
9-Sep-20	1,221.12	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Registrations to AMO virtual conference Aug 17-19	Mayor & M. Zanette	
30-Sep-20	179.07	BIGGER BRIAN	Cote Gold Ground Breaking Ceremony travel claim Sept 11, Gogama, ON	Mayor	
7,657.79		YTD Totals as per GL September 30, 2020			

3,785.41 Mayor Brian Bigger

3,872.38 Staff

7,657.79

Office of the Mayor

Internal Recoveries - Parking and Other

For the period ended, September 30, 2020

Date	Amount	Payee	Description	Note / Reference
31-Jan-20	61.06	CGS - PARKING	Parking office Jan	
31-Jan-20	138.05	CGS - PARKING	TDS Jan parking space	
29-Feb-20	82.96	CGS - PARKING	Parking office Feb	
29-Feb-20	138.05	CGS - PARKING	TDS Feb parking space	
29-Apr-20	32.52	CGS - PARKING	Parking office Mar	
30-Apr-20	138.05	CGS - PARKING	TDS Mar parking space	
30-Apr-20	138.05	CGS - PARKING	TDS Apr parking space	
31-May-20	21.24	CGS - PARKING	Parking office May	
30-Jun-20	14.60	CGS - PARKING	Parking office June	
764.58		YTD Totals as per GL September 30, 2020		

Ward 1: Mark Signoretti

Councillor's Office Expenses

For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality	28-Feb-20	177.02	SIGNORETTI MARK	Pizza for volunteers at the Robinson Playground Family Day, Feb 17	
	22-Jun-20	381.16	SIGNORETTI MARK	Appreciation lunch for St. Clair depot staff	
		558.18			
Communications	9-Sep-20	915.84	SOCIETA CARUSO	Bocce court advertising	
		915.84			
Event Tickets	3-Feb-20	86.50	LAURENTIAN PUBLISHING	Ticket to Community Builders Award Mar 12. Event is postponed.	
		86.50			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices					
		0.00			
Meeting Setup					
		0.00			
Office supplies	2-Mar-20	5.55	CORPORATE EXPRESS	Office supplies	
	4-May-20	295.09	STAPLES.CA	Office furniture	
	3-Jun-20	(295.09)	STAPLES.CA	Return of office furniture	
	9-Jun-20	240.93	SIGNORETTI MARK	Office supplies	
		246.48			
Postage & Courier					
		0.00			
Travel/Prof. Devel.	3-Feb-20	909.74	FEDERATION OF CANADIAN MUNICIPALITIES	Registration to FCM Annual Conference Jun 4-7, Toronto, ON. Event cancelled and refunded in May.	
	3-Feb-20	126.03	PROSPECTORS AND DEVELOPERS ASSOCIATION OF CANADA	Registration to PDAC Conference Mar 2-4, Toronto, ON	
	11-Mar-20	134.09	SIGNORETTI MARK	PDAC Conference travel claim Mar 2-4, Toronto, ON	

Ward 1: Mark Signoretti
Councillor's Office Expenses
For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Travel/Prof. Devel.	2-Mar-20	615.92	CHELSEA HOTEL	Hotel cost for the PDAC Conference Mar 2-4, Toronto, ON	
	2-Mar-20	316.43	WESTIN HOTELS	Hotel deposit for the FCM Annual Conference Jun 4-7, Toronto, ON. Event cancelled and refunded in May.	
	25-Apr-20	484.63	PORTER AIR	Flight to PDAC Conference Mar 2-4, Toronto, ON	
	4-May-20	(909.74)	FEDERATION OF CANADIAN MUNICIPALITIES	Refund of registration to FCM Annual Conference Jun 4-7, Toronto, ON	
	4-May-20	(316.43)	WESTIN HOTELS	Refund of hotel deposit for the FCM Annual Conference Jun 4-7, Toronto, ON	
		1,360.67			
		3,167.67	YTD Totals as per GL September 30, 2020		

Ward 2: Michael Vagnini
Councillor's Office Expenses
For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality					
		0.00			
Communications	20-Aug-20	280.86	HIA MEDIA INC	Booklets for Town Hall meeting, Aug 24	
		280.86			
Event Tickets	25-Apr-20	450.27	SCIENCE NORTH	Tickets to Blue Coat Ball, Mar 7	
		450.27			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices	6-Aug-20	203.52	VILLAGE MEDIA INC	Ad for Canada Day	
		203.52			
Meeting Setup					
		0.00			
Office supplies					
		0.00			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		934.65	YTD Totals as per GL September 30, 2020		

Ward 3: Gerry Montpellier

Councillor's Office Expenses

For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality	31-Mar-20	41.85	MONTPELLIER GERRY	Hospitality meeting expenses	
	31-Mar-20	48.66	MONTPELLIER GERRY	Hospitality meeting expenses	
	31-Mar-20	195.56	MONTPELLIER GERRY	Hospitality meeting expenses	
		286.07			
Communications					
		0.00			
Event Tickets					
		0.00			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices	27-Mar-20	150.00	ONAPING FALLS RECREATION COMMITTEE	Ad in the Onaping Falls News Jan-Mar editions	
	10-Jun-20	195.00	ONAPING FALLS RECREATION COMMITTEE	Ad in the Onaping Falls News Apr-Jun editions	
		345.00			
Meeting Setup					
		0.00			
Office supplies	3-Jun-20	1,423.63	HUMANWARE	Reading Aid - Explore 8 Magnifer	
		1,423.63			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		2,054.70		YTD Totals as per GL September 30, 2020	

Ward 4: Geoff McCausland
Councillor's Office Expenses
For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality	21-Jan-20	42.60	MCCAUSLAND GEOFF	Hospitality and meeting expenses	
	9-Apr-20	103.36	MCCAUSLAND GEOFF	Hospitality and meeting expenses	
		145.96			
Communications					
		0.00			
Event Tickets					
		0.00			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices					
		0.00			
Meeting Setup					
		0.00			
Office supplies	9-Apr-20	151.65	MCCAUSLAND GEOFF	Office supplies	
	9-Jun-20	270.17	MCCAUSLAND GEOFF	Office supplies	
		421.82			
Postage & Courier					
		0.00			
Travel/Prof. Devel.	3-Feb-20	666.53	ONTARIO GOOD ROADS ASSOCIATION	Registration to OGRA Conference Feb 23-26, Toronto, ON	
	28-Feb-20	640.45	MCCAUSLAND GEOFF	OGRA Conference travel claim Feb 23-26, Toronto, ON	
		1,306.98			
		1,874.76		YTD Totals as per GL September 30, 2020	

Ward 5: Robert Kirwan
Councillor's Office Expenses
For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions	18-Feb-20	73.35	KIRWAN ROBERT	Book purchase for the Seniors Advisory Panel research	
	3-Feb-20	15.25	STAR METROLAND	Toronto Star online subscription Feb	
	2-Mar-20	15.25	STAR METROLAND	Toronto Star online subscription Mar	
	25-Apr-20	15.25	STAR METROLAND	Toronto Star online subscription Apr	
	4-May-20	15.25	STAR METROLAND	Toronto Star online subscription May	
	3-Jun-20	15.25	STAR METROLAND	Toronto Star online subscription Jun	
	3-Jun-20	76.32	THE GLOBE AND MAIL	Globe and Mail online subscription for the year	
	2-Jul-20	15.25	STAR METROLAND	Toronto Star online subscription Jul	
	2-Aug-20	15.25	STAR METROLAND	Toronto Star online subscription Aug	
	8-Sep-20	102.52	KIRWAN ROBERT	The National Post online subscription for the year	
	2-Sep-20	15.25	STAR METROLAND	Toronto Star online subscription Sep	
		374.19			
Business Hospitality					
		0.00			
Communications					
		0.00			
Event Tickets					
		0.00			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices					
		0.00			
Meeting Setup	29-May-20	145.18	KIRWAN ROBERT	Zoom account annual fee	
		145.18			
Office supplies	2-Mar-20	329.90	CORPORATE EXPRESS	Office supplies	
	6-Mar-20	396.71	KIRWAN ROBERT	Office supplies	
	2-Jul-20	152.51	CORPORATE EXPRESS	Office supplies	
		879.12			

Ward 5: Robert Kirwan
Councillor's Office Expenses
For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Postage & Courier	9-Jun-20	126.32	KIRWAN ROBERT	Stamps	
		126.32			
Travel/Prof. Devel.	3-Feb-20	909.74	FEDERATION OF CANADIAN MUNICIPALITIES	Registration to FCM Annual Conference Jun 4-7, Toronto, ON. Event cancelled and refunded in May.	
	3-Feb-20	742.85	ONTARIO GOOD ROADS ASSOCIATION	Registration to OGRA Conference Feb 22-25, Toronto, ON	
	28-Feb-20	1,589.24	KIRWAN ROBERT	OGRA Conference travel claim Feb 22-25, Toronto, ON	
	2-Mar-20	813.06	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Registration to AMO Annual Conference Aug 17-20, Ottawa, ON. Event postponed and will take place as a virtual conference at a reduced rate for registration.	
	6-Mar-20	7.26	KIRWAN ROBERT	Parking cost to attend Laurentian University's Aging Workshop, Feb 22	
	4-May-20	(909.74)	FEDERATION OF CANADIAN MUNICIPALITIES	Refund of registration to FCM Annual Conference Jun 4-7, Toronto, ON.	
	2-Aug-20	(202.50)	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Partial refund to AMO Annual Conference Aug 17-19, Ottawa, ON. Conference takes place virtually at a reduced rate of 610.56	
		2,949.91			
		4,474.72	YTD Totals as per GL September 30, 2020		

Ward 6: Rene Lapierre

Councillor's Office Expenses

For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions	3-Feb-20	33.00	MUNICIPAL WORLD	Digital connection book	
	9-Apr-20	16.19	LAPIERRE RENE	Audio book - Drive: The Surprising Truth About What Motivates Us	
	3-Jun-20	8.30	LAPIERRE RENE	Globe and Mail online subscription May	
		57.49			
Business Hospitality					
		0.00			
Communications	13-Feb-20	24.17	JOURNAL PRINTING	Business cards	
		24.17			
Event Tickets					
		0.00			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices					
		0.00			
Meeting Setup					
		0.00			
Office supplies	13-Mar-20	36.89	LAPIERRE RENE	Office supplies	
	14-Jul-20	11.27	LAPIERRE RENE	Ipad app Good Notes 5	
	2-Jul-20	627.03	CORPORATE EXPRESS	Office supplies	
		675.19			
Postage & Courier					
		0.00			
Travel/Prof. Devel.	15-Jan-20	373.13	LAPIERRE RENE	Provincial Public Health and Paramedic Modernization Consultation travel claim, Jan 13-14, North Bay, ON	
	2-Mar-20	813.06	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Registration to AMO Annual Conference Aug 17-20, Ottawa, ON. Event postponed and will take place as a virtual conference at a reduced rate for registration.	

Ward 6: Rene Lapierre
Councillor's Office Expenses
For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Travel/Prof. Devel.	2-Jul-20	(813.06)	AMO	Full refund for registration to AMO Annual Conference Aug 17-20, Ottawa, ON. Councillor did not attend the virtual conference.	
		373.13			
		1,129.98		YTD Totals as per GL September 30, 2020	

Ward 7: Mike Jakubo

Councillor's Office Expenses

For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality					
		0.00			
Communications					
		0.00			
Event Tickets					
		0.00			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices	19-Mar-20	198.43	THE CAPREOL EXPRESS	Ad in the Jan 15, Feb 1, Feb 15 and Mar 1 editions	
	25-May-20	248.04	THE CAPREOL EXPRESS	Ad in the Mar 15, Apr 1, Apr 15, May 1, May 15 editions	
	7-Jul-20	203.52	VILLAGE MEDIA INC	Ad for Canada Day	
	7-Jul-20	99.22	THE CAPREOL EXPRESS	Ad in the Jun 1, Jun 15 editions	
	15-Jul-20	99.22	THE CAPREOL EXPRESS	Ad in the Jul 1, Jul 15 editions	
	26-Aug-20	99.22	THE CAPREOL EXPRESS	Ad in the Aug 1, Aug 15 editions	
		947.65			
Meeting Setup					
		0.00			
Office supplies					
		0.00			
Postage & Courier					
		0.00			
Travel/Prof. Devel.	2-Mar-20	813.06	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Registration to AMO Annual Conference Aug 17-20, Ottawa, ON. Event postponed and will take place as a virtual conference at a reduced rate for registration.	

Ward 7: Mike Jakubo
Councillor's Office Expenses
For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Travel/Prof. Devel.	2-Aug-20	(813.06)	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Full refund for registration to AMO Annual Conference Aug 17-20, Ottawa, ON. Councillor did not attend the virtual conference.	
		0.00			
		947.65	YTD Totals as per GL September 30, 2020		

Ward 8: Al Sizer

Councillor's Office Expenses

For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality	25-Aug-20	45.19	SIZER ALLAN	Hospitality and meeting expenses	
	9-Sep-20	47.55	SIZER ALLAN	Hospitality and meeting expenses	
		92.74			
Communications					
		0.00			
Event Tickets	3-Feb-20	86.50	LAURENTIAN PUBLISHING	Ticket to the Community Builder Awards, Mar 12	
		86.50			
Gifts					
		0.00			
Memberships	21-Jan-20	35.88	SIZER, ALLAN	Membership to the Art Gallery of Sudbury	
		35.88			
Media Notices	7-Jul-20	203.52	VILLAGE MEDIA INC	Ad for Canada Day	
		203.52			
Meeting Setup					
		0.00			
Office supplies	9-Sep-20	389.62	SIZER, ALLAN	Headphones	
		389.62			
Postage & Courier					
		0.00			
Travel/Prof. Devel.	3-Feb-20	909.74	FEDERATION OF CANADIAN MUNICIPALITIES	Registration to FCM Annual Conference Jun 4-7, Toronto, ON. Event cancelled and refunded in May.	
	3-Feb-20	307.97	INTERCONTINENTAL TORONTO	Hotel cost for the FCM Annual Conference Jun 4-7, Toronto, ON. Event cancelled and refunded in May.	
	3-Feb-20	742.85	ONTARIO GOOD ROADS ASSOCIATION	Registration to OGRA Conference Feb 23-26, Toronto, ON	
	28-Feb-20	760.21	SIZER, ALLAN	OGRA Conference Feb 23-26 travel claim, Toronto, ON	
	28-Feb-20	18.15	SIZER, ALLAN	Parking cost to attend the Nickel Kim Mine tour Feb 27. A. Sizer attended the event as the Deputy Mayor.	

Ward 8: Al Sizer

Councillor's Office Expenses

For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Travel/Prof. Devel.	4-May-20	(909.74)	FEDERATION OF CANADIAN MUNICIPALITIES	Refund of registration to FCM Annual Conference Jun 4-7, Toronto, ON.	
	4-May-20	(307.97)	INTERCONTINENTAL TORONTO	Refund of hotel cost for the FCM Annual Conference Jun 4-7, Toronto, ON.	
		1,521.21			
		2,329.47	YTD Totals as per GL September 30, 2020		

Ward 9: Deb McIntosh

Councillor's Office Expenses

For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality					
		0.00			
Communications	26-Jun-20	1,089.29	CANADA POST CORPORATION	Mail out of Ward 9 newsletters	
	30-Jun-20	542.38	ORION PRINTING	Printing of Ward 9 newsletters	
		1,631.67			
Event Tickets	3-Feb-20	45.03	EVENTBRITE	Ticket to International Elimination of Racial Discrimination, Mar 21. Event cancelled and refunded in Apr.	
	2-Mar-20	9.01	EVENTBRITE	Ticket to Hold the Salt event, Mar 25. Event cancelled and refunded in Apr.	
	2-Mar-20	76.40	EVENTBRITE	Tickets to Sudbury Theatre Centre's International Women's Day, Mar 6	
	25-Apr-20	(45.03)	EVENTBRITE	Refund of ticket to International Elimination of Racial Discrimination, Mar 21.	
	25-Apr-20	(9.01)	EVENTBRITE	Refund of ticket to Hold the Salt event, Mar 25.	
	25-Apr-20	38.20	EVENTBRITE	Ticket to International Women's Day Luncheon, Mar 9	
		114.60			
Gifts					
		0.00			
Memberships	14-Jul-20	22.68	MCINTOSH DEB	Membership to the Tiny Town Association	
		22.68			
Media Notices					
		0.00			
Meeting Setup					
		0.00			
Office supplies	25-Apr-20	153.84	CORPORATE EXPRESS	Office supplies	
	9-Jun-20	41.01	MCINTOSH DEB	Office supplies	
		194.85			
Postage & Courier					
		0.00			
Travel/Prof. Devel.	3-Feb-20	742.85	ONTARIO GOOD ROADS ASSOCIATION	Registration to OGRA Conference Feb 23-26, Toronto, ON	

Ward 9: Deb McIntosh
Councillor's Office Expenses
For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Travel/Prof. Devel.	6-Mar-20	253.65	MCINTOSH DEB	OGRA Conference travel claim Feb 23-26, Toronto, ON	
	2-Mar-20	280.09	PORTER AIRLINES	Flight cost Sudbury to Toronto OGRA Conference Feb 23-26, Toronto, ON	
	2-Mar-20	518.56	ROYAL YORK HOTEL	Hotel cost for OGRA Conference Feb 23-26, Toronto, ON	
	3-Jun-20	610.56	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Registration to AMO virtual conference Aug 17-19. To transfer to corporate expense in Aug	
	24-Aug-20	(610.56)	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Registration to AMO virtual conference Aug 17-19. Transferred to corporate expense	
		1,795.15			
		3,758.95	YTD Totals as per GL September 30, 2020		

Ward 10: Fern Cormier
Councillor's Office Expenses
For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality					
		0.00			
Communications					
		0.00			
Event Tickets					
		0.00			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices	12-Mar-20	296.73	PUBLICATION VOYAGEUR	Ad for semaine nationale de la francophonie	
	7-Jul-20	203.52	VILLAGE MEDIA INC	Ad for Canada Day	
		500.25			
Meeting Setup					
		0.00			
Office supplies	8-Sep-20	51.27	CORMIER FERN	Paper shredding service	
		51.27			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		551.52		YTD Totals as per GL September 30, 2020	

Ward 11: Bill Leduc

Councillor's Office Expenses

For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality					
		0.00			
Communications					
		0.00			
Event Tickets	11-Feb-20	100.00	INNER CITY HOME OF SUDBURY	Ticket to Loving Hands Campaign Gala, Feb 29	
	2-Mar-20	86.50	LAURENTIAN PUBLISHING	Ticket to Community Builders Award Mar 12. Event is postponed.	
	2-Mar-20	90.06	SUDBURY BETTER BEGINNINGS	Ticket to Better Beginnings Better Futures Gala, Mar 7	
		276.56			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices					
		0.00			
Meeting Setup					
		0.00			
Office supplies					
		0.00			
Postage & Courier					
		0.00			
Travel/Prof. Devel.	20-Jan-20	135.08	ONTARIO ASSOCIATION OF COLD IN-PLACE RECYCLING CONTRACTORS	Registration to Responsible In-Place Pavement Recycling Technologies Seminar Jan 28, Alliston, ON	
	18-Feb-20	322.20	LEDUC BILL	Responsible In-Place Pavement Recycling Technologies Seminar travel claim Jan 28, Alliston, ON	
	3-Feb-20	909.74	FEDERATION OF CANADIAN MUNICIPALITIES	Registration to FCM Annual Conference Jun 4-7, Toronto, ON. Event cancelled and refunded in May.	

Ward 11: Bill Leduc
Councillor's Office Expenses
For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Travel/Prof. Devel.	3-Feb-20	742.85	ONTARIO GOOD ROADS ASSOCIATION	Registration to OGRA Conference Feb 23-26, Toronto, ON	
	28-Feb-20	582.71	LEDUC BILL	OGRA Conference travel claim Feb 23-26, Toronto, ON	
	13-Mar-20	630.74	LEDUC BILL	PDAC Conference travel claim Mar 2-4, Toronto, ON	
	2-Mar-20	813.06	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Registration to AMO Annual Conference Aug 17-20, Ottawa, ON. Event postponed and will take place as a virtual conference at a reduced rate for registration.	
	2-Mar-20	126.03	PROSPECTORS AND DEVELOPERS ASSOCIATION OF CANADA	Registration to PDAC Conference Mar 2-4, Toronto, ON	
	4-May-20	(909.74)	FEDERATION OF CANADIAN MUNICIPALITIES	Refund of registration to FCM Annual Conference Jun 4-7, Toronto, ON.	
	2-Aug-20	(202.50)	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Partial refund to AMO Annual Conference Aug 17-19, Ottawa, ON. Conference takes place virtually at a reduced rate of 610.56	
		3,150.17			
		3,426.73	YTD Totals as per GL September 30, 2020		

Ward 12: Joscelyne Landry-Altmann

Councillor's Office Expenses

For the period ended, September 30, 2020

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality					
		0.00			
Communications					
		0.00			
Event Tickets	3-Feb-20	97.36	EVENTBRITE	Tickets to Afro Heritage Association of Sudbury's Black History Month Celebration, Feb 1	
	3-Feb-20	90.06	EVENTBRITE	Tickets to International Elimination of Racial Discrimination, Mar 21. Event cancelled and refunded in Apr.	
	3-Feb-20	162.09	SUDBURY BETTER BEGINNINGS	Tickets to Better Beginnings Better Futures Gala, Mar 7	
	2-Mar-20	38.20	EVENTBRITE	Ticket to International Women's Day Luncheon, Mar 9	
	25-Apr-20	(90.06)	EVENTBRITE	Refund of tickets to International Elimination of Racial Discrimination, Mar 21.	
		297.65			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices	6-Aug-20	203.52	VILLAGE MEDIA INC	Ad for Canada Day	
		203.52			
Meeting Setup					
		0.00			
Office supplies					
		0.00			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		501.17		YTD Totals as per GL September 30, 2020	

Council Expenses

Office Expenses

For the period ended, September 30, 2020

Date	Amount	Payee	Description	Note / Reference
3-Feb-20	5.04	REXALL PHARMACY	Office supplies	
20-Apr-20	39.99	PETTY CASH	Petty cash	
9-Apr-20	45.79	ALLIANCE COFFEE AND WATER	Keurig rental for the year	
25-Apr-20	12.18	CORPORATE EXPRESS	Office supplies	
25-Apr-20	36.03	CORPORATE EXPRESS	Office supplies	
4-May-20	76.30	STAPLES.CA	Office supplies	
8-Sep-20	67.10	JOURNAL PRINTING	Office supplies	
282.43		YTD Totals as per GL September 30, 2020		

Council Expenses

Cellular Services

For the period ended, September 30, 2020

Date	Amount	Payee	Description	Note / Reference
20-Jan-20	381.09	BELL MOBILITY	Jan Stmt - cellular bill	
28-Feb-20	530.83	BELL MOBILITY	Feb Stmt - cellular bill	
13-Mar-20	49.11	LAPIERRE RENE	Icloud storage cost in 2019 for R. Lapierre	
28-Mar-20	530.38	BELL MOBILITY	Mar Stmt - cellular bill	
14-Apr-20	930.98	BELL MOBILITY	Apr Stmt - cellular bill	
19-May-20	309.29	BELL MOBILITY	May Stmt - cellular bill	
18-Jun-20	357.27	BELL MOBILITY	Jun Stmt - cellular bill	
2-Aug-20	301.20	BELL MOBILITY	July Stmt - cellular bill	
18-Aug-20	360.11	BELL MOBILITY	Aug Stmt - cellular bill	
18-Sep-20	385.51	BELL MOBILITY	Sept Stmt - cellular bill	
	4,135.77		YTD Totals as per GL September 30, 2020	

4,004.82 Councillors

130.95 Staff

4,135.77

Council Expenses

Internal Recoveries - Parking and Other

For the period ended, September 30, 2020

Date	Amount	Payee	Description	Note / Reference
29-Feb-20	21.24	CGS - PARKING	TDS Parking Office Council - Feb	
30-Apr-20	11.28	CGS - PARKING	TDS Parking Office Council - Apr	
31-May-20	9.96	CGS - PARKING	TDS Parking Office Council - May	
42.48		YTD Totals as per GL September 30, 2020		

Council Memberships and Travel

Association Dues

For the period ended, September 30, 2020

Date	Amount	Payee	Description	Note / Reference
2-Jan-20	32,839.71	FEDERATION OF CANADIAN MUNICIPALITIES	Membership fees Mar 31/20 to Mar 31/21	
14-Jan-20	(8,209.93)	FEDERATION OF CANADIAN MUNICIPALITIES	Transfer membership fees Jan 1/2021 to Mar 31/2021 to prepaid expense	
31-Jan-20	6,356.79	FEDERATION OF CANADIAN MUNICIPALITIES	Membership fees Jan 1/20 to Mar 31/20 from prepaid expense	
11-Jan-20	18,187.11	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Membership fees Jan 1/20 to Dec 31/20	
16-Jan-20	9,564.22	ASSOCIATION FRANCAISE DES MUNICIPALITES	Membership fees Jan 1/20 to Dec 31/20	
31-Jan-20	3,014.67	ONTARIO GOOD ROADS ASSOCIATION	Membership fees Jan 1/20 to Dec 31/20	
23-Apr-20	3,150.00	FEDERATION OF NORTHERN ONTARIO MUNICIPALITIES	Membership fees Apr 1/20 to Mar 31/21	
64,902.57			YTD Totals as per GL September 30, 2020	

Council Memberships and Travel

Council Travel

For the period ended, September 30, 2020

Date	Amount	Payee	Description	Attendee	Location	Date	Note / Reference
24-Feb-20	366.45	MCINTOSH DEB	AMO Board of Directors meeting	D. McIntosh	Toronto, ON	Jan 31	
3-Jun-20	610.56	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Registration to AMO virtual conference Aug 17-19.	D. McIntosh	Virtual	Aug 17-19	
977.01		YTD Totals as per GL September 30, 2020					

Council Travel - Recoveries

For the period ended, September 30, 2020

Date	Amount	Payee	Description	Attendee	Location	Date	Note / Reference
26-Mar-20	(149.58)	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Refund for attending the Board of Directors meeting	D. McIntosh	Toronto, ON	Jan 31	
(149.58)		YTD Totals as per GL September 30, 2020					

827.43 Net YTD Totals as per GL

Council Member

827.43 Deb McIntosh

Association/Board

Association of Municipalities of Ontario