



Finance and Administrative Committee Agenda

Tuesday, October 19, 2021

Tom Davies Square

Councillor Jakubo, Chair

4:00 p.m. Closed Session, Committee Room C-12 / Electronic Participation

6:00 p.m. Open Session, Council Chamber / Electronic Participation

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1.	Call to Order	
2.	Roll Call	
3.	Closed Session Resolution to move to Closed Session to deal with one (1) Personal Matters (Identifiable Individual(s)) item regarding a performance review in accordance with the Municipal Act, 2001, s. 239(2)(b).	
4.	Recess	
5.	Open Session	
6.	Roll Call	
7.	Declarations of Pecuniary Interest and the General Nature Thereof	
8.	Matters Arising from the Closed Session At this point in the meeting, the Chair of the Closed Session, will rise and report. The Committee will then consider any resolution(s) emanating from the Closed Session.	
9.	Presentations	
9.1.	2021 CAO Performance Objectives and Third Quarter Performance This presentation and report describes the status of CAO performance objectives and corporate performance up to September 30, 2021.	4
9.2.	Sustainability Stormwater Funding Study This presentation and report provides a recommendation regarding sustainability stormwater funding study.	21
10.	Managers' Reports	
10.1.	2022 Budget Update This report provides information regarding the status of the 2022 Budget.	65
10.2.	CAO Performance Evaluation Process for 2021 This report provides a recommended approach for the CAO performance evaluation process for 2021.	70
11.	Members' Motions	
12.	Correspondence for Information Only	
12.1.	2021 Second Quarter Statement of Council Expenses This report provides information regarding expenses incurred by Members	73

of Council in the second quarter of 2021. This report is prepared in accordance with By-law 2016-16F respecting the payment of expenses for Members of Council.

12.2. Update on Pioneer Manor's Bed Redevelopment

105

This report provides information regarding the estimated cost escalation for Pioneer Manor Bed Redevelopment.

13. Addendum

14. Civic Petitions

15. Question Period

16. Adjournment

2021 CAO Performance Objectives and Third Quarter Performance

Presented To:	Finance and Administration Committee
Meeting Date:	October 19, 2021
Type:	Presentations
Prepared by:	Ed Archer CAO's Office
Recommended by:	Chief Administrative Officer

Report Summary

This presentation and report describes the status of CAO performance objectives and corporate performance up to September 30, 2021.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

Fulfilling the 2021 objectives described in this report produces a variety of outcomes directly related to the goals described in City Council's 2019-2027 Strategic Plan. The emphasis in this report is on Goal 1.5 – “Demonstrate innovation and cost effective service delivery”, although several planned outcomes influence progress on multiple goals within both the Strategic Plan and the CEEP.

Financial Implications

There are no financial implications associated with this report.

Background

This report provides an update on the status of planned outcomes and corporate performance to the end of the third quarter. City Council approved the Chief Administrative Officer's performance objectives at its April 20, 2021 meeting. The approved objectives address nine priorities that require a shared enterprise-wide focus and close collaboration among the Executive Leadership Team:

- a) Covid Response and Recovery, especially vaccination planning and support, and economic and community recovery planning
- b) Customer Service Strategy, especially the introduction of the TDS One-Stop Shop
- c) Communications and Community Engagement Transformation
- d) Accountability Reporting, especially the evolution of balanced scorecard reporting, time and activity reporting and COMPASS
- e) Asset Management
- f) Large Projects
- g) Enterprise Risk Management

- h) Human Capital Management Plan
- i) Continued service improvements via technology development and integration

Addressing these priorities will also:

- Continue to improve enterprise-wide work planning and coordination
- Further enhance the alignment across the corporation between current operations and strategic objectives
- Build on the progress made in previous periods to strengthen the corporation's use of business intelligence, technology and public communications

During the second quarter, each Standing Committee received a presentation describing specific deliverables it could anticipate throughout the rest of 2021. This reflects not only the priorities described here, but also the variety of specific project results described in the approved 2021 Budget.

Analysis

Status of 2021 Objectives

The table in **Appendix A** describes the status of CAO performance objectives at the end of the third quarter. Briefly, planned work on the evolution of the corporation's Enterprise Risk Management framework is complete for 2021. With the introduction of service enhancements to our CRM system in the second quarter, work on that project is also complete for 2021. In September the corporation successfully switched to Outlook as its enterprise-wide standard email system, in accordance with the IT Strategic Plan and the ongoing "Modern Employee Experience" project. While some work remains to transition all staff fully onto the new system, the project has been successful. Next, the project focus will shift to introducing new security features and continue efforts to ensure staff can maximize the value of new digital and online collaboration opportunities.

The publication of an updated Asset Management Plan in August represents a substantial accomplishment and signals the corporation's intention to rely on data for decisions about asset renewal, performance and service level decisions. Work on the remaining objectives continues and currently reflects various levels of completion.

Particularly noteworthy is the continued influence of COVID-19 on operations. Province-wide lockdown requirements created delays to our AMI project that staff and contractors are making significant efforts to mitigate. This project includes replacing water meters in residences and businesses to enable new service levels and performance information. While the project's final completion date is expected to change as a result, both staff and the contractor expect the work will still be complete in 2022.

Operating Performance to September 30

Appendix B presents the corporate balanced scorecard and the status of key projects as at September 30. The current operating environment remains challenging, yet there have been glimpses of the adjustments required to "normalize" operations. This is not a "return to normal", since staff believe our COVID-19 response permanently changes several features of our operation. Staff support for extraordinary service demands that are not part of routine operations remains necessary and important, including:

- Changing the scale of vaccination clinic operations, in collaboration with Public Health Sudbury and Districts, to close most stationary clinics previously set up in arenas and instead support mobile and pop-up clinics
- Sustaining new services and new service levels that increase support for vulnerable populations
- Supporting efforts to host 500 evacuees from remote northern Ontario communities who had to leave their homes due to extreme forest fire hazards
- Delivering services using new workflows and introducing new tools that, likely for the foreseeable

- future, change how people and businesses interact with our services
- Supporting routine operations at service levels Council established in the 2021 Budget in an environment that continues to be high risk and subject to rapid change

These efforts are not cost-free. Organization turnover, extended cycle times to complete recruiting processes and feedback from staff about the stress they're feeling are indicators of the strain our organization is managing. Staff also recognize these strains are not unique, and know that all residents and businesses are dealing with increased pressure.

A significant change in the third quarter was the implementation of the corporation's Vaccination and Vaccination Verification policy. This policy anticipates the full reopening of traditional workplaces, including Tom Davies Square. It requires all who attend a workplace for work on behalf of the municipality to disclose their vaccination status and ensure they are fully vaccinated by November 15, with appropriate accommodations in accordance with Human Rights legislation.

Status of Key Enterprise Risks

As part of the corporation's Enterprise Risk Management processes, this quarterly report presents an opportunity to review developments affecting the key corporate risks in the ERM framework. Like the entire framework, this review will evolve as Council's and the corporation's experience grows.

As noted during the June 22 Finance and Administration Committee meeting, staff identified nine key risks that, at an enterprise level, deserve regular monitoring due their potential impact on the corporation's finances and/or operations. For convenience, they are presented in **Appendix C**, which includes a current assessment of their likelihood, potential impact and risk level.

Covid-19 Remains a High Risk

The CAO is also the Chair of the Community Control Group (CCG), which is part of the governance structure included in Greater Sudbury's Community Emergency Response Plan. While the CCG has been meeting at least weekly since January 2020, in the second quarter of 2021 it changed to a biweekly meeting schedule in recognition of the successful, and ongoing, vaccination program. Its current objectives, communicated regularly with City Council and the organization as a whole throughout the last 15 months, are:

1. Support Hospital and Long Term Care Capacity through Assistance to Vulnerable Populations in their Place of Residence
2. Create Community Strategies for Health, Wellness and Equity
3. Ensure Human Resources Support
4. Maintain Critical CGS, HSN, PHSD and GSPS Services
5. Prioritize Supply Chains and PPE
6. Economy Preservation and Recovery
7. Public Order and Safety
8. Governance and Finance
9. Continue Coordination of Communications and Messaging

While infection rates appear to be stabilizing across the province, work continues within the provincial government on assessing the potential for, and plans to introduce, vaccinations for children age 5-11. At the same time, residents are adjusting to new vaccination requirements for entry into businesses and public events. The requirements at municipal facilities typically involve a collaboration between an event operator and municipal staff, and represents unplanned work from a resource allocation perspective.

Both City Council and staff have been receiving daily email updates describing the status of the corporation's Covid-19 response. These have been augmented by a series of staff reports providing information about the status of municipal services and the financial implications of the corporation's response.

While ongoing effort is required to support the continuing community vaccination program, staff are finalizing a recovery plan and anticipating the end of our current municipal emergency. These plans will, of course, reflect provincial reopening guidance and flexibility that allows us to respond appropriately if conditions change. The recovery plan includes robust communication plans. Nonetheless, it is important that continued vigilance and adherence to public health guidelines remain top of mind as we move into another winter season where, with more time being spent indoors, the risk of transmission increases.

Next Steps

A brief presentation will be provided during the open portion of the October 19 Finance & Administration Committee meeting to demonstrate appropriate transparency and accountability, and to facilitate public discussion about the corporation's third quarter performance.

Your CAO and the entire Executive Leadership Team remain committed to using the opportunity provided by the Covid-19 pandemic as a catalyst for sustained, positive change in the corporation's performance. We are proactively managing risks so that City Council has new and increased opportunities for providing direction about how it wants to manage them. We are focusing on managing change so that the corporation remains well positioned to deliver Council's desired outcomes, and maintains awareness about opportunities that could improve results.

As this report is written the community remains in a state of emergency and the CCG's work remains ongoing. Quarterly reporting to Council on CAO performance objectives will continue that will include information to support performance assessments and assess the potential for planned results to be delivered.

Reference

July 13, 2021: **2021 CAO Performance Objectives and Second Quarter Performance.** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=40447>

June 22, 2021: **Enterprise Risk Management Update and Annual Register of Key Enterprise Risks.** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=40219>

April 20, 2021: **2021 CAO Performance Objectives and First Quarter Performance.** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=39802>

January 17, 2017: **CAO Performance Evaluation and Performance Planning and Development.** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=9553>

Appendix A: Status of CAO Performance Objectives

Objective	Expected Outcome(s)	Status at September 30, 2021
Lead the Administration's Covid-19 Response and Recovery	<ul style="list-style-type: none"> Employees can safely perform their work Municipal services are reliably available Public Health Sudbury and Districts has sufficient support to deliver an effective community vaccination program 	<ul style="list-style-type: none"> Lost time incident frequency down 19% from 2020 All planned municipal services remain available for use, with seasonal services starting up on schedule in accordance with provincial guidelines 89% of residents have at least one dose of vaccine; municipal staff provide on scene logistical and administrative support for vaccination clinics; staff manage a dedicated call centre for telephone inquiries and scheduling appointments; paramedics have provided COVID-19 testing to over 7,400 residents,
Continue Implementing the Customer Service Strategy	<ul style="list-style-type: none"> One-Stop Shop at TDS opens Complete implementation of CRM with increased tracking capabilities and citizen-initiated service requests Process changes occur to enable reductions in the number of administrative positions 	<ul style="list-style-type: none"> Construction underway at TDS for one-stop shop CRM implementation complete, with new online reporting and chat functionality for residents Analysis underway to review use of administration positions in a reconfigured TDS
Strengthen Communications and Community Engagement	<ul style="list-style-type: none"> Continued Customer Relationship Management system implementation, as noted above Progress on corporate identity and branding occurs, in accordance with 2019 recommendations 	<ul style="list-style-type: none"> CRM implementation complete, with new online reporting and chat functionality for residents Progress on corporate identity and branding behind schedule due to challenges with recruiting for vacant manager position and other competing workload priorities
Continue the Evolution of Corporate Accountability Systems and Public Reporting	<ul style="list-style-type: none"> Divisional balanced scorecards exist and support quarterly corporate reporting Policies for time and activity reporting are reviewed and changed as required Plans for COMPASS are finalized, with appropriate bid documents/specifications ready for use 	<ul style="list-style-type: none"> Quarterly corporate reporting continues; divisional balanced scorecards are underway and anticipated to be ready for publication by year end Time and activity reporting policies remain under review COMPASS project is underway; a Project Director has been selected and will lead the work required to build appropriate bid documents and specifications
Produce New Asset Management Data and Tools	<ul style="list-style-type: none"> Business Leadership Group understands and can assess the implications of asset management risks/priorities, supported by data City Council understands strategic implications of, and options for using, asset management data Plans for meeting provincial reporting deadlines remain on schedule 	<ul style="list-style-type: none"> Asset Management Plan reported to Council August 17 Asset management data is increasingly used to support operating performance and to help define project priorities While provincial reporting deadlines were extended, staff met the province's original deadline for filing asset management plans

Objective	Expected Outcome(s)	Status at September 30, 2021
Lead the Development of Council's Large Projects	<ul style="list-style-type: none"> Junction East – complete design phase and present a decision to Council Event Centre – produce a report in Q2 as requested by Council Junction West – maintain awareness of market conditions and prepare for some form of public solicitation Place des Arts – support facility opening; meet financing obligation 	<ul style="list-style-type: none"> Junction East - A report will be presented to Council in Q4 recommending a facility design and describing partner participation Event Centre – report presented at a special June 16 City Council meeting; detailed planning on next steps and coordination with site development partners is underway Junction West – market monitoring remains ongoing Place des Arts – financing is in place; the facility's opening is now scheduled for 2022
Enhance Enterprise Risk Management Practices	<ul style="list-style-type: none"> Produce an updated enterprise-wide risk register in time for use in 2022 budget development 	<ul style="list-style-type: none"> Presentation describing risk management concepts delivered to Finance & Administration Committee at its April 20 meeting Report describing key risks and presenting a corporate risk register delivered at its June 22 meeting.
Implement the Corporation's Human Capital Management Plan	<ul style="list-style-type: none"> Produce 2021 planned deliverables 	<ul style="list-style-type: none"> A Project Director has been selected to enhance the corporation's potential for incorporating the lessons learned from its Covid-19 experience to adjust policies, processes and staff training so that employees have the support they need from the corporation to do their best work in an environment that is, and is seen to be, supportive and proactive
Deliver the Outcomes Described in the 2021 Budget's Approved Business Cases	<ul style="list-style-type: none"> Service innovations produce operational improvements Capital acquisitions and construction projects reflect planned deliverables New, additional projects approved in the budget are appropriately resourced and scheduled 	<ul style="list-style-type: none"> Phase II of CRM went live in Q2, increasing the number of service access options for residents; renovations to support the creation of a One-Stop Shop are underway Capital plan underway, with 69% of approved work secured by contract or part of an active bid process Budget amendments that changed or introduced new projects have been incorporated into the 2021 workplan, and reported to Standing Committees in Q2
Continue making service improvements with technology development and service integration	<ul style="list-style-type: none"> Continued implementation of the corporation's IT Strategy occurs Technology projects, such as LMIS, CRM and AMI, that support front-line service delivery achieve planned milestones 	<ul style="list-style-type: none"> Successfully delivered the enterprise-wide transition to Microsoft Outlook for email services in September, on schedule and on budget Status of IT Strategy reported to Finance & Administration Committee at its July 13 meeting Key technology projects, except for AMI, remain on schedule; AMI has experienced schedule delays due to province-wide COVID-19 restrictions

Appendix B: Third Quarter Corporate Performance Scorecard

	Q3 2019	Q3 2020	Q3 2021
Financial Indicators			
Credit Rating	AA, Stable	AA, Stable	AA, Stable
Value of Competitive Bid Process	\$18,212,838	\$2,316,199	\$1,847,747
% of Capital Funds Committed or Spent	N/A	59%	69%
Value of Outstanding Property Taxes	N/A	N/A	2.6%
Debt: Reserve Ratio	0.48	1.95	1.61
Debt: Revenue Ratio	0.12	0.11	0.4
Customer Service			
Transit Action Plan- Sunday Ridership	NA	55,274 (down 21%)	57,140 (up 52%)
Transit Action Plan - Ridership	NA	606,900 (down 45%)	620,300 (up 47%)
Transit Action Plan - On-time Performance	NA	90% (up 17%)	92% (down 4%)
First Call Resolution Rate	70%	74%	77%
% of Services Available Online	NA	76%	109%
% of Callbacks within Expected Response Time	70%	84%	54%
# of Public Meetings/Input Opportunities	30	12	4
Tax payers registered for PAP	48.70%	49.97%	49.63%
Development Applications Processed within legislative benchmarks	84.40%	81.20%	58.00%
% of New Development in Settlement Area			
Residential Units	76.70%	80.90%	72.30%
Non-residential development	87.00%	55.30%	75.90%
Serviced Employment Land Available (hectares)	172.4	172.4	172.4
New Non-residential Development (sq ft)	54,104	62,862	56,718

	Q3 2019	Q3 2020	Q3 2021
Diversion of Organic Materials	4,000,000 kg	7,501,977 kg	3,781,715 kg
% of social housing wait list placed annually	9.5%	6.1%	9.8%
Number of social housing units per 1000 households	58	57.5	55.85
Social housing admin operating costs per unit	\$81.37	\$69.30	\$83.06
Percentage of caseload with employment earnings	10.12%	5.26%*	6.74%
Average monthly employment earning per case	\$805	1100*	\$992
Utilization rate for directly provided registered programs	75.00%	NA*	NA*
Average Fire Response Time			
Career	5:49	0:05:21	0:05:00
Volunteer	11:23	0:10:19	0:09:57
Paramedic Response Times			
CTAS1 - Standard <8 min. 80% of the time	NA	80%	75%
CTAS2- Standard <10 min. 85% of the time	NA	86%	85%
CTAS3- Standard <15 min. 85% of the time	NA	96%	96%
CTAS4- Standard <15min. 85% of the time	NA	97%	97%
CTAS5- Standard <15 min. 85% of the time	NA	99%	98%
Employee Perspective			
Employee Turnover	2.70%	1.25%	1.14%
Time Lost Due to Injury (LTIF)	3.96	3.72	1.5
Lost Time Injury Severity (LTIS)	26.7	60.15	9.86
Lost Time Injury Severity (LTIF) - previous 12 months	NA	3.9	3.27
Lost Time Injury Severity (LTIS) - previous 12 months	NA	147.67	138.02

	Q3 2019	Q3 2020	Q3 2021
Internal Business Processes			
Average Days to Hire – Union	20	21.5	34
Average Days to Hire – Non-Union	NA	34	31
Training expenditures as a % of wages and benefits	0.82%	0.39%	0.20%
Asset Management Plan Availability	14%	18%	58%
EFT Payment Rate	79.50%	84.6%	86.70%
Number of bids per bid call	3.3	3.7	3.9
% of Key Policies & Plans Updated in the Last 7 Years	NA	NA	NA
IT Devices per employee	1.22	1.17	1.23
# of Awards & Recognition Received	0	5	2

*Due to Provincial stay at home orders & lockdowns, direct programs not offered in Q3

*Social Service metrics for case load and earning in Q2 are as of end of April due to lag in Provincial software performance reports. Please note that Social Services does not have a signed Service Contract with the Province for the budget year 2021 and therefore does not have agreed upon service targets.

*LTIF & LTIS: Our quarterly results are significantly improved for LTIF and LTIS. We went from 19 lost time claims in Q2, to 7 over the summer months. (Q3) As a result, we have fewer lost time days, driving LTIS down. Our days to hire went up on average (between union and non-union hires) by approximately 35%, which can be attributed to many hiring managers and their respective admins being on vacation.

*Development Applications Processed within legislative benchmarks is lower this quarter. This can be attributed to a 95% increase in Minor Variance Applications in the month of July - this is in comparison to the previous 5 years.

List of Key Projects and Status

CAO'S OFFICE

PROJECT	STATUS
Customer Relationship Management System	Phase 2 was launched on May 3, 2021. Phase 2 included a full internal roll out, an expanded online portal, resident access to self-service options for over 20 common types of service requests, and text and email notifications. Since the launch, 48,761 incidents have been entered by staff (311 and other service areas) and residents, which includes incidents that were resolved at the first point of contact (First Call Resolution). There have been 446 customer service portal signups. With staff accustomed to the new system, a marketing campaign for the customer service portal is being implemented in Q4. Ongoing enhancements to the service will be implemented.
Customer Service Strategy Implementation	Implementation continues to proceed with continued work on the Phase 2 launch of the new CRM, which includes a full internal roll out, an expanded online portal, resident access to self-service options for over 20 common types of service requests, and text and email notifications. We are finalizing a new model for online/smaller in person delivery of staff customer service training, and sessions are scheduled to resume in Q4. Work continues to support a "One Stop Shop" service counter at City Hall that will streamline in-person customer service.
Enhanced Communications	The CityConnect newsletter continues to be on hold while the COVID-19 pandemic response remains ongoing. The newsletter is expected to resume in Q4. At the start of the pandemic, it was determined that the newsletter was not the right tool for ever-changing information and that it was necessary to eliminate barriers created by subscriptions and use other tools. Subsequently, new open platforms on the City of Greater Sudbury website and Over To You community engagement portal were created to amalgamate citywide, national and provincial information. COVID-19 Public Service Announcements and News Releases were sent to the CityConnect email list directly to ensure timely communications. These online tools invite residents to interact with their community by finding reliable sources of information, sharing good news stories, asking questions or volunteering in five unique pillars: community vibrancy, economic support and recovery, seniors support, youth support and social support.
Communication Review	Council received an update, including a presentation with an outline of strategic objectives, in October 2020. Staff continue to pursue the steps outlined in the update through the balance of 2021. The CGS COVID-19 response has required significant Communications resources. As a result, some more formal implementation goals have been delayed, such as the development of a defined engagement strategy, but staff are moving to incorporate elements of the final communications and engagement approach into the Division's work in 2021.
Indigenous Relations	Staff continue to follow the path outlined in report to Council in November 2019. Workplan deliverables have been delayed by COVID-19 response. Meetings with Urban Indigenous Sacred Circle "Ngo Dwe Waangizjik - We are One" are continuing and staff are working closely with their representatives to advance the City's objectives. Partnered work has been part of the City's efforts on COVID-19 response for vulnerable populations and community vaccination programs. The CGS marked the First Nation Day for Truth and Reconciliation with a number of initiatives designed to encourage staff and citizens to learn more of the truth of residential schools and to reflect on the need for increased knowledge and understanding as the basis to begin the path towards reconciliation.

Greater Sudbury Public Library Governance	The CGS continues to work with the Greater Sudbury Library Board on a renewed operating agreement. In direct response to the Auditor General's report in 2019, the Board has initiated a recruitment for a CEO/Chief Librarian. Once this position is filled, work on a revised operating agreement will resume. Staff continue to work in the spirit of increased autonomy to provide the GSPL Board the opportunity to participate in the 2022 Budget process as an outside board.
Event Centre at KED	As outlined in the update report provided on September 28, staff continue to follow the direction established by Council in July and are restarting most of the initiatives that were put on hold while appeals were dealt with. A request for expressions of interest to select a facility operator will be issued in the next quarter and work has resumed to prepare the design build RFP for issuance in 2022. Staff are working with partners to coordinate the start of site preparation, including blasting and terrain alteration, by the end of November.
The Junction	The initial phase of the Junction East design process ended in late spring and conceptual "block and stack" designs were shared with Council and the public. Input from the public and from stakeholders has informed the schematic design phase which is wrapping up in the next few weeks. The schematic design will provide a more comprehensive understanding of the building and its components. As additional details are confirmed it is also an opportunity to refine the cost estimates and to look for adjustments as necessary. Discussions to refine the participation of partners in the project are also ongoing and all this information will come to Council in Q4. Staff continue to assess the potential for Junction West in the current climate and in relation to other developments in the Downtown and at the KED.
Place des Arts	Construction is now in the final phase and member organizations will begin to move into the new facility in the next few months. The official opening is expected in early 2022.
Employment Land Strategy	The consultant continues to work with staff on the development of the project, with some delays due to COVID. Staff has been providing updates to Council and the GSDC in status reports. The development of a Finance Strategy and Return on Investment Calculator tool are under way with a final report expected Q1, 2022.
COMPASS	A Project Director and Project Manager have been assigned, and planning activities are underway. A Project Team is expected to be assembled in early October, once the project approach is finalized. More updates will be provided to Council as the project progresses.

GROWTH & INFRASTRUCTURE

PROJECT	STATUS
Strengthening Development Services	Economic Development, Planning and Building Services continue to work closely to advance development opportunities and implement process improvements. Collaboration will assist development of one-stop shop and its services for developers. Business outreach continues providing feedback to planning and building departments on issues / concerns and possible change considerations. A report summarizing the findings will be presented to ELT by year end 2021.

AMR/AMI – Water Meter	<p>An update report was provided to Council in July 2021 outlining revised project targets and milestone dates. Based on the information presented, additional budget was allocated from previously approved funds to cover unanticipated costs resulting from the COVID-19 pandemic.</p> <p>Work is ongoing with the KTI Limited (installation contractor) to address issues relating to inconsistent communication with residents, missed appointments and overall installation quality. Staff and representatives of Diameter Services (Project Management Consultant) are closely monitoring the installation work and providing ongoing feedback to KTI. An action plan has been approved to address the identified deficiencies, and further actions under the contract will be taken if required.</p>
Land Management Information System (LMIS)	Work progressing well, however delays anticipated to address necessary scope changes identified during requirements gathering, as well as due to staffing challenges associated with very busy 2021 construction season.
Sign By-law	Report and presentation on City of Greater Sudbury Comprehensive Sign By-law review complete with new draft by-law provided to Council on October 29, 2019. The report and presentations resulted in a resolution #CC2019-319 being passed directing staff to investigate and incorporate provisions for portable electronic signs. A report presented to Council on April 27, 2021 outlined the proposed Portable Electronic Signs provisions. The newly revised Draft By-Law that incorporates the Portable Electronic Sign provisions was passed by Council on June 29, 2021 and came into effect on September 1, 2021.
Paris-Notre Dame Bikeway	The Paris-Notre Dame Bikeway is complete between Lasalle Boulevard and Wilma Street.
Complete Streets Guidelines	Stakeholder consultation took place virtually in Spring 2021, with public consultation delayed until Fall 2021/Winter 2022 due to ongoing restrictions associated with the Covid-19 pandemic.
Pothole Material Patching Project	The automated all in one pothole patching machine was tendered and is in the process of being awarded. Delivery is expected in three to five months
Large Spreader Laid Patches	This project is complete for 2021.
Official Plan – Phase 2	Work on Phase 2 of the Official Plan Review is underway. The outcome of this second phase has been delayed due to COVID-19 and will be presented to City Council for consideration in Q4 2021.
Community Energy and Emissions Plan	CEEP implementation ongoing in initial Phase ONE (2021-2025). Establishment of 4 sector working groups; draft climate lens and framework for collaborative implementation; stakeholder meeting. Initiated Home Energy Retrofit Financing Feasibility study.
Solid Waste Management Plan	Capital funding approved. Next step is to post an RFP and hire a consultant planned for Q4 2021 to Q1 2022.
Construction & Demolition Material Recycling Site Update	Site opened June 1, 2021
Waste Collection Services	Waste collection services contract ISD19-5, awarded to Waste Management of Canada, commenced on February 1, 2021.
Waste Diversion	The change to every other week garbage and leaf & yard collection commenced February 2, 2021.
Complete Feasibility Review for New Organic Processing Options	Review on-going.
Paquette-Whitson Municipal Drain	Construction is ongoing with completion during 2021 construction season

Gatchell Outfall Sewer	The design is 95% complete and waiting for approvals from Regulatory Agencies. Initial application to the MECP was in August 2019 and the City is continuing to provide additional information and meet with the Agencies as required to complete the design.
MR 35 from Notre Dame East to Notre Dame West	The construction of the widening of MR35 from two or four lanes to five lanes started in August 2020. The new, upsized 950 metre long section of watermain was completed in 2020 as well as all culverts. Utility relocations were completed in the summer of 2021. The remaining widening is continuing and is expected to be completed during the 2021 construction season. Construction is on budget. Surface asphalt may extend to 2022.
Maley Drive	The Maley Drive Extension was opened to traffic in November 2019, with four new lanes between College Boreal and Barry Downe Road, and a reconstructed section between Barry Downe Road and Falconbridge Highway. The work included the opening of the City's first three roundabouts on major arterial roads.

COMMUNITY DEVELOPMENT

PROJECT	STATUS
Homeless Shelter Review & Modernization	Roll-out of Coordinated Access System is being finalized and a report was presented to the Community Services Committee on Sept 20th.
Playground Revitalization	A report was presented to City Council on September 22 providing an update on the capital fundraising campaign United Way Centraide North Eastern Ontario (UWCNEO) committed to during the 2018 budget deliberations. The report noted that due to limited staffing resources and challenges presented by the COVID-19 situation, UWCNEO stated they will be deferring any fundraising efforts towards the project. The report informed Council that all but \$75,000 of the City's \$2.3M contribution has been spent or committed on the first two phases of the Playground Revitalization Project. There are still 24 sites originally identified for playground revitalization which have not been completed at an estimated cost of \$1,964,000. The City has applied for both FedNor and Ontario Trillium Foundation funding to advance additional phases of the project. An updated from UWCNEO is expected in Q4 of 2021.
Population Health, Safety, and Well-Being	On June 15, Council unanimously approved the City's Population Health Safety and Well-being Plan. The plan was submitted to the Solicitor General and a copy of the plan has been posted on the City's website at https://www.greatersudbury.ca/live/about-greater-sudbury/population-health/ . In addition, a dedicated website page for Population Health Safety and Well-being is under development.
Social Housing Revitalization	The redevelopment project for 1310 Sparks Street is underway and the project is in the detail design phase. The rezoning application has been submitted and a public hearing on the rezoning is expected to be held in November 2021. Once rezoning is complete the construction tender for the project will be issued. A real estate agent was selected from proposals received to sell scattered units. The houses are being listed and sold a few at a time in order to prevent a saturation of the real estate market and generate the greatest returns possible.
Therapeutic Pool	Request for Proposal for architectural services for the construction of the Therapeutic/Leisure Pool awarded at a bid price of \$322,500.

Civic Mausoleum Expansion	Request for Proposal for architectural services for the construction/expansion of the Civic Memorial Cemetery mausoleum awarded at a bid price of \$177,900.
Outdoor Court Revitalization	The project will see revitalization of 14 outdoor tennis courts and 14 outdoor basketball courts. Report to Community Services Committee in June 2021 outlining courts to be included as part of project. Geotechnical work currently being completed with an anticipation of construction starting in Q2 2022. Details on community engagement process to be released in coming weeks. Project to be completed by 2027 as per ICIP funding agreement.
Transit Action Plan	Supported by ICIP funding, in Q3, Transit received ten (10) new low floor accessible buses to add to the fleet in replace of older buses. A second order of seven (7) buses is expected in Q1 2022. Expanding from the inventory of ten (10) buses, at the conclusion of Q3, all Transit buses are now equipped with Automatic Passenger Counters. These units report boardings and alightings by bus/route/bus stop and calculates passenger loads, which can be used to support service level analysis/adjustment. This technology improvement can quantify on-time schedule performance by route and time of day; data can be used to support changes to the route or schedule. Staff continue to work on realizing additional recommendations outlined in the report, supported by \$100M ICIP funding. A report was expected in the first quarter, however due to changing ridership trends as a result from COVID-19, this report has been postponed until further notice.
Pioneer Manor Redevelopment	During the 2021 budget deliberations, the Finance & Administration Committee approved bed redevelopment at Pioneer Manor. The project is currently in the detailed design phase, with an update report scheduled in October.

CORPORATE SERVICES

PROJECT	STATUS
Continue evolution of corporation's management systems	A dictionary of service activities is being developed in 2021 to enable the implementation of a time and activity tracking performance management system for all of the City's 58 lines of service. This work is foundational for the COMPASS performance system project. Phase 2 of the organization's IT strategy is underway on schedule. The focus of this phase is "Building with Success". Now that a number of foundational projects are nearing completion (telephone replacement project, MS Teams introduction, new CRM and Leisure Booking software in place, transition to MS Outlook completed), the focus shifts to enhanced integration of data generating programs and systems. IT will continue to provide project management for projects such as the implementation of Land Management Information System and the implementation of modern employee tools such as MS Outlook in 2021. The Human Capital Management Plan is complete and work for 2021 includes a toolkit for new managers, implementation of electronic recruiting capability and the development of strategies to enhance and support diversity and gender balance, especially among the organization's leadership roles. The Fleet Business Process Review actions were significantly impacted by the pandemic but work has commenced on establishing a Fleet governance committee and scoping a new service advice function which will lead to better maintenance advice and planning. Purchasing is reviewing lessons learned from the early case law relating to the CETA and implementing changes to the Purchasing By-Law, including changes to allow for negotiated requests for proposal.

Parking	<p>Parking improvements at the Centre for Life were completed in Q4 of 2020. Continued work on line painting and wayfinding signage will be completed by Q2 2022. The Dufferin Street road allowance parking lot opened in Q1 of 2021 bringing 40 parking stalls on line with monthly and hourly parking options using HotSpot parking technology and a pay-and- display paystation. Collaboration with the YMCA continues to obtain necessary utilization data for YMCA occupied City lot on Elgin and offering a space that could support additional off street daily parking. The parking structure expression of interest process is on hold pending a review of parking demand "post pandemic" and the progress of large projects in the downtown.</p>
Security Enhancements at Tom Davies Square	<p>Through a tender awarded to Magnum Contractors, beginning June 21, 2021, renovations for the Council approved One Stop Shop service counter at Tom Davies have begun. Adjustments have been made to ensure business continuity in the areas of Bylaw and Citizen Services with service counters being relocated to the main foyer. Overall, all demolition of the existing space has been completed aside from some minor removals remaining to be coordinated tying into the existing stairs. Demolition of the existing lobby ground floor stair landing and planter has been completed. With a preliminary work outline provided by the contractor, work is expected to be completed early December 2021. In consideration for a continued work from home option, impacts on staff have been minimal thus far; it is anticipated that this will be the case throughout the duration of the work. It is expected that work will be completed by late December 2021</p> <p>Pending the completion of a Transfer Payment Agreement, the City of Greater Sudbury is eligible to receive ICIP: COVID-19 Resilience Infrastructure stream- Local Government Intake funds in the amount of \$726,026.77.</p> <p>This project will provide a safe workplace for staff and customers. By adding service counters, interview rooms and office space it provides asset renewal for an area that will be the foundation for customer service within the City of Greater Sudbury. It will highlight Tom Davies Square as the community's most prominent and interactive civic space.</p>
Successfully Conclude Labour Negotiations	<p>CUPE Local 148 negotiations are continuing with two additional dates scheduled to attempt to achieve a negotiated agreement and avoid binding interest arbitration. An agreement was reached with ONA. CLAC negotiations to resume in the Fall with specific dates still to be finalized. Initial dates for SPFFA negotiations are scheduled for October 12 - 14th.</p>
Modern Employee Experience	<p>The project is on track for its 2021 objectives. Planned security review and cybersecurity enhancements are also on track and being executed. The move to Outlook was a substantial effort and impacted virtually every user. We are seeing continued growth of the new Office365 adoption. The complete transition is a 3 year project with an anticipate completion in late 2023.</p>
Centralized Facility Management	<p>As part of the C.A.O.'s vision to centralize facility management; the facilities section has taken responsibility for the management of the Lionel E Lalonde Centre as well as the City's portfolio of Libraries, some museums and buildings leased to local health networks. Additional facilities will be incorporated into central management as opportunities arise.</p>

COMMUNITY SAFETY

PROJECT	STATUS
Implementation of Incident Management System (IMS) process in the Emergency Operations Centre.	The gap assessment, the EOC reconfiguration plan and our updated EOC processes was completed in Q1 2021. A new draft of the Emergency Management Program plan is expected to be completed Q1 2022 with updates to the Emergency Management Program By-law. This work is being completed in consultation with experts from Sandhurst Consulting. A recommended IMS training plan has been developed, to be presented to ELT in Q4 2021 with the recommendation of training to commence in Q4 of 2021. Physical restructuring of the EOC to commence in Q4 2021.
Fire Services' Establishing and Regulating Bylaw	The report and draft by-law were presented at the Emergency Services Committee meeting on February 12, 2020. The recommended revisions to the by-law were approved. The Committee resolution was approved by Council at the March 24, 2020 meeting.
Implement new models of care and alternate destination programs in Paramedic Services.	Community Paramedicine has seen expansion of programs such as the Long-Term Care Pilot, Remote Clinical Monitoring and Home and Community Care High Intensity Supports for ALC patients. These programs currently roster over 500 patients and increases by 25 weekly with an ED avoidance rate of 83% per rostered patient. The Palliative Care Paramedic alternate model of care pilot saw further approvals from the Ministry of Health in this quarter allowing program commencement to begin in October.

Appendix C: Corporate Risk Register

KEY RISK	LIKELIHOOD	CONSEQUENCE	RISK LEVEL	RISK OWNER	AFTER MITIGATING STRATEGIES, IS THERE RESIDUAL RISK?
Misalignment may exist between financial resource allocations and Council's priorities.	Almost Certain	Moderate	Significant	CAO	YES Within Risk Tolerance parameters
Asset renewal investments may be insufficient to maintain acceptable condition and service levels.	Almost Certain	Major	Critical	GM of Corporate Services	YES Work initiated but additional effort required
The corporation, or the city as a whole, is insufficiently resilient to respond to environmental or economic shocks.	Possible	Severe	Significant	CAO	YES Within Risk Tolerance parameters
Global connections and business attraction/development efforts may be insufficient for ensuring Greater Sudbury's economic competitiveness.	Possible	Major	Significant	Director of Economic Development	YES Within Risk Tolerance parameters
Communications and engagement efforts may be insufficient for building resident trust and confidence	Likely	Moderate	Significant	ED of Strategic Initiatives, Communications and Citizen Services	YES Within Risk Tolerance parameters
Existing human capital management policies and practices may be insufficient for attracting, managing, developing and retaining top talent to support existing and future operations.	Likely	Moderate	Significant	GM of Corporate Services	YES Within Risk Tolerance parameters
The corporation may be unprepared for the effects of climate change	Likely	Severe	Critical	CAO	YES Work initiated but additional effort required
Corporate service delivery may be insufficiently supported by appropriate technology, datasets, training or equipment.	Likely	Moderate	Significant	GM of Corporate Services	YES Work initiated but additional effort required
Information entrusted to the corporation may be inadequately protected from unauthorized access.	Possible	Major	Significant	GM of Corporate Services	YES Within Risk Tolerance parameters

Sustainability Stormwater Funding Study

Presented To:	Finance and Administration Committee
Meeting Date:	October 19, 2021
Type:	Presentations
Prepared by:	Paul Javor Infrastructure Capital Planning
Recommended by:	General Manager of Growth and Infrastructure

Report Summary

This presentation and report provides a recommendation regarding sustainability stormwater funding study.

Resolution

THAT the City of Greater Sudbury approves, in principle, a plan for applying a stormwater rate beginning no sooner than 2024 based on a sustainable, equitable, and reliable source of dedicated stormwater funding as outlined in the report entitled “Sustainability Stormwater Funding Study”, from the General Manager of Growth and Infrastructure presented at the Finance and Administration Committee meeting on October 19, 2021;

AND THAT staff be directed to begin public engagement and stakeholder consultation on a potential stormwater rate plan;

AND THAT staff prepare a report regarding the public and stakeholder consultation with an implementation plan for consideration by Council in the first quarter of 2023.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

The Sustainable Stormwater Funding Study directly supports all Sections of Asset Management and Service Excellence of the City of Greater Sudbury Strategic Plan.

Effective management of the stormwater system protects the local environment from urban runoff. Without effective stormwater management, it may become increasingly challenging to maintain high-quality pedestrian and cycling infrastructure, which is critical to achieving Goal 8 of CEEP, which is to have a 35% active mobility mode share by 2050. Effective stormwater management also ensures infrastructure assets can obtain their design lifespans, reducing carbon intensive replacement and renewal.

In addition, effective stormwater management and stormwater systems can help address portions of sanitary sewer Inflow and Infiltration. To accomplish this sustainable, equitable and reliable funding is necessary.

Financial Implications

There are no direct financial implications from this report. This report recommends a sustainable, equitable and reliable source stormwater funding model to introduce to the public and stakeholders for input. The resulting input will inform an implementation plan that would be introduced to Council with financial implications.

Background

The City is committed to providing quality stormwater services to our community by improving water quality and reducing the risk of flooding while addressing the challenges of climate change, available budgets and resources. The City's diverse and large portfolio of stormwater assets provides the service within this category of infrastructure and it is estimated that the replacement value of these assets is approximately \$520M. Through work to improve stormwater conveyance and improve the management of stormwater effects on flooding and the environment, new assets are added to this system annually through the capital program and development.

The City has completed a Stormwater Asset Management Plan (SAMP) which has identified funding gaps in the stormwater programs. The SAMP identifies proposed levels of service for our community. To meet the proposed levels of service a Capital Improvement Plan and Operations and Maintenance Plan were developed.

The Capital Improvement Plan recommends investments of approximately \$4 million/year. The City currently invests approximately \$2.5 million/year into stormwater assets, mainly through the large culvert replacement program and stormsewer replacement on road reconstruction projects.

The Operations and Maintenance Plan was developed to meet the Target Levels of Service. This plan would provide the investment of approximately \$8.85 million/year into maintenance activities such as street sweeping, catch basin cleaning, inspections, sampling and reporting. The City currently spends approximately \$6.8 million/year on these activities.

In addition to the proposed financial requirements of the Stormwater Asset Management Plan the various Subwatershed Studies and Stormwater Master Plans recommend several major improvement projects to improve flood resiliency, improve the quality of water reaching the environment or both. They also recommend further studies and communication and potential subsidy programs for private side improvements. These projects can come with significant costs to construct and some recent grants have been secured to assist with them (Disaster Mitigation and Adaptation Fund). The recommended projects from these Studies are in excess of \$100M but are only to be constructed as funding and opportunities exist, none of them are mandatory.

These projects are primarily intended to improve existing conditions with City infrastructure not future development. Future development is intended to manage their stormwater impacts within their development through the best guidance of the applicable Subwatershed Study. However, opportunities to best serve stormwater management needs through partnership with the development community are encouraged. The City has been investing in stormwater system improvements for a number of years to address flooding issues and improve the quality of stormwater reaching the environment. This has historically been approximately \$5 million/year and is proposed to increase to \$6.5 million/year.

Additionally, the funding the City provides to Conservation Sudbury to deliver operations and management of

their stormwater assets that benefit the community and projected increase have been considered in the overall stormwater funding gap.

The City currently budgets \$14.7 million/year toward stormwater asset management, and stormwater system improvements. Following benchmarked best practices from across Canada and recommendations of the Subwatershed Studies and Stormwater Master Plans an annual investment of \$19.9 million is recommended. The current and proposed programs are summarized in Table 1.

Table 1: City of Greater Sudbury Funding Levels of Service

Level of Service	O&M	Asset Renewal	System Improvements	Conservation Sudbury	Total
Current Program	\$6.8M	\$2.5M	\$5M	\$355K	\$14.7M
Proposed Program	\$8.85M	\$4M	\$6.5M	\$509K	\$19.9M

Sustainable Stormwater Funding Study:

Like many municipalities across Canada, the City has a desire to review its current stormwater funding model, which is mainly supported by the general tax levy (property tax). To investigate funding options that provide a sustainable, equitable and reliable source of funding for stormwater management, the Sustainable Stormwater Funding Study was initiated. The study reviewed the current funding model, proposed funding needs, funding models from across Canada and provides recommended funding models for further consideration. Typical sources for funding stormwater management in communities in Canada and their effectiveness at meeting important funding criteria are summarized in Table 2.

Table 2: Comparison of Stormwater Funding Options

Funding Method	City Wide Applicability	Meets All Revenue Needs	Equitable	Dedicated Funding Source	Effort to Set-up	Public Accountability	Environmental Benefits	Social Benefits
General Tax Fund (Property Tax)	Yes	No	Low	No	Low	Low	Low	Low
Dedicated Tax Levy	Yes	Medium	Low	Yes	Low	Medium	Low	Medium
Development Charges	No	No	Medium	Yes	Medium	Medium	Low	Medium
Water Rate Surcharge	Partly	No	Low	Partly	Low	Medium	Medium	Medium
Stormwater Rate - flat fee	Yes	Yes	Low	Yes	Medium	Medium	Medium	Low
Stormwater Rate - variable based on land use and/or property size	Yes	Yes	Medium	Yes	Medium	Medium	Medium	Medium
Stormwater Rate based on imperviousness - ERU	Yes	Yes	High	Yes	Medium	High	High	High
Stormwater Rate based on imperviousness - tiered SFU	Yes	Yes	Higher	Yes	High	High	High	High

Green – Funding model delivers characteristic well, Yellow Funding model delivers characteristic satisfactory, Red - Funding model delivers characteristic poorly or not at all

A sustainable, equitable and reliable funding model would have the following characteristics:

- Consistent with provincial and federal legislation;
- Applicable for use on a City-wide basis and across all land use types;

- Provides a sustainable, stable and dedicated funding source to support stormwater management program needs;
- Revenue meets the requirements for the City's desired level of service provided;
- Costs and benefits are equitably distributed across the community;
- Appropriate reserve funding levels are maintained;
- Sound policies are in place for credits, adjustments and appeals, and rate study recommendations are publicly supported; and,
- Reasonable implementation costs (e.g., billing systems and administration).

Based on these characteristics and unique conditions in Greater Sudbury the models that were chosen to study in depth were:

1. Dedicated tax levy: based on assessed value (part of the property tax bill) but revenues are dedicated to stormwater. Tax exempt properties do not contribute, and no credits are given to properties that decrease their impact on the City's stormwater system.
2. Tiered flat fee: all properties contribute based on their land use. The fee is based on a roughly approximated average (not measured) impact, and a credit system may be possible.
3. Equivalent Residential Unit (ERU) variable rate: all detached residential properties contribute the same amount, which is based on the City's averaged residential impervious area. Non-residential properties are charged based on their individually measured impervious area. A credit system for properties that reduce their impact on the system is possible.

The advantages and disadvantages of these funding models for consideration in the City are summarized in Table 3.

Table 3: Advantages and Disadvantages of the Funding Models

	Advantages	Disadvantages
<i>Dedicated Tax Levy</i>	<ul style="list-style-type: none"> ▪ simple ▪ could likely be administered by existing staff on an on-going basis ▪ can fund all existing and future activities within the City's stormwater program ▪ use existing billing system ▪ dedicated stormwater funding source 	<ul style="list-style-type: none"> ▪ inequitable: no correlation with a property's impact on the stormwater system ▪ associated with the general tax levy, so will be subject to tax sensitive scrutiny ▪ a credit system cannot be applied to properties that install on-site stormwater measures ▪ tax exempt properties will not contribute
<i>Land Use Based Rate</i>	<ul style="list-style-type: none"> ▪ relatively simple ▪ could likely be administered by existing staff on an on-going basis but will require billing resources ▪ can fund all existing and future activities within the City's stormwater program ▪ outside the general tax levy, so will not burden City revenues from property tax ▪ a credit system can be applied to properties that install on-site stormwater measures ▪ all properties (including tax exempt properties) will contribute ▪ sustainable and dedicated stormwater funding source 	<ul style="list-style-type: none"> ▪ will require some effort to set-up, particularly with respect to the billing of properties that do not currently receive a utility bill (e.g. well and septic system). ▪ inequitable: minor correlation with a property's impact on the stormwater system ▪ no incentive for non-residential properties to reduce the imperviousness of their properties ▪ potential resentment towards a new "fee"
<i>Imperviousness Based Variable</i>	<ul style="list-style-type: none"> ▪ relatively simple ▪ could likely be administered by existing staff 	<ul style="list-style-type: none"> ▪ will require some effort to set-up, particularly with respect to

Rate (ERU)	<ul style="list-style-type: none"> on an on-going basis but will require billing resources can fund all existing and future activities within the City's stormwater program outside the general tax levy, so will not burden City revenues from property tax a credit system can be applied to properties that install on-site stormwater measures all properties (including tax exempt properties) will contribute sustainable and dedicated stormwater funding source equitable: the fee is proportional to the amount of stormwater runoff generated on-site provides incentive for non-residential properties to reduce the imperviousness of their properties 	<ul style="list-style-type: none"> the billing of properties that do not currently receive a utility bill (e.g. well and septic system) and the impervious area measurement of non-residential properties If a credit or rebate program is implemented resources will be required to administer potential resentment towards a new "fee"
-------------------	--	---

Through further analysis of the City's existing stormwater funding, it was determined that residential properties are responsible for approximately half the impervious area in the City. Currently residential properties contribute approximately 70% of the tax levy and therefore contribute approximately 70% of the current stormwater funding. The ERU funding model strengthens the alignment between stormwater funding and the property owners that drive the costs.

A break down of the average annual costs for properties in the City for the three funding models that were analyzed are summarized in the following tables. It is important to note that for Commercial, Industrial and Tax-Exempt properties there could be a wide range of costs depending on the assessed value for the Dedicated Tax Levy model or the size and imperviousness for the Rate - Imperviousness (ERU) model. When stormwater funding is based on the amount of stormwater generated on the property in a fully funded stormwater management program the average detached home would pay less than they currently do.

Table 4: Current Funding (\$14.7M)

Property Type	Dedicated Tax Levy	Rate – Land Use	Rate – ERU
Detached Home	\$185 (avg)	\$212	\$113
Commercial	\$1,024 (avg)	\$1,158	\$1,433 (avg)
Industrial	\$1,024 (avg)	\$1,283	\$1,433 (avg)
Tax Exempt	\$0	\$2,094	\$1,433 (avg)

Table 5: Fully Funded (\$19.9M)

Property Type	Dedicated Tax Levy	Rate – Land Use	Rate – ERU
Detached Home	\$251 (avg)	\$288	\$154
Commercial	\$1,386 (avg)	\$1,576	\$1,951 (avg)
Industrial	\$1,386 (avg)	\$1,747	\$1,951 (avg)
Tax Exempt	\$0	\$2,851	\$1,951 (avg)

Credit programs can also help increase the fairness of a stormwater funding model by reducing the fee for properties that implement and maintain on-site stormwater measures. Many examples of credit programs exist in Canada. Similarly, many municipalities do not offer them due to administration efforts. Commonly a credit is available to Commercial, Industrial and Tax-Exempt properties that have stormwater management systems in place and can demonstrate functionality. For residential properties it is more common to offer incentives for items such as rain barrels or rain gardens, which follows recommendations of the Subwatershed Studies.

Recommendations

Given the City of Greater Sudbury's unique nature that includes a large geographic area, diverse resource-based properties, and large range of property sizes and uses; it is recommended that a stormwater rate based on imperviousness using the equivalent residential unit (ERU) model would provide the right balance between equity and simplicity for the City.

As such the Staff recommends that Council support, in principle, this sustainable, equitable and reliable stormwater funding model for the City. Further Staff recommend that Council support beginning public engagement and stakeholder consultation on a stormwater rate based on the ERU model. The focus of the public and stakeholder input will be on credit programs, rebates, incentives and implementation. Results of the engagement and consultation will be incorporated into an Implementation Plan that would be brought back to Council for approval before the City would initiate the stormwater rate based on the ERU model.

Next Steps

Pending Council approval staff would initiate planning for the public engagement and stakeholder consultation that is planned to begin in winter 2022, finalize the preferred funding model and prepare an Implementation Plan for Council approval in winter of 2023.

Resources Cited

City of Greater Sudbury

Stormwater Funding Study

Assessment of Funding Options

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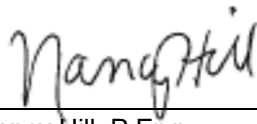
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1. Introduction

Like many municipalities across Canada, the City of Greater Sudbury (the “City”) is reviewing its current stormwater funding model, which is mainly supported by the general tax levy (property taxes). The City’s Stormwater Asset Management Plan identified required stormwater funding levels which are greater than current funding levels. The City is therefore investigate funding options that provide a sustainable and reliable source of funding for its stormwater management program.

AECOM presented and discussed the range of stormwater funding options with City staff. Based on the information provided, the City chose to complete a quantitative analysis of the following three funding models for the City of Greater Sudbury:

- Dedicated Tax Levy;
- Stormwater Rate based on land use; and
- Stormwater Rate based on imperviousness using the equivalent residential unit (ERU) rate model.

This report summarises the quantitative assessment of the three funding options listed above.

1.1 Stormwater Funding Needs’

Through the asset management plan and review of recommended projects in the City’s watershed management plans, the annual cost of a fully funded stormwater program for the City of Greater Sudbury was identified at \$19.9 million. A number of steps were also identified where the City could incrementally work towards a fully funded stormwater program. These steps, which focus on first increasing catch basin cleaning to remove the amount of sediment in the downstream system and receiving waterbodies, are outlined in the following table.

Table 1: Summary of Proposed Steps towards a Fully Funded Stormwater Program

Step	Title	Amount	Breakdown
1	Current program	\$14.7M	\$6.8M O&M + \$2.5M asset renewal + \$5M upgrades + \$355k NDCA
2	Increased CB cleaning in sensitive areas	\$14.8M	\$6.8M O&M + \$2.5M asset renewal + \$5M upgrades + \$355k NDCA + \$144k CB cleaning
3	Biannual CB cleaning in all areas + annual CB cleaning in sensitive areas	\$15.4M	\$6.8M O&M + \$2.5M asset renewal + \$5M upgrades + \$355k NDCA + \$728k CB cleaning
4	Fully funded O&M	\$16.7M	\$8.85M O&M + \$2.5M asset renewal + \$5M upgrades + \$355k NDCA
5	Fully funded O&M and capital renewal	\$18.4M	\$8.85M O&M + \$4M asset renewal + \$5M upgrades + \$509k NDCA
6	Fully funded (O&M, renewal & upgrades)	\$19.9M	\$8.85M O&M + \$4M asset renewal + \$6.5M upgrades + \$509k NDCA

Three of the six funding levels were used to determine and compare proposed rates for the three funding models assessed (i.e., Dedicated Tax Levy, Rate using land use, ERU based rate). The three selected funding levels, which represent three different levels of service, used for comparing rates are:

- Step 1: Current Program - \$14,700,000;
- Step 4: Fully funded O&M - \$16,700,000; and
- Step 6: Fully funded O&M, renewal & upgrades - \$19,900,000.

The three levels of service (current, O&M funded and fully funded) and three funding models (dedicated tax levy, tiered flat fee based on land use and ERU rate based on imperviousness) are shown in the following table. The ongoing administration costs of a stormwater user fee must be accounted for and is included in the following table to show the total funding needs. It should be noted that there will also be a cost to implementing a new stormwater funding program and this will be outlined in a subsequent Technical Memorandum.

Table 2: Estimated Program Revenue Requirements

Funding Items	Annual Stormwater Management Program Revenue Requirement								
	Current Program			Fully Funded O&M			Fully Funded		
Total Funding Needs*	\$14,700,000			\$16,700,000			\$19,900,000		
	Tax Levy	Land Use	ERU	Tax Levy	Land Use	ERU	Tax Levy	Land Use	ERU
On-going Rate Administration Cost	\$12,500	\$56,250	\$112,500	\$12,500	\$56,250	\$112,500	\$12,500	\$56,250	\$112,500
Total Program Revenue Needs	\$14,712,500	\$14,756,250	\$14,812,500	\$16,712,500	\$16,756,250	\$16,812,500	\$19,912,500	\$19,956,250	\$20,012,500

* Excludes development related needs funded through development charges

Rate administration costs reflect the incremental costs of a new stormwater charge on the bill (i.e. over and above the current billing and accounting system costs) and does not include items that would be considered part of the stormwater program (such as capital planning, project management, etc.). Generally, these include direct costs for engineering/ accounting support as well as indirect costs for computer, training, and other overhead related to the following:

- Billing, customer service, and collections;
- Credit application reviews and site inspections; and
- Database management (e.g., changes to impervious area, rate schedules, credits, owner/address information, etc.).

The estimated rate administration costs shown in the previous table are based on the experience of other Ontario municipalities with stormwater user fees such as Guelph, Kitchener and Waterloo. They reported that it takes the equivalent of approximately 0.5 to one FTE (full time employee) to administer a stormwater utility. We typically budget one FTE for an SFU type stormwater rate, which is a little more complex than an ERU type stormwater rate. Therefore, we have estimated 90% of an FTE to administer an ERU based stormwater rate, 45% of an FTE to administer a Land Use based stormwater rate and 10% of an FTE to administer a dedicated tax levy. It should be noted that the estimated FTE rarely represents one single person but more likely portions (e.g. 5-25%) of several people's time working in billing, development services, communications/call centre, utilities, IT, budgets, accounting, legal etc. that adds up to 10%-90% of one FTE. It is assumed that an existing utility billing system would be used. If a new billing system is required, implementation and annual administration costs would be higher.

With all of these assumptions, the annual rate administration cost represents between 0.1-0.8% of the total stormwater program requirements for the various funding options and service level scenarios. It is premature in a feasibility study such as this to accurately estimate rate administration costs, so this number would be reviewed in a next phase of work when the City further investigates implementation.

2. Funding Options

Based on information provided in the City's Stormwater Asset Management Plan and subsequent discussions with City staff, the City chose to complete a quantitative analysis of the following three funding models:

- Dedicated Tax Levy;
- Stormwater Rate based on land use; and
- Stormwater Rate based on imperviousness using the equivalent residential unit or ERU rate model

2.1 Dedicated Tax Levy

A dedicated levy can be administered specifically to raise revenue for stormwater services, such that a fixed property tax rate is applied and itemized on the property owner's annual tax bill, as is done in the Cities of Langley and Delta in British Columbia for stormwater management (SWM). A by-law would be required to dedicate these funds specifically to SWM. As with the general tax fund, money to support the SWM program comes from the City's overall tax rate and is not dedicated until the annual budget is set each year. Tax-exempt properties generally do not contribute to dedicated tax levies. Some municipalities charge a core service fee or tax-like payment to tax-exempt properties.

Funding a municipal SWM program through a dedicated tax levy offers several advantages, including:

- Property-tax-based revenues are already accepted as the primary existing source of revenue for municipalities;
- Can be used to fund all SWM program activities; and
- The billing system already exists and is well established.

Funding a municipal SWM program through a dedicated tax levy presents several disadvantages, including:

- Charges are based on a property's assessed value, which does not typically correlate with its runoff contribution and is therefore considered inequitable.
- There is no incentive for property owners to reduce stormwater runoff and pollutant discharge which could potentially reduce City costs in the operation and renewal of the stormwater system and prevent environmental degradation.
- Tax-exempt properties, even those that are major producers of stormwater runoff, contribute very little (i.e., through payments in lieu of taxes) or nothing to support the SWM program. Properties eligible for payment in lieu of taxes include Canada Post, Canadian Broadcasting, City of Greater Sudbury, Laurentian University, Liquor Control Board, National Defence Canada, Ministry of Natural Resources and Forests, Ontario Minister of Infrastructure, Public Works Canada, City of Sudbury, Sudbury Hospital Services, Ministry of Tourism & Culture and Transportation Ministry.
- If the City were to primarily fund its stormwater program through a dedicated tax levy, then it would result in an increase in taxes or a decrease in funding in other areas. Council and residents are sensitive to tax increases and the ability to increase funding is constrained.

2.1.1 Rate Analysis

If the City were to develop a dedicated tax levy, then the required tax increases and typical contribution from the average single-family detached home in Sudbury for each funding level are outlined in the following table. The values are calculated based on an average assessed value of \$272,709, a tax rate of 1.34% and an assumption that the entire stormwater budget is funded through property taxes (i.e., no federal grants).

Table 3: Summary of Required Increases in Taxes to Achieve Different Funding Levels

Budget	Avg Res Contribution from Taxes	% Increase in Funding	Required % Tax Increase
\$ 14,655,000	\$185	0%	0.00%
\$ 14,798,850	\$187	1%	0.05%
\$ 15,382,575	\$194	5%	0.25%
\$ 16,705,000	\$211	14%	0.71%
\$ 18,359,000	\$232	25%	1.28%
\$ 19,900,000	\$251	36%	1.81%

It is important to note that the average residential contribution for single family detached homes in other areas of Greater Sudbury (e.g. Valley East, Unorganized etc.) and for different residential forms (e.g. multi-residential) will be different due to different tax rates and different average assessed values.

The owners of properties with the largest assessed value that are not tax exempt would be the most affected if stormwater funding is increased based on an assessed value model (i.e. general tax levy or dedicated tax levy). These property owners should be consulted if the City considers significant increases to stormwater funding based on assessed value.

Table 4: Property Owners with Largest Assessed Value

Property Owner	# of Properties	Total Assessed Value
Vale Canada Ltd	428	\$244,833,300
Hoop Realty Inc	1	\$178,924,000
Glencore Canada Corp	146	\$93,074,400
Zulich Enterprises Ltd	23	\$73,197,000
Dalron Leasing Ltd	111	71,812,700
Panoramic Properties Inc	31	\$51,750,009
Calloway REIT Inc	191	\$49,204,000
2667974 Ontario Inc	191	\$48,056,027
2046735 Ontario Ltd	3	\$47,657,000
Riocan Holdings Ontario Inc	1	\$42,041,000
Choice Prop Ltd Partnership	4	\$39,266,000

It is important to note that the following property owners have tax-exempt properties with large assessed values that would not contribute to stormwater funding except in cases where they provide payments in lieu of taxes (PILT).

Table 5: Tax-Exempt Properties with Large Assessed Values

Property Owner	# of Properties	Total Assessed Value
City of Greater Sudbury	2090	\$365,461,700
Health Sciences North	6	\$294,530,000
Laurentian University	3	\$257,459,000
Greater Sudbury Housing	173	\$144,675,000
Rainbow District School	35	\$96,575,000
Cambrian College	1	\$84,948,000
Public Works Canada	3	\$71,134,000
Sudbury Catholic District	20	\$57,355,000
Sudbury Finnish Rest Home	7	\$33,727,000

2.2 Stormwater Rate – Land Use

A stormwater rate is a financing mechanism that allocates costs to individual properties based upon a “user pay” formula. The principal advantage associated with a stormwater rate (except for the flat fee option) is that all parcels can be assessed a user fee that reflects their relative stormwater contribution to the municipal SWM system, including tax-exempt properties. This method is similar to the manner in which other public utilities charge tax-exempt property based on usage (e.g. water and sewer utility fees).

The fee for a stormwater rate is typically applied on a monthly or occasionally annual basis. The revenue generated through a stormwater rate can be used for any SWM program related costs.

The basic calculation for a stormwater rate is simply the municipal SWM program expense divided by the number of billing units within the municipality. Some municipalities, such as the cities of Edmonton, Vaughan, London and Newmarket have decided that land use and sometimes property size is an appropriate approximation of a property’s impact on the stormwater system and should form the basis for determining the number of billing units per property and hence a property’s stormwater fee. This was explored for the City of Greater Sudbury and the results are presented in this Section (Section 3). Another approach (ERU based stormwater rate) which uses impervious area measurements was also explored and those results are presented in the next Section (Section 4).

Determining stormwater rates using a land use approach could be based on land use only or on land use and property size. Estimating the amount of runoff using land use/property size is based on the following formula:

$$\text{Stormwater Run-off} = (\text{Area of property}) \times (\text{Average ratio of rainfall landing on that type of property that becomes runoff})$$

When applying this approach to the City of Greater Sudbury, it became apparent that there are many large properties, including mines, where only a small portion of the property is developed. It was therefore decided that applying industry standards of run-off rates to the entire area of properties would not be appropriate for the City of Greater Sudbury. It was then decided to explore a more simplified land use rate structure that is only based on property type. Average property sizes and typical run-off coefficients (C) are then used to estimate the amount of runoff from a given property. The parcel analysis below (**Section 3.1**) shows the number and area of parcels in the City by land use. The following section (**Section 3.2**) on “Land Use” outlines typical run-off coefficients for different land uses.

2.2.1 Parcel Analysis

In order to determine the total number of billing units for the City of Greater Sudbury for a land use-based stormwater rate we identified the number of parcels/dwelling units and the total land area for the following property types:

- Residential (1-4 units);
- Residential (>4 units) strata/condo;
- Residential (>4 units) apartment;
- Farm;
- Commercial;
- Industrial;
- Mixed Use;
- Institutional;
- Railway corridor;
- Undeveloped;
- Undeveloped mine;
- Natural resource extraction (ex. Mine, water treatment facility etc.);
- Railroad yard; and
- Other.

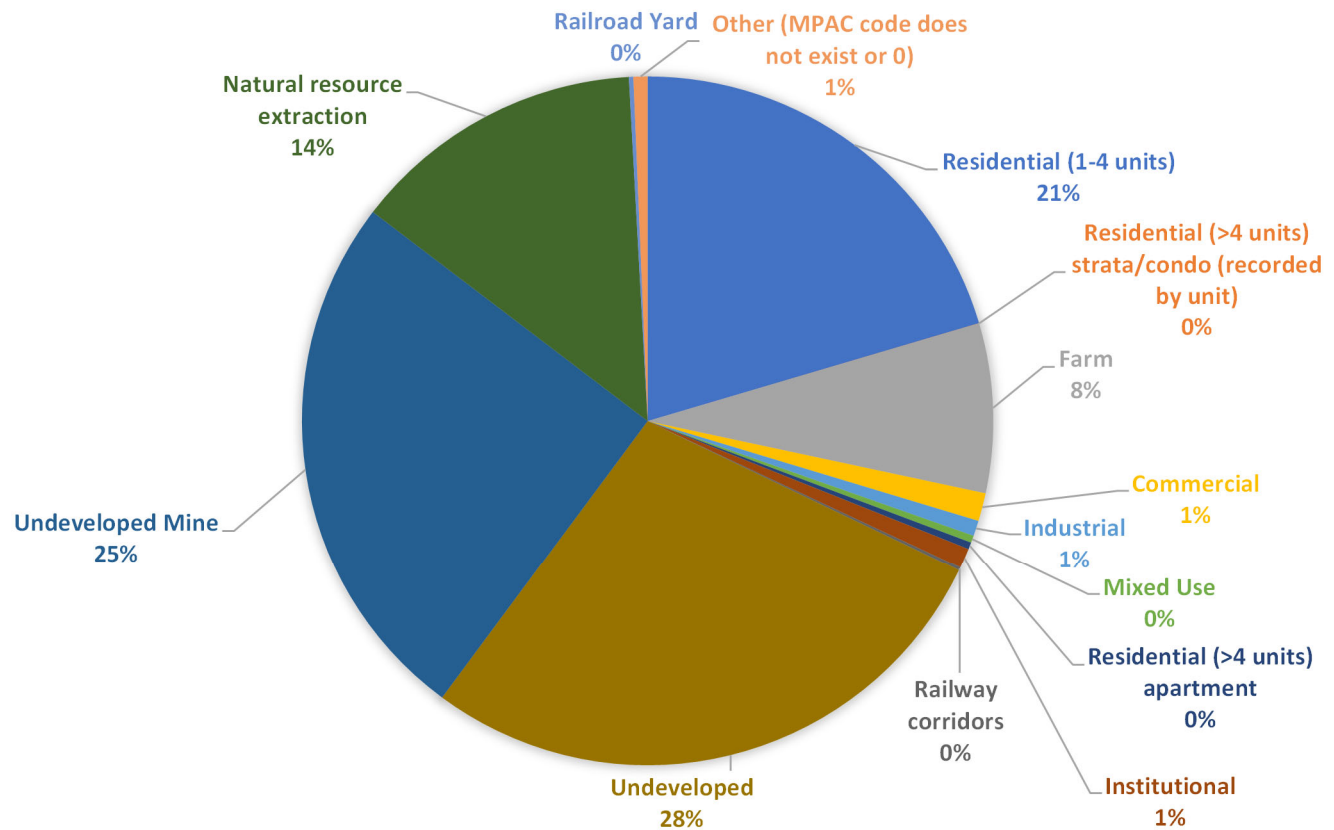
The data used for this analysis was derived from the City's Geographic Information System (GIS) and Municipal Property Assessment Corporation (MPAC) data provided by the City. The number of properties were broken down by those that are lakefront and those that are not lakefront. This would allow the City to apply a discount to lakefront properties as recognition that they may drain directly to a lake.

The parcel summary is provided in the following table. It should be noted that in the property type titled "residential (>4 units) strata/condo" the number of parcels is actually the number of dwelling units. This will be important if the City wishes to levy a stormwater fee to each condo owner, rather than one large combined fee to the entire strata.

Table 6: Parcel Summary for the City of Greater Sudbury

Property Type	Sum of Non-lakefront and Lakefront			Non-Lakefront	Lakefront
	Total Area of all Properties (m ²)	Number of Parcels	Average size (m ²)	Median Size (m ²)	Median Size (m ²)
Residential (1-4 units)	389,278,431	51,248	7,596	697	3,388
Residential (>4 units) strata/condo (recorded by unit)	173,505	851	204	80	4,029
Farm	151,422,730	556	272,343	239,450	437,408
Commercial	25,107,861	1,147	21,890	1,958	22,163
Industrial	13,818,901	406	34,037	7,363	13,011
Mixed Use	6,391,687	344	18,580	803	159,989
Residential (>4 units) apartment	6,260,160	594	10,539	1,296	9,520
Institutional	17,879,989	363	49,256	7,790	142,150
Railway corridors	2,727,664	5	545,533	249,529	-
Undeveloped	533,701,474	7,343	72,682	1,403	1,056,985
Undeveloped Mine	481,331,500	331	1,454,174	358,367	8,077
Natural resource extraction	262,346,912	323	812,220	11,833	1,289,111
Railroad Yard	3,990,478	12	332,540	113,352	687,928
Other (MPAC code does not exist or 0)	12,548,038	45	278,845	2,020	184,283

The pie chart below shows the breakdown of total surface area (m²) by property type.

Figure 1: Breakdown of Total Surface Area (m2) by Property Type

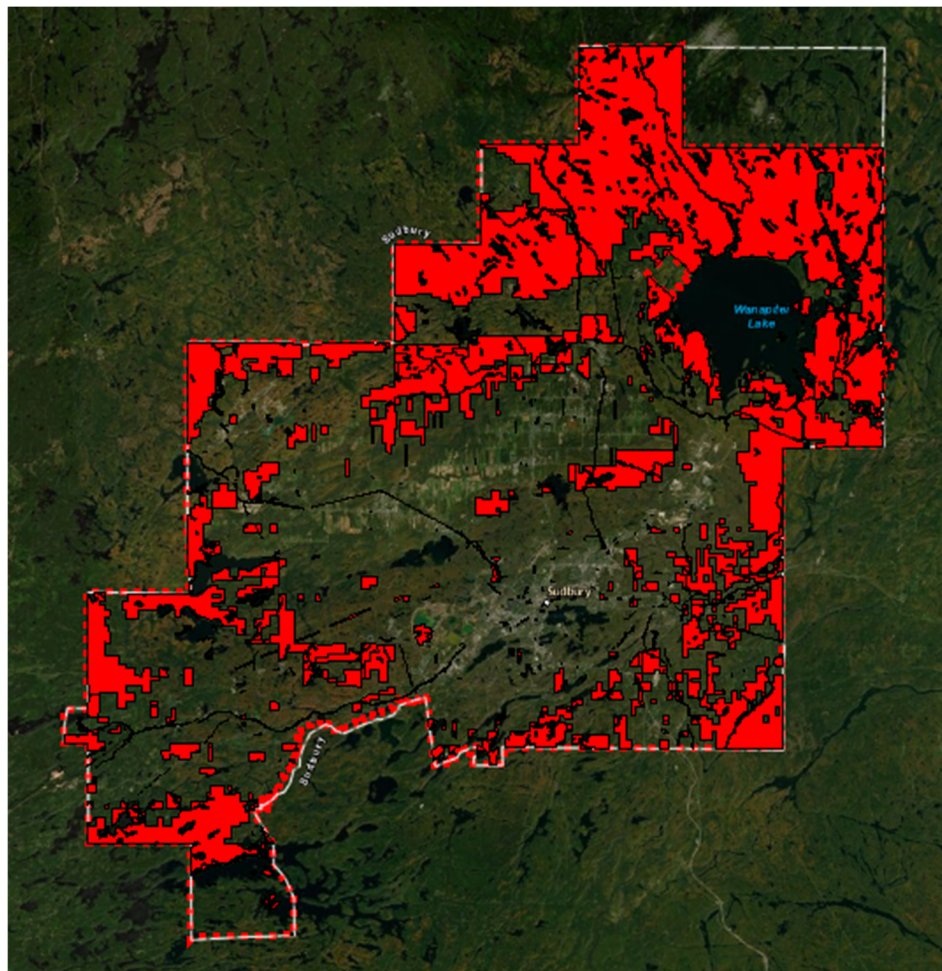
The following are notable highlights from the parcel analysis:

- It was suggested that lakefront properties receive a discount (e.g. 25%) since they may not be directly connected to the City's storm and ditch system. However, the previous table shows that lakefront properties are 2-200 times larger, on average, than non-lakefront properties. Therefore, if the City applied a flat rate based on land use and did not consider property size then lakefront properties would already be paying a much lower fee per square metre of property.
- Residential (1-4 units), which includes single family dwellings, duplexes, triplexes and quadplexes accounts for the majority of parcels (81%) in the City of Greater Sudbury but only accounts for 21% of the surface area.
- The "typical" single family property in Sudbury is larger than in most municipalities. The median property size for a residential property (1-4 units) that is not on a lake is 697 m² or 7,502 ft².
- 53% of the City is undeveloped (undeveloped mines as well as general undeveloped properties).
- 14% of the land is used for natural resource extraction (e.g. mines, drinking water etc.) and 8% of the land is designated as farms.
- There is a significant difference between the average size and the median size for a given property type. This indicates that there are some very large properties that "skew" the average.
- 0.7% of the properties by area do not have an MPAC code or use an MPAC code that no longer exists (i.e. 104, 367, 581, 584, 586). These properties are included in the parcel count of the category "other". These properties would need to be reviewed and assigned a land use if the City were to implement a land use based stormwater rate.
- 37 mining parcels are categorized as developed and 331 are listed as undeveloped. The accuracy of the parcel categorization has not been confirmed. It appears that some of the 331 "undeveloped" mines

show some signs of development by looking at aerial photography. The extent of development within the 37 mines categorized as “developed” will vary significantly between properties (e.g. from just a single access road to those with active mining). Therefore, the accuracy of estimating run-off from mining sites based on a land use formula may be questioned by property owners.

- Recreational properties/cottages are included within the residential category.
- There is a large variety in the type of properties that are classified as mixed use. These properties include mixes of residential and ICI, residential and farm, or farm and undeveloped. If the City were to implement a stormwater rate, then some manual reclassification may be required for properties classified as “mixed use”.
- It should be noted that we did not receive detailed parcel data for approximately 35% of the City of Greater Sudbury (see area outlined below in red). For this area, the only information received was owner information (i.e. Bell, CGS, CNOR, CNR, CPR, Crown, Gas, Hydro, NDCA, Railway, Vale, etc.). This area does appear to be largely undeveloped, however there is some mining activity. As these areas were not included in our analysis, we have conservatively underestimated the number of billing units in the City (see next section).

Figure 2: Areas of the City with Unknown Parcel Data



2.2.2 Land Use Analysis

To support estimating the amount of stormwater runoff from each of the property types, we have reviewed typical “run-off” coefficients for different land uses. The City of Greater Sudbury lists the following coefficients within their design manual.

Table 7: Run-off Coefficients – City of Greater Sudbury Design Manual

RUN-OFF COEFFICIENTS	
DESCRIPTION OF AREA	RUN-OFF COEFFICIENT
Commercial - Downtown	0.70 - 0.95
Commercial - Neighbourhood	0.50 - 0.70
Industrial - Light	0.50 - 0.80
Industrial - Heavy	0.60 - 0.90
Residential - Single Family	0.35 - 0.75
Residential - Semi Detached	0.40 - 0.75
Residential - Row Housing/Town Housing	0.60 - 0.75
Residential - Suburban	0.25 - 0.55
Residential - Apartment	0.50 - 0.70
Institutional	0.40 - 0.75
Unimproved	0.10 - 0.30
Parks/Cemeteries	0.10 - 0.25
Playgrounds	0.20 - 0.35
Railroad Yard	0.20 - 0.35

Using the City’s GIS and available aerial photography, we reviewed actual levels of imperviousness (which would lead to stormwater run-off) for existing properties of different land uses in the City of Greater Sudbury. Based on the run-off coefficients in the design manual and our review of different parcels in the City of Greater Sudbury we have assigned the following run-off ratios for the following land-use types.

- Residential (1-4 units) and other = 0.35;
- Residential (>4 units) apartment and condo= 0.65;
- Farm = 0.05;
- Commercial = 0.70;
- Industrial = 0.50;
- Mixed Use = 0.70;
- Institutional = 0.55;
- Undeveloped properties, railway corridors = 0;
- Natural resource extraction (ex. Mine, water treatment facility etc.) = 0.15; and
- Railroad yard = 0.15.

Stormwater rates by land use were calculated using the steps outlined below.

1. Use the City’s GIS to determine the total area for each type of land use.

2. Estimate the total amount of stormwater run-off from each land use using the total area and estimated run-off coefficients.
3. Divide the total run-off by the number of properties to determine the average run-off for each property by land use.
4. Use the percentage of total run-off to determine the percentage of stormwater revenue that each property should contribute (by land use).
5. Assign one billing unit to each residential property that has 1 to 4 dwelling units.
6. Assign billing units to each land use type based on their relative run-off.
7. Add up all the billing units for all the properties in the City
8. Divide the amount of required revenue by the total number of billing units. This gives you the stormwater rate for 1 billing unit.
9. Assign a rate to each parcel based on the number of billing units and the rate per billing unit.

We determined the average and median property sizes of each land use. By applying a typical runoff coefficient to these properties, we are able to determine the amount of run-off relative to a median residential property. For instance, if a property has 10 times the estimated run-off than the average residential property then it will be charged 10 billing units and 10 times the amount that a residential property will be charged. The resulting billing units and rates for the different property types are shown in the following table.

Table 8: Analysis and Proposed Billing Units for Each Property Type

Property Type	Avg Impervious % Based on Land Use (Estimated not Measured)	Total Area of all Properties (m ²)	Estimated Total Impervious Area	% of total run-off	Number of Parcels	avg % total run-off per property	# of billing units per parcel
Residential (1-4 units)	35%	389,278,431	136,247,451	68.9%	47,654	0.001%	1
Residential (>4 units) strata/condo	100%	173,505	173,505	0.1%	850	0.000%	0.1
Farm	5%	151,422,730	7,571,136	3.8%	539	0.007%	4.9
Commercial	70%	25,107,861	17,575,502	8.9%	1,125	0.008%	5.5
Industrial	50%	13,818,901	6,909,451	3.5%	399	0.009%	6.1
Mixed Use	70%	6,391,687	4,474,181	2.3%	341	0.007%	4.6
Residential (>4 units) apartment	65%	6,260,160	4,069,104	2.1%	585	0.004%	2.4
Institutional	55%	17,879,989	9,833,994	5.0%	348	0.014%	9.9
Railway corridors	0%	2,727,664	-	0.0%	5	0.000%	0.0
Undeveloped	0%	533,701,474	-	0.0%	6,526	0.000%	0.0
Undeveloped Mine	0%	481,331,500	-	0.0%	224	0.000%	0.0
Natural resource extraction	15%	53,232,574	7,984,886	4.0%	296	0.014%	9.4
Railroad Yard	15%	3,990,478	598,572	0.3%	9	0.034%	23.3
Other (MPAC code does not exist or 0)	35%	6,689,787	2,341,425	1.2%	37	0.032%	22.1
Total		1,692,006,740	197,779,207	100%	58,938		

The following key observations were made while developing the table above:

- Railyards are extremely large and would result in high stormwater rates based on the proposed methodology;
- The median number of billing units for property types range from 1 to 23 billing units;
- The largest industrial properties usually have quite a large amount of forested land. The largest industrial land uses tend to be associated with mining, so they were reclassified under the tier "natural resource extraction". These land uses included smelter/ore processing, water treatment, gravel pit and other.

- The run-off factors used for the calculations could be modified to change the # of billing units per property type.

2.2.3 Rate Analysis

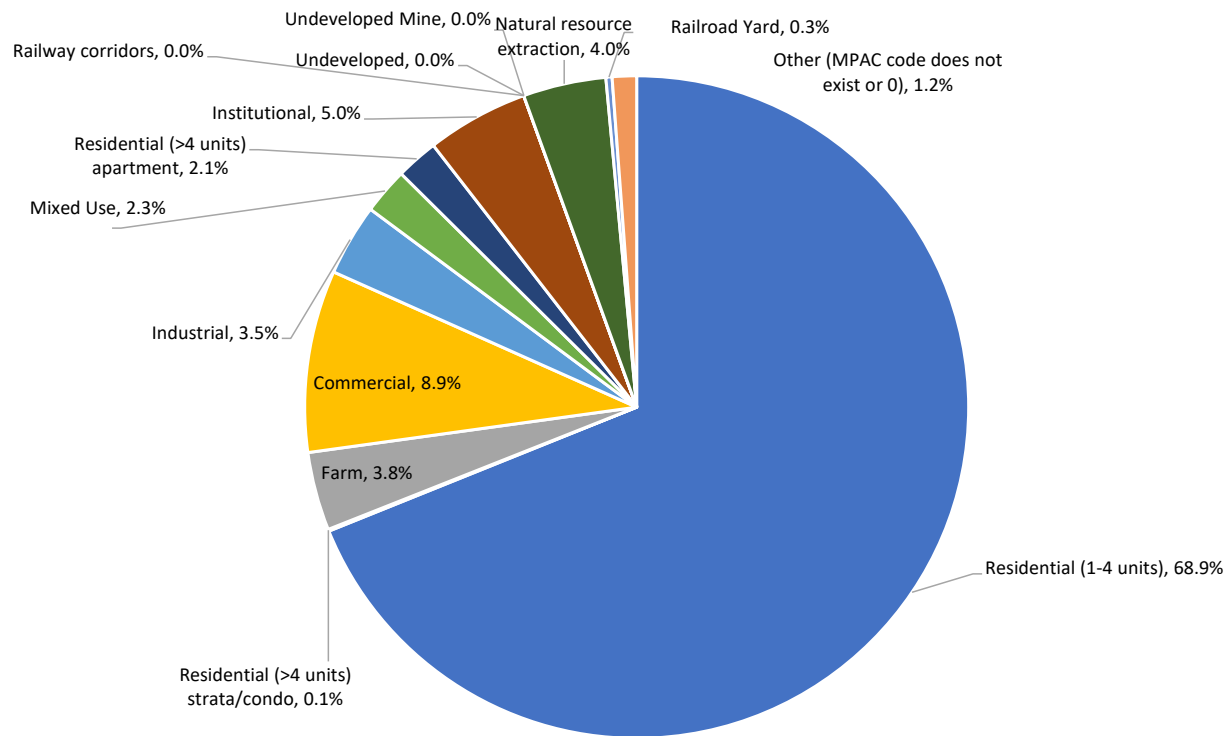
The previous analysis identified a total of 69,175 billing units. As previously noted, the City may not receive full payment by each parcel due to credits (if the City wishes to implement a credit payment) as well as non-payment. We have also included all schools and there are varying legal opinions as to whether schools are required to pay stormwater fees in Ontario. The City may also elect to grant exemptions to some property owners (e.g. certain types of non-profits). Therefore, the number of billing units should be reduced, if the City decides to pursue this funding methodology and whether it plans to charge schools and offer a credit program.

A summary of the stormwater rates by land use for the three funding levels is provided in the following table.

Table 9: Stormwater Rate for Different Property Types under Different Funding Levels

Property Type	Fee per property		
	Existing Budget \$14,711,250	Full O&M \$16,761,250	Fully Funded \$19,956,250
Residential (1-4 units)	\$212	\$242	\$288
Residential (>4 units) strata/condo	\$15	\$17	\$21
Farm	\$1,041	\$1,190	\$1,417
Commercial	\$1,158	\$1,324	\$1,576
Industrial	\$1,283	\$1,468	\$1,747
Mixed Use	\$972	\$1,112	\$1,324
Residential (>4 units) apartment	\$515	\$589	\$702
Institutional	\$2,094	\$2,395	\$2,851
Railway corridors	\$0	\$0	\$0
Undeveloped	\$0	\$0	\$0
Undeveloped Mine	\$0	\$0	\$0
Natural resource extraction	\$1,999	\$2,286	\$2,722
Railroad Yard	\$4,928	\$5,636	\$6,711
Other (MPAC code does not exist or 0)	\$4,689	\$5,363	\$6,385

The following figure shows the portion of stormwater revenues that would be derived from each of the property types if only land use was used as the basis of a stormwater rate.

Figure 3: Share of Stormwater Revenues from Different Property Types

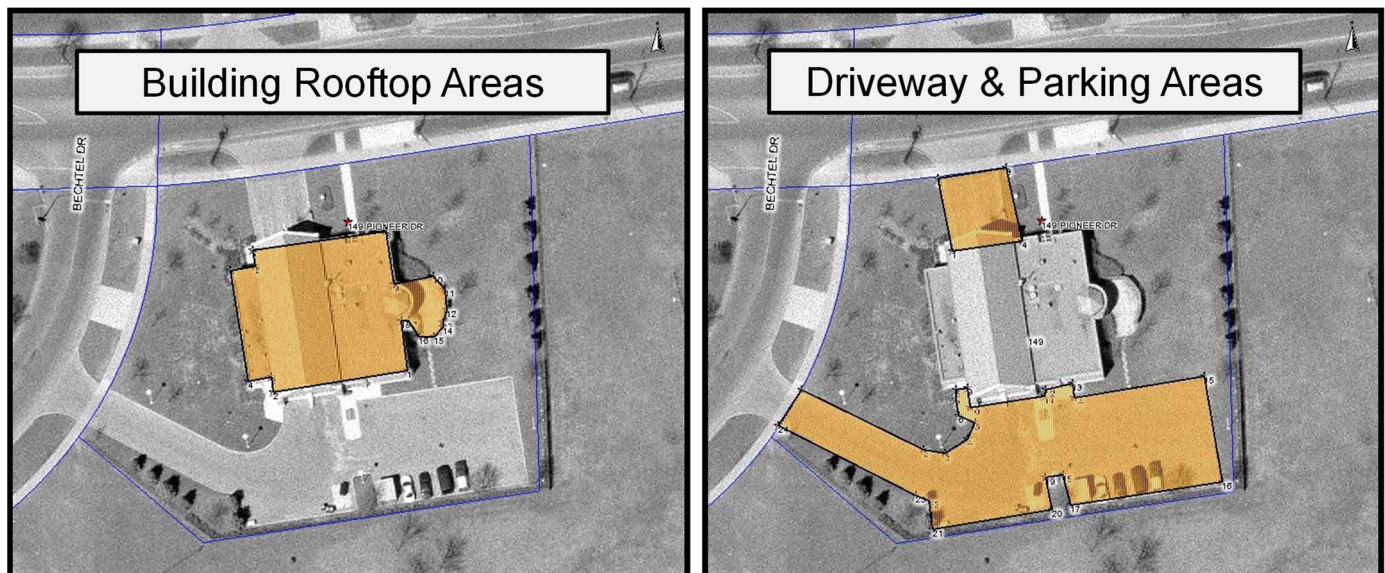
The following key observations were made while developing the figure above:

- This funding model charges the same rate to every property regardless of actual imperviousness. Small commercial properties will pay the same as large commercial properties.
- Because there are many residential properties, they end up contributing the most to stormwater revenues (70%). Likewise, the large mines end up contributing very little (4%) as they have relatively fewer number of parcels.
- The run-off factors used for the calculations could be modified to change the number of billing units per property type.

2.3 Stormwater Rate – Impervious Area

A variable rate based on impervious area accounts for the contribution of stormwater runoff from each property to the local drainage system (e.g. ditches, sewers, and waterbodies). The area of impervious ground cover (e.g. rooftops, driveways, and parking lots) is commonly used as the basis for a stormwater rate because impervious area is a common indicator of stormwater flow and pollution discharge potential. **Figure 4** illustrates the impervious area for a non-residential property, highlighting the building footprint in the left panel and the driveway and parking areas in the right panel. The sum total of these areas within the lot boundary represents the total impervious area for this property.

Figure 4: Example of Impervious Areas



Canadian cities with variable stormwater rates based on impervious area include Kitchener, Waterloo, Saskatoon, Mississauga, Guelph and Victoria. A stormwater rate based on measured impervious area offers a more equitable funding mechanism than other funding sources, because fees assessed to each parcel of land are based on runoff contribution to the municipal SWM system rather than property value or land use.

Developments that disconnect their impervious areas from the storm sewer/drainage system (e.g. by discharging onto pervious surface areas or into porous media), incorporate source controls or private stormwater management facilities prior to discharge to the municipal collection system should be charged less than developments that do not adopt best management practices. Cases such as these can be addressed through an effective credit policy. This highlights the ability of users to reduce fees by implementing initiatives that reduce their stormwater impact.

The use of impervious area as the basis for setting a stormwater rate is supported by standard manuals of practice. These manuals confirm the use of impervious area as a technically sound, fair and equitable basis for allocating SWM program costs, and include:

- Water Environment Federation. User-Fee-Funded Stormwater Utilities. This manual was prepared by the Water Environment Federation's Task Force on User-Fee-Funded Stormwater Utilities and summarizes stormwater rate implementations throughout the U.S.
- Florida Stormwater Association (2003). Establishing a Stormwater Utility in Florida - 2003 Edition. This manual was developed from the state with the largest number of stormwater rate implementations in the U.S.

A stormwater rate based on measured impervious area is a relatively new concept in Canada, but has been extensively implemented throughout the U.S. There are more than 1,500 stormwater user fees across the U.S. and over 700 of these are based on measured impervious area.

The simplest method for an impervious based stormwater rate is the Equivalent Residential Unit (ERU) method. Under the ERU method the average impervious area per residential dwelling unit is designated as the base unit for the user fee structure. The base unit represents the stormwater discharge potential of the average residential dwelling and its associated lot. If a commercial parcel has four times the impervious area of the base unit, then the commercial parcel would be billed four times the monthly flat fee for residential dwelling units.

Under the ERU method all residential properties are charged the same fee and non-residential properties are charged based on actual measured impervious area. The average residential impervious area is determined by a statistical sampling of measured impervious area for all types of residential dwelling units to determine the average ERU size (i.e., square meters of impervious area for the average residential dwelling). The average ERU size then becomes the base billing unit. Each residential property (regardless of density) is assigned one stormwater billing unit. The charge for non-residential properties is determined by dividing the measured impervious area by the average ERU size.

An ERU based stormwater rate was recently implemented by the City of Guelph. The cities of Kitchener, Waterloo and Mississauga implemented a more complex stormwater rate (called a tiered single-family unit or tiered SFU), where there are different rates for different types of residential properties (e.g. large single detached home, condo, duplex etc). In consultation with City staff, it was decided to explore and quantify the simpler ERU model for the City of Greater Sudbury.

2.3.1 Parcel Analysis

A parcel analysis identifies and characterizes properties with respect to their stormwater impact, as indicated by impervious area. A parcel refers to any contiguous property, lot, or land tract under single ownership. An analysis to identify and characterize the amount of impervious area by parcel type forms the basis for determining the stormwater charge for a property, and ultimately affects how much revenue a stormwater user fee can generate.

For this study, a parcel database was compiled based on tax assessment data, parcel data, and aerial photography. All spatial information and data attributes were obtained from the City and organized for the purposes of this study. The various data sources were used to establish the parcel distribution, number of residential dwelling units, and estimated impervious area by parcel type, as shown in **Table 10**.

Table 10: Parcel Analysis Results

Parcel Type	Number of Parcels		Dwelling Units (d.u.)		Estimated Impervious Area (m ²)		
	Count	%	Count	%	Total	%	Avg/d.u.
Detached	45,235	71.2%	45,235	65.9%	12,824,852	41.1%	283.5
Semi-Detached	2,491	3.9%	2,491	3.6%	432,464	1.4%	173.6
2-Plex	2,206	3.5%	4,412	6.4%	527,346	1.7%	119.5
3-Plex	436	0.7%	1,308	1.9%	121,944	0.4%	93.2
4-Plex	415	0.7%	1,660	2.4%	149,721	0.5%	90.2
5-Plex	73	0.1%	365	0.5%	26,397	0.1%	72.3
6-Plex	66	0.1%	396	0.6%	23,827	0.1%	60.2
7+ Unit Apartments	414	0.7%	11,781	17.2%	1,088,177	3.5%	92.4
Condominium	851	1.3%	851	1.2%	99,696	0.3%	117.2

Parcel Type	Number of Parcels		Dwelling Units (d.u.)		Estimated Impervious Area (m ²)		
	Count	%	Count	%	Total	%	Avg/d.u.
Townhouse	161	0.3%	161	0.2%	19,706	0.1%	122.4
Residential Subtotal	52,348	82.3%	68,660	100.0%	15,314,130	49.1%	223.0
Non-residential (Industrial/Commercial/Institutional)	4,319	6.8%	N/A		15,878,203	N/A	
Miscellaneous/Mixed Use	1,278	2.0%			incl. above		
Non-residential Subtotal	5,597	8.8%			15,878,203	50.9%	
Undeveloped	5,623	8.8%			0	0.0%	
Total	63,568	100.0%			31,192,333	100.0%	

This information was segregated into 13 land use categories (10 residential and 3 non-residential). The impervious area estimates were based on the assessment data from the Ontario Municipal Property Assessment Corporation (MPAC), and recent orthophotos viewed through online mapping systems. The methodology for estimating impervious area varied somewhat for detached residential and non-residential properties and is described separately below.

2.3.2 Residential Properties

In order to determine the average impervious area for residential properties it is important to consider the wide range of housing types and development densities across Sudbury. Residential properties include both single unit and multi-unit housing.

There is a further distinction between residential properties and dwelling units. The definitions of the various property classifications are based on the property codes assigned by the MPAC and may differ from the zoning designations currently used by the City for land use planning or taxation purposes. For the purposes of this study, the following definitions were applied:

- Detached: These reflect single family detached homes, which are freestanding residential buildings not attached to any other dwelling or structure, except its own garage or shed. As shown in the previous table, there are approximately 45,235 such properties/dwelling units in Sudbury.
- Semi-Detached: A building that is divided horizontally into two separate dwelling units on two distinct properties. Each unit is individually owned. The approximate count is 2,491 properties/dwelling units.
- Duplex Unit: A building that is divided horizontally into two separate dwelling units (i.e., two self-contained household units that share a common wall and have separate entrances) under single ownership. The approximate count is 2,206 properties and 4,412 dwelling units.
- Tri-, Quad-, Five-, and Six-plex Units: Buildings that comprise three, four, five, and six self-contained dwelling units under single ownership. The approximate count is 990 properties and 3,729 dwelling units.
- Apartment Unit: A building or complex of buildings with multiple apartments comprised of seven or more self-contained dwelling units under single ownership. The approximate count is 414 properties and 11,781 dwelling units.
- Condominium Unit: A building or complex of buildings comprised of three or more self-contained dwelling units that are individually owned. Common areas and facilities within the property are jointly owned and controlled by an association of owners. The approximate count is 851 properties/dwelling units.
- Townhouse/Row House: A building with three or more self-contained dwelling units that are individually owned (i.e. freehold). The approximate count is 161 properties/dwelling units.

Given the large number of residential properties within Sudbury, it was not feasible within the project scope to measure the impervious area for each parcel. As a result, the study team performed a statistical sampling of selected properties within the residential land use category. The objective of the sampling process was to estimate the average impervious area per dwelling unit with a 95 percent confidence that the value is within 10 percent of the average impervious area for all residential properties. The impervious area for each sampled parcel was calculated using GIS software to view and manipulate the spatial data provided by the City.

The number of parcels with single-family detached homes in each ward was identified. To reduce sampling bias, the assessed value and age of these properties was correlated to identify a relationship similar to the overall characteristics of Sudbury. Parcels were randomly selected to represent the fraction that should be collected in each ward by the range of property values. The sample size for impervious area measurements was 338. As a result of this sampling approach, the average impervious area for single-family detached homes was determined to be 284 m² (3,057 ft²). The relative imperviousness ranged from 1% to 89%, with an average of 37%. The geographic distribution of single-family detached homes and statistical sampling counts is shown in **Table 7**, confirming that the samples appropriately match the proportion of homes by ward.

Table 11: Distribution of Single-Family Homes and Sampling Counts

Ward	Single Family Homes		Impervious Area Samples		
	Count	%	Count	%	Δ
1	3,427	8%	28	8%	-0.7%
2	4,821	11%	32	9%	1.2%
3	3,832	8%	30	9%	-0.4%
4	3,471	8%	27	8%	-0.3%
5	3,513	8%	29	9%	-0.8%
6	4,568	10%	33	10%	0.3%
7	4,628	10%	32	9%	0.8%
8	3,097	7%	26	8%	-0.8%
9	4,865	11%	32	9%	1.3%
10	2,779	6%	20	6%	0.2%
11	3,679	8%	28	8%	-0.2%
12	2,555	6%	21	6%	-0.6%
Total	45,235	100%	338	100%	0.0%

Table 12 compares the average impervious areas for detached homes with other cities in Ontario where we have done statistical sampling. It should be noted that the Sudbury has an above average impervious area of single family detached homes as identified in Table 8 below.

Table 12: Benchmarking Single-Family Detached Homes in Ontario

Ontario Municipality	Sudbury	Ajax	Barrie	Guelph	Thunder Bay	Waterloo	Brantford	S. Ste Marie	Kitchener	Stratford	Markham	Hamilton	Mississauga	Ottawa
Population (2016)	161,531	119,700	141,400	131,800	107,900	105,000	97,500	73,400	233,200	31,500	329,000	536,900	721,600	934,200
Land Area (ha, 2016)	363,000	6,700	9,900	8,700	32,800	6,400	7,200	22,300	13,700	2,800	21,200	111,700	29,200	279,000
Approx. Property Count	63,600	37,900	49,100	41,900	44,300	31,800	34,400	29,300	64,400	10,100	79,500	166,800	206,800	318,300
Parcel Type	Average Impervious Area of Single-Family Detached Homes (m²)													
Detached	284	229	236	250	303	266	259	328	259	283	294	301	267	249

For the remaining residential properties, impervious area measurements were obtained for 557 samples representing 2,631 dwelling units. For each category, sampling aimed to capture approximately 300 dwelling units, or 10% of the total number of dwelling units. The categories of Multifamily Units and Condominiums are a unique case in that parcels include many dwelling units within multiple buildings (however, the difference is that each Condo unit is separately owned). The distribution of samples is shown in **Table 13**, with the number of samples and corresponding dwelling units for each residential category. The final two columns show the total number of dwelling units and the percentage that were included in the sampling effort.

Table 13: Statistical Sampling Counts for Other Residential Properties

Parcel Type	Number of Impervious Area Samples	Number of Dwelling Units Sampled	Total Dwelling Unit Count	Percentage of Dwelling Units Sampled
Semi-Detached	249	249	2,491	10%
2-Plex	151	302	4,412	7%
3-Plex	44	132	1,308	10%
4-Plex	42	168	1,660	10%
5-Plex	8	40	365	11%
6-Plex	7	42	396	11%
7+ Unit Apartments	25	1,166	11,781	10%
Condominium	14	515	851	61%
Townhouse	17	17	161	11%
Total	557	2,631	23,425	11%

The average impervious area for each residential parcel category sampled ranged from 60 to 284 m² of impervious area per dwelling unit. The average impervious area for all residential properties was determined to be 223 m² (2,110 ft²) per dwelling unit. The total estimated impervious area for all residential properties in Sudbury was estimated to be approximately 15,314,100 m², or roughly 49% of the total impervious area (excluding public rights-of-way).

2.3.3 Billing Unit Analysis

The basic calculation for a stormwater user fee is simply the stormwater program expense divided by the total number of billing units within the municipality. With the ERU option, the average impervious area for all types of residential dwelling units represents the base billing unit. Charges for residential properties are based on assigning one stormwater billing unit to each residential dwelling unit, regardless of density. Given the wide variability in impervious area statistics for non-residential properties, the impervious area for each non-residential property must be measured. The charge for non-residential properties is determined by dividing the measured impervious area by the average ERU size.

The first five columns in the following table repeat the parcel and impervious data that were previously shown but then add columns to present billing unit data. The average impervious area for all residential properties was determined to be 223 m² (2,400 ft²) per dwelling unit in Sudbury. The third column from the right shows the ERU factor that was applied to each residential property type. Under the ERU billing unit method, all residential dwelling units, regardless of property type, would be charged one equivalent residential unit (1 ERU) per dwelling unit. The final two columns show the distribution of ERU billing units by parcel type. There are a total of 68,660 residential billing units.

For non-residential properties, the number of ERU billing units is determined by dividing the impervious area by the ERU base area (i.e., 223 m²). For the estimated 15,878,000 m² of non-residential impervious area in Sudbury, the corresponding number of non-residential ERU billing units is 71,203 resulting in a total of 139,863 billing units for all properties.

Table 14: ERU Billing Unit Analysis Results

Parcel Type	Number of Parcels	Dwelling Units (d.u.)	Est'd Impervious Area (m ²)		ERU Factor	ERU Distribution	
			Total	Avg/d.u.		Count	%
Detached	45,235	45,235	12,824,900	283.5	1.00	45,235	32.3%
Semi-Detached	2,491	2,491	432,500	173.6	1.00	2,491	1.8%
2-Plex	2,206	4,412	527,300	119.5	1.00	4,412	3.2%
3-Plex	436	1,308	121,900	93.2	1.00	1,308	0.9%
4-Plex	415	1,660	149,700	90.2	1.00	1,660	1.2%
5-Plex	73	365	26,400	72.3	1.00	365	0.3%
6-Plex	66	396	23,800	60.2	1.00	396	0.3%
7+ Unit Apartments	414	11,781	1,088,200	92.4	1.00	11,781	8.4%
Condominium	851	851	99,700	117.2	1.00	851	0.6%
Townhouse	161	161	19,700	122.4	1.00	161	0.1%
Residential Subtotal	52,348	68,660	15,314,100	223		68,660	49.1%
Industrial/Comm/Institutional	4,319	n/a	15,878,203	n/a	n/a	71,203	50.9%
Miscellaneous/Mixed Use	1,278		incl. above			included above	
Non-Residential Subtotal	5,597		15,878,203			71,203	50.9%
Undeveloped	5,623		0				
Total	63,568		31,192,303			139,863	100.0%

2.3.4 Base Charges

In this section, the base charge is determined for the various stormwater user fee options. There are a number of factors that may affect the overall base charge determined as part of a user fee, and the following definitions are helpful to clarify these:

- **Adjustments:** These are typically requested through an appeals process in cases where the property owner feels their charge is incorrect (e.g., assigned to the wrong rate category, incorrect impervious area due to misinterpreted surface cover or newly installed materials). If approved, the individual fee would be adjusted accordingly. These adjustments are typically a small percentage of all properties (<0.5%) and rarely warrant a change to the overall stormwater rate base charge.
- **Credits:** This would apply if a municipality decides to implement a credit program with their stormwater rate. Some municipalities only have a credit program for non-residential properties. If a credit program exists then they are typically requested through an application process and if approved, would result in a reduced fee for individual property owners that have installed, operate and maintain eligible facilities or practices on their property or do not have a connection to the City's stormwater management system. In some jurisdictions, credits can be awarded for reducing the amount of impervious area on a property if a fee adjustment policy does not already account for this. In Canada, the overall impact of awarding credits is typically in the range of 0-4% of the total stormwater program revenue, although some American cities have seen impacts of up to 7% of total revenue. Ideally, the total amount of credits awarded would be removed from the revenue requirement in the base charge calculation.
- **Incentives:** These are often included in a credit program, but do not reduce fees charged to individual property owners; rather, they are often represent discounts offered to offset the purchase price or installation costs of stormwater management facilities implemented by property owners (e.g., rain barrels, rain gardens, etc.). The City can also offer technical assistance for the design, installation, and inspection of facilities. Although these items add to the overall program cost, they are generally a small

proportion of the overall budget (<0.5%) and rarely warrant a change to the overall stormwater rate base charge.

- **Exemptions:** This includes eligible land uses that are not included in the rate calculation (e.g., public transportation rights-of-way that are considered part of the City's drainage system) or for landowners which the City does not have the legislative authority to charge a user fee. For exemptions, the impervious area of exempt properties would be removed from the assessable total billing units in the base charge calculation. Additional details on exemptions are described in the next section (**Section 4.6**).
- **Subsidies/Grants:** This would include selected properties for which Council may decide to use City tax funds to pay the charge on behalf of the property owners (e.g., economically disadvantaged homeowners, charitable organizations, or places of worship).

2.3.5 User Fee Exemptions

As noted earlier, the base charge for a stormwater user fee is determined by dividing the annual cost of the municipal stormwater management program by the total number of billing units. For a feasibility study, it is common not to modify values used in this rate equation to account for incentives, adjustments, and subsidies/grants. For a user fee credit program, the total credit amount would be removed from the rate revenues (i.e., the numerator in the rate equation). For exemptions however, the impervious area of exempt properties would be removed from the total stormwater billing units (i.e., the denominator in the rate equation).

For municipalities that have implemented a rate, public transportation rights-of-way are considered to be part of the drainage system (i.e. overland flow routes and utility corridors) and therefore not included in the rate calculation.

Rate exemptions also include properties that the City does not have the legislative authority to charge a user fee. Sections 9 and 11, and Part XII of the Ontario Municipal Act authorize the City to impose, by by-law, a fee or charge to property owners for services provided by a municipality, including stormwater management. This authority is limited in two respects:

- Section 2 of Ontario Regulation 584/06 provides that a fee or charge cannot be used for capital costs that could otherwise have been raised through the Development Charges process; and
- Where provisions exist in other legislation that expressly exempt entities from paying these charges, then the City cannot legally impose these fees.

It is important to note that tax-exempt status does not exempt the property owner from a user fee. For example, land owned by a religious organization and used as a place of worship, a hospital or a university will be exempt from property taxation but is not considered exempt from user fees or charges under the Municipal Act. Legislation establishing municipalities also does not provide an exemption from municipal user fees and charges. That is, the City of Greater Sudbury would be required to pay the stormwater user fee, as it does for water/sewer fees. Ontario Regulation 584/06 establishes that the federal and provincial Crown are not required to pay municipal user fees and charges. Further, some hold the legal opinion that in Ontario colleges and public school boards are not required to pay municipal user fees and charges. However, many of them do pay water and sanitary utility fees.

These common Ontario stormwater rate exemptions have been accounted for in the base charge calculations below, as an estimated 4% reduction in the total amount of billing units.

2.3.6 Rate Analysis

Detailed annual stormwater charges for the ERU user fee option are shown in the following table for the current program, the full O&M program and the fully funded (i.e. capital and O&M) program. The total rate funded program costs (i.e. excluding DC's) and base rates are shown in the top rows of the table, followed by average annual charges (rounded to the nearest dollar) estimated for the various parcel types.

The base rate calculation assumes a collection rate of 97% and is expressed on a monthly basis. This accounts for 3% unrecognized revenue, which includes allowances for credits, billings errors, exemptions and non-payments. This collection rate is a typical value used in the feasibility stage and would need to be refined during implementation. The potential lost revenue due to credits and incentives would need to be adjusted as the credit policy, if any, is being developed.

The first two columns in the following table show the number of billing units and dwelling units for each property classification. For the ERU billing unit method, residential properties are assigned 1 billing unit for each dwelling unit and non-residential properties are assigned billing units based on the measured impervious area divided by the average ERU size (223 m²). The remaining columns show the corresponding user fee charges by service level.

The average single-family detached homeowner would pay the following with the ERU user fee option under the following three program alternatives:

- Current: \$113 per year;
- O&M fully funded: \$128 per year; and
- Fully funded: \$154 per year.

These numbers are based on statistical sampling and assumptions about credits and exemptions. If the City chose to implement an ERU based stormwater rate, then the numbers would be refined based on additional non-residential impervious measurements and further investigation into potential credits and exemptions.

Table 15: Annual Stormwater User Fee Charges – ERU Option

Billing Units (ERU)	Number of Dwelling Units per Property	Estimated Impervious Area (m ²) per Property	Stormwater Program Item	Stormwater Management Programs		
				Current	Interim	Sustainable
			Program Cost	\$14,712,500	\$16,712,500	\$20,012,500
			Base Rate (\$/ERU/mo)	\$9.40	\$10.70	\$12.80
			Representative Property	Charge	Charge	Charge
Single Unit Residential						
1.0	1.0	283.5	Detached	\$113	\$128	\$154
1.0	1.0	173.6	Semi-Detached	\$113	\$128	\$154
Multi-Unit Residential						
2.0	2.0	239.1	2-Plex	\$226	\$257	\$307
3.0	3.0	279.7	Triplex	\$338	\$385	\$461
4.0	4.0	360.8	4-Plex	\$451	\$514	\$614
5.0	5.0	361.6	5-Plex	\$564	\$642	\$768
6.0	6.0	361.0	6-Plex	\$677	\$770	\$922
28.5	28.5	2,628.4	7+ Unit Apartments	\$3,215	\$3,659	\$4,378
1.0	1.0	117.2	Condominium	\$113	\$128	\$154
1.0	1.0	122.4	Townhouse	\$113	\$128	\$154
Non-Residential						
12.7	n/a	2,836.9	Ind'l/Comm (average)	\$1,433	\$1,631	\$1,951
12.7	n/a	2,836.9	Misc/Mixed Use (average)	\$1,433	\$1,631	\$1,951
0.0	n/a	0.0	Undeveloped (average)	\$0	\$0	\$0
12.7	n/a	2,836.9	Tax Exempt (average)	\$1,433	\$1,631	\$1,951

Note that the value shown in the table above represents the average for non-residential properties. The actual charge to non-residential properties would vary greatly depending on the impervious area of a given property.

Undeveloped properties show zero charge based on imperviousness. Typically, a property is defined as “undeveloped” if it has not been cleared and has zero impervious surfaces (e.g. covered with shrubbery). Properties that are vacant but have been cleared and have run-off from compacted gravel or an old building slab would be charged. If the City chooses to implement a variable stormwater rate, then it will need to clearly define “imperviousness” as this forms the base for all future charges.

As noted previously, an estimated number of individual exemptions (across all parcel types) have been accounted for in the base charge calculation. For instance, a credit policy could be implemented to recognize properties that implement on-site stormwater best management practices to reduce the load on the public system.

3. Comparison of Funding Options

After reviewing the full range of stormwater funding options, the City decided to complete a quantitative assessment of the following three funding options:

- Dedicated Tax Levy;
- Stormwater Rate based on Land Use (also mimics a tiered flat fee); and
- Stormwater Rate based on Impervious Area (Equivalent Residential Unit option).

These options were selected because they are all relatively easy to administer on an on-going basis (i.e. with existing staff) and can theoretically meet all stormwater funding needs. A brief summary of the three funding models are described below.

1. **Dedicated tax levy:** based on assessed value (part of the property tax bill) but revenues are dedicated to stormwater. Tax exempt properties do not contribute, and no credits are given to properties who decrease their impact on the City's stormwater system.
2. **Land Use Based Rate:** all properties contribute based on their land use. The fee is based on a roughly approximated average (not measured) impact, and a credit system may be possible. Unlike the ERU this is not a variable rate but results in a tiered flat fee.
3. **ERU variable rate:** all residential properties contribute the same amount, which is based on the City's average residential impervious area. Non-residential properties are charged based on their individually measured impervious area. A credit system for properties that reduce their impact on the system is possible.

All three options are a dedicated and transparent funding source. The sections below describe typical differences with respect to:

- Ability to secure sustainable funding levels;
- Customer acceptance;
- Effort to set-up and administer;
- Equity; and
- Environmental benefits.

Table 16: Rating the Three Funding Models for Sudbury

	Tax Levy	Land Use/Tiered Flat Fee	ERU
Ability to secure sustainable funding levels	Difficult with tax increase sensitivities	Yes	Yes
Customer acceptance	Difficult with property tax sensitivities and perceived inequity	Concerns with a new "fee"	Concerns with a new "fee" but seen as equitable
Effort to set-up and administer (typical)	<\$100k set-up <\$50k annual admin	\$100k-\$200k set-up \$50k-\$100k annual admin	\$150k-\$250k set-up \$75k-\$150k annual admin
Equity	No	Somewhat	Good
Environmental benefits	None	Some	Good

An overall summary of the advantages and disadvantages of the three funding models are outlined in the following table.

Table 17: Advantages and Disadvantages of Three Funding Models for Sudbury

	Advantages	Disadvantages
<i>Dedicated Tax Levy</i>	<ul style="list-style-type: none"> ▪ simple ▪ could likely be administered by existing staff on an on-going basis ▪ can fund all existing and future activities within the City's stormwater program ▪ use existing billing system ▪ dedicated stormwater funding source 	<ul style="list-style-type: none"> ▪ inequitable: no correlation with a property's impact on the stormwater system ▪ associated with the general tax levy, so will be subject to tax sensitive scrutiny ▪ a credit system cannot be applied to properties that install on-site stormwater measures ▪ tax exempt properties will not contribute
<i>Land Use Based Rate</i>	<ul style="list-style-type: none"> ▪ relatively simple ▪ could likely be administered by existing staff on an on-going basis but will require billing resources ▪ can fund all existing and future activities within the City's stormwater program ▪ outside the general tax levy, so will not burden City revenues from property tax ▪ a credit system can be applied to properties that install on-site stormwater measures ▪ all properties (including tax exempt properties) will contribute ▪ sustainable and dedicated stormwater funding source 	<ul style="list-style-type: none"> ▪ will require some effort to set-up, particularly with respect to the billing of properties that do not currently receive a utility bill (e.g. well and septic system). ▪ inequitable: minor correlation with a property's impact on the stormwater system ▪ no incentive for non-residential properties to reduce the imperviousness of their properties ▪ potential resentment towards a new "fee"
<i>Imperviousness Based Variable Rate (ERU)</i>	<ul style="list-style-type: none"> ▪ relatively simple ▪ could likely be administered by existing staff on an on-going basis but will require billing resources ▪ can fund all existing and future activities within the City's stormwater program ▪ outside the general tax levy, so will not burden City revenues from property tax ▪ a credit system can be applied to properties that install on-site stormwater measures ▪ all properties (including tax exempt properties) will contribute ▪ sustainable and dedicated stormwater funding source ▪ equitable: the fee is proportional to the amount of stormwater runoff generated on-site ▪ provides incentive for non-residential properties to reduce the imperviousness of their properties 	<ul style="list-style-type: none"> ▪ will require some effort to set-up, particularly with respect to the billing of properties that do not currently receive a utility bill (e.g. well and septic system) and the impervious area measurement of non-residential properties ▪ if a credit or rebate program is implemented resources will be required to administer ▪ potential resentment towards a new "fee"

As part of the ERU rate analysis, we estimated the amount of impervious area on residential properties compared with non-residential properties. We determined that residential properties are responsible for approximately half the impervious area in the City of Greater Sudbury. Currently residential properties contribute approximately 70% of the tax levy and therefore contribute approximately 70% of the current stormwater funding. In other words, residential properties "overpay" for stormwater management. The ERU funding model acts to rectify this by rebalancing the breakdown of stormwater funding to closely resemble imperviousness contributions. The breakdown of stormwater funding contributions for the three funding options are outlined in the following table.

Table 18: Residential vs Non-residential Contributions for Three Funding Models

	Imperviousness	Tax Levy	Land Use Based Rate	ERU Based Rate
Residential contribution	49%	70%	71%	49%
Non-residential contribution	51%	30%	29%	51%

Credit programs, which are usually considered for any stormwater rate can also help increase the fairness of a stormwater funding model by reducing the fee for properties that implement and maintain on-site stormwater measures.

The following table provides a summary of the rates for different property types under the three different funding options at three different service levels.

Table 19: Summary of Rates for Three Funding Options

Property Type	Existing Funding Level			Fully Funded O&M			Fully Funded		
	Tax Levy [#]	Land Use Based Rate	Impervious Based Rate (ERU)	Tax Levy	Land Use Based Rate	Impervious Based Rate (ERU)	Tax Levy	Land Use Based Rate	Impervious Based Rate (ERU)
Residential – single detached	\$185*	\$212	\$113	\$210*	\$239	\$128	\$250*	\$288	\$154
Residential – condo	\$325*	\$15	\$113	\$369*	\$17	\$128	\$440*	\$21	\$154
Residential – apartment (whole building)	\$2,931*	\$515	\$3,215*	\$3,330*	\$582	\$3,659*	\$3,968*	\$570	\$4,378*
Farm	\$11*	\$1,041	\$1,433*	\$12*	\$1,176	\$1,631*	\$15*	\$1,413	\$1,951*
Institutional (assumed tax exempt)	\$0*	\$2,094	\$1,433*	\$0*	\$2,366	\$1,631*	\$0*	\$2,843	\$1,951*
Commercial	\$1,102*	\$1,158	\$1,433*	\$1,252*	\$1,308	\$1,631*	\$1,492*	\$1,572	\$1,951
Industrial	\$1,102*	\$1,283	\$1,433*	\$1,252*	\$1,450	\$1,631*	\$1,492*	\$1,742	\$1,951
Undeveloped	\$11*	\$0	\$0	\$12*	\$0	\$0	\$15*	\$0	\$0

* Indicates that this is only an average and the actual value will vary by property

The tax levy is based on Sudbury tax rates. Would differ for Valley East and other areas.

4. Conclusions and Recommendations

4.1 Considerations for the City of Greater Sudbury

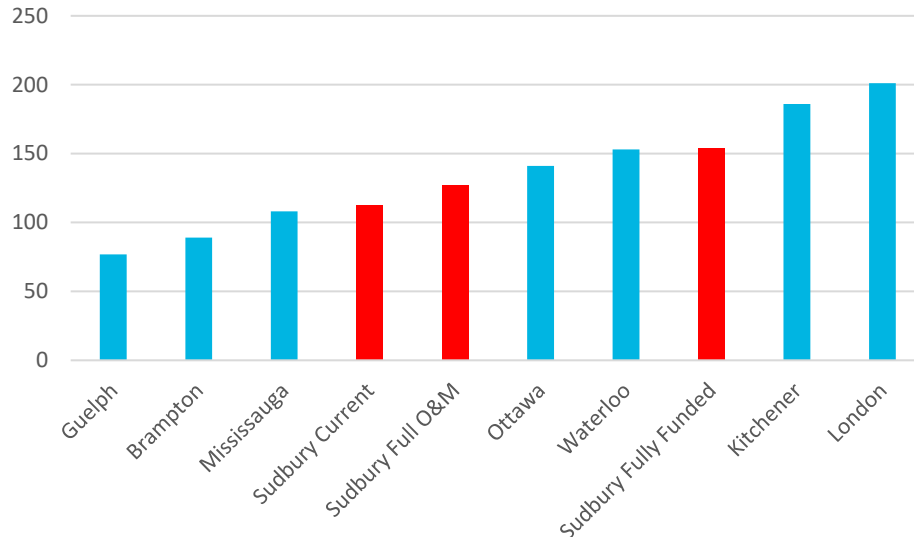
Due to the City of Greater Sudbury's unique nature (e.g. mines within City boundaries and a very large range of property sizes), we believe that an ERU based stormwater rate would provide the right balance between equity and simplicity.

We have estimated that the average single-family detached homeowner would pay the following with the ERU user fee option under the following three level of service alternatives:

- Current: \$113 per year;
- O&M fully funded: \$128 per year; and
- Fully funded: \$154 per year.

The following graph outlines rates for average detached homes in other Ontario municipalities with stormwater fees. As can be seen in the graph, \$128 (estimated rate for Sudbury with a fully funded O&M program) would be an average rate when compared with other Ontario municipalities with a stormwater user fee.

Figure 5: Comparing Proposed Sudbury Stormwater User Fees for Single Family Detached Homes with Existing Fees in Other Ontario Municipalities



We recommend that the City try to achieve the “middle” proposed funding level of \$16.7M in order to have a fully funded maintenance program. This is a 14% increase from the existing stormwater program of \$14.7M. This would result in the average detached home paying approximately \$128 per year towards stormwater management. The exact rate would be determined once the exact billing units and any exemptions are determined (which is typically done in a second or implementation phase of a stormwater rate). We recommend that City staff, with our support, present the ERU based stormwater user fee option to internal and external stakeholders for feedback and validation.

4.2 Recommended Next Steps

It is recommended that through consultation with City staff, the following steps are taken:

- Confirm the preferred funding model(s) to be presented for external consultation;
- Conduct external consultation; and
- Select and finalize a preferred funding model and move forward with implementation.

Contact

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2022 Budget Update

Presented To:	Finance and Administration Committee
Meeting Date:	October 19, 2021
Type:	Managers' Reports
Prepared by:	Liisa Lenz Financial Support & Budgeting
Recommended by:	General Manager of Corporate Services

Report Summary

This report provides information regarding the status of the 2022 Budget.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to operational matters and has no direct connection to the Community Energy & Emissions Plan.

Financial Implications

There are no financial implications associated with this report.

Background

On June 22, 2021, the Finance and Administration Committee provided 2022 budget directions following deliberations regarding a variety of service demands and affordability considerations. Staff have been preparing business plans and budgets that reflect Council's directions. The work remains on schedule to submit a budget for Council's review in November, with approval anticipated in December.

Greater Sudbury's budget emphasizes the relationship between expected service levels and the costs required to provide them. Information to support understanding about this relationship continues to evolve.

ANALYSIS

The following is a status update on the directions given by Council:

Direction - Resolution One: THAT the City of Greater Sudbury directs staff to prepare a 2022 Business Plan that includes an operating budget for all tax supported services that consider:

- The cost of providing provincially mandated and cost shared programs;
- The cost associated with growth infrastructure that is operated and maintained by the City;
- An estimate in assessment growth;

- d. Recommendations for changes to service levels and/or non-tax revenues so that the level of taxation in 2022 produces no more than a 3.0% property tax increase over 2021 taxation levels.

Status Update

The draft budget remains under development. The budget currently reflects a property tax levy increase of 3.4%, which does not meet the 3.0% guideline. Staff will reduce the net budget by approximately \$1.1 million to meet the guideline prior to its publication in November. There are significant budget pressures such as increased salary and benefits, energy costs, insurance and contractual obligations as well as approved changes in social services.

At the June 22nd Finance and Administration Committee staff presented a 2022 forecast that anticipated a 6.0% tax levy increase, net of assessment growth, required to maintain existing service levels. Several changes have happened from the time that the forecast was prepared and need to be considered for the 2022 budget. Below is a summary of the significant items impacting the 2022 budget.

Salaries and Benefits – Salaries and Benefits continue to see large increases due to contractual obligations and collective bargaining agreements. Throughout 2020 and 2021 there has also been an increase in utilization of benefits, particularly short and long term disability. Preliminary rates proposed by the City's benefits carrier, Great West Life reflects a \$1.17 million increase to the base budget. Overall Salaries and Benefits, excluding Police reflect an increase of \$7 million or a 2.3% tax levy increase.

Winter Control – The anticipated cost for winter control is increasing due to significant increases in the cost of materials and contractual obligations. The 2022 base budget for winter control costs will be increased by \$670,000 or a 0.2% tax levy increase.

Energy Costs – The City continues to face pressures relating to the rising cost of fuel, natural gas, and hydro. The Federal government introduced the carbon tax which came into effect in 2019. This tax anticipates increases in unleaded fuel, diesel fuel, and natural gas each year until 2022. Overall the increase for energy costs, including hydro and water, are anticipated to cost approximately \$760,000 or 0.3% tax increase for 2022.

Insurance – Insurance costs for all municipalities across Ontario are on the rise primarily due to a tight insurance market, increased litigation, climate change, and other factors increasing claims. The 2022 budget reflects a 30% increase in annual insurance costs. This results in an overall increase of \$1.3 million or 0.4% tax levy increase.

Service Partners – The City has received a 2022 preliminary budget from Greater Sudbury Police Services, however still waiting on confirmation from Public Health Sudbury and Districts, and Conservation Sudbury. Preliminary estimates for these budgets represent an overall increase of \$3 million, or a 1% tax levy increase for 2022.

Supervised Consumption Site – At the June 29 City Council meeting, Council approved funding in the amount of \$1.1 million in the form of a grant to Public Health Sudbury and Districts to operate a supervised consumption site. This direction was given after the presentation of the 2022 forecast and not included when contemplating budget direction for 2022. While efforts to engage the provincial government remain ongoing to secure funds that would support this public health service, no provincial funding has yet been committed. If municipal taxes are required to support this service in 2022, this results in a 0.4% tax increase.

Increased Risk

As part of the regular budget development process, staff continuously look for areas where an acceptable level of risk can be taken. That is, staff examine estimates of expenditures or revenues to consider whether a change can be made that helps bring the budget in line with the Committee's budget directions. The risk of an unfavorable variance increases if actual results vary to a significant extent from the estimates included in the budget. The 2022 budget already includes several examples where estimates were reviewed to help produce a budget that fulfills the Committee's directions. This includes:

- Anticipating 2022 will reflect a post-pandemic era and most costs associated with pandemic response have been removed from the budget. Where pandemic-related costs are anticipated, staff also anticipate additional funding will be available to support them. In 2022, staff anticipate \$1 million in funding will be available to offset COVID-19 expenditures.
- Reducing the inflationary adjustment associated with capital projects. The City's formula for calculating an amount to direct to the capital budget looks at the Non-residential Building Construction Price Index. This year, the index increased 4.9% in the first quarter. Instead of increasing funds to the capital budget by 4.9%, which would be consistent with past practice, the 2022 budget reflects an increase in the amount for capital projects by 2%;
- Deferral of budgeting for debt repayments until 2023 on debt not yet secured. This represents increased risk as the securing of debt at a later date may result in higher interest rates.

Direction - Resolution Two: THAT the City of Greater Sudbury directs staff to develop the 2020 Capital Budget based on an assessment of the community's highest priority needs consistent with the application of prioritization criteria described in this report and considers:

- a. Financial affordability;
- b. Financial commitments and workload requirements in subsequent years for multi-year projects;
- c. The increased operating costs associated with new projects;
- d. The probability of potential consequences of asset failure if a project is not undertaken; and
- e. The financial cost of deferring projects.

Status Update

Consistent with our asset management policy, the capital budget focuses on completing projects approved in prior periods and on approving projects that meet the city's highest needs. Council approved criteria for staff to use when considering potential capital projects. These criteria are important because demands for capital projects exceed the funds available, so choices need to be made about which projects to recommend for Council's consideration. The approved criteria address the following:

- 1) Strategic Priority
 - a) Link to Strategic Plan – assess the link to Council's Strategic Plan or corporate goals
 - b) Project Integration – determine the level of integration of this project to other projects
 - c) Shared Vision with Community Partners – determine if the project has a shared vision with a community organization
 - d) Societal/Qualitative ROI (return on investment) – assess the impact enhancing quality of life
- 2) Financial Considerations
 - a) External Funding Opportunity - project funding and probability is scored
 - b) Financial ROI – the level of savings or future cost avoidance
- 3) Risk Management
 - a) Legislative Requirements – determine legislative requirements and potential mitigation
 - b) Health and Safety Impact – assess the impact on citizen and employee safety
 - c) Probability and Consequence of Failure – assess the probability and consequences of failure of the asset
- 4) Asset Renewal/Restoration
 - a) Link to Asset Renewal Life-Cycle Costing – determine if interventions are being completed at the right time
 - b) Impact on Service Level – what will the impact be on service level
 - c) Overall City Footprint – will there be a reduction in assets
 - d) Environmental ROI – impact of the project on carbon footprint or other environmental return

ELT reviewed and recommended the capital projects that will be included in the 2022 capital budget. This increases the assurance that approved work will be done as planned, on schedule. It identifies the highest

enterprise risk priorities for Council's decision making and approval. Council retains the ability to review and amend capital priority as a part of their budget deliberations.

An influencing factor affecting the scale of the 2022 capital budget relates to prior period decisions. Recent capital budgets, such as the 2021 capital budget, included several multi-year projects. Funds have been committed towards these projects, which results in lower amount of funding available for new projects recommended in the 2022 Capital Budget.

Additional planned funding sources for the 2022 Capital Budget include:

- Additional one-time funding (Federal Gas Tax) approved by the Federal Government during 2021. In 2022, \$9.8 million has been included for various road projects.
- The Federal government also announced additional \$1.375 billion, nationally, in federal funding over 12 years to renew the Disaster Mitigation and Adaptation Fund (DMAF). Staff believes that the Capreol Stormwater project fits the criteria and have included estimated grant funding. Staff have not received confirmation of DMAF funding as of yet.
- Majority of remaining funds for the 2020 Special Capital Levy as well as Cancelled Capital Projects.

Capital Levy

There are many more capital investment needs than current funding levels can address. Staff anticipate recommending a capital levy of 1.5% which would provide an additional \$4.54 million to support asset renewal requirements.

During the 2020 budget deliberations, Council did approve a 1.5% capital levy, which is not part of the funding of the capital program. It is important to note the long-term financial plan recommended an additional 1.5% capital levy be approved every year to address the significant infrastructure requirements and asset management needs of the City.

Direction - Resolution Three: THAT the City of Greater Sudbury directs staff to prepare a Business Plan for user fee supported Water and Wastewater Services that includes:

- a. The cost of maintaining current approved programs at current service levels, based on anticipated production volumes;
- b. The cost associated with legislative changes and requirements;
- c. The cost associated with growth in infrastructure operated and maintained by the City;
- d. A reasonable estimate of water consumption; and
- e. A rate increase not to exceed 4.8% consistent with the Water/Wastewater Long-Range Financial Plan approved by the Finance and Administration Committee on June 4, 2019.

Status Update

Water and wastewater services have a financial plan that anticipates a 4.8% rate increase. Staff's work on the 2022 Water Wastewater budget anticipates that the rate increase will apply to 2022 fees, consistent with the budget direction Council provided in May. The 4.8% increase in rates translates into an anticipated additional \$2.2 million allocated to Water Wastewater capital projects.

Direction - Resolution Four: THAT the City of Greater Sudbury directs staff to provide recommendations for changes to user fees (non Water/Wastewater) that reflects:

- a. The full cost of providing the program or services including capital assets, net of any subsidy approved by Council;
- b. Increased reliance of non-tax revenues;
- c. Development on new fees for municipal services currently on the tax levy;

Status Update

Every year staff review their existing user fees to determine if the fees provide an acceptable level of cost recovery for services. Any adjustments to fees outside the Miscellaneous User Fee By-Law will be presented to the Committee for consideration. In addition, new fees that staff consider appropriate will also be

presented to the committee in the form of a business case.

Direction - Resolution Five: THAT the City of Greater Sudbury directs staff to present any service enhancements, changes in service, or new service proposals as Business Cases for consideration by the Finance and Administration Committee on a case-by-case basis, subject to the following conditions:

- a. All business cases must be approved by resolution of the Finance and Administration Committee to be incorporated into the 2022 Budget Document;
- b. Any business case with a value of \$100,000 or less be incorporated into the base budget where the Executive Leadership Team supports the change, with a summary of such changes disclosed to the Finance and Administration Committee in the budget document;
- c. Council directed business cases, resolved by August 18, 2021 be presented to the Finance and Administration Committee on October 5, 2021.

Status Update

Business cases were presented to the Finance and Administration Committee at the October 5th meeting. The total value of the presented business cases is \$7.2 million. If all proposed business cases were to be accepted an additional tax levy increase of 2.4% would be required. Alternatively, changes to existing service levels resulting in a net savings could be used to fund business cases without requiring an increase in the property tax levy.

Direction - Resolution Six: THAT the City of Greater Sudbury requests its Service Partners (Greater Sudbury Police Services Board, Nickel District Conservation Authority, and Public Health Sudbury & Districts) to follow the directions in resolution one of the report entitled “2022 Budget Direction” from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on June 22, 2021, when preparing their 2022 municipal funding requests.

Status Update

The service partners have been requested to follow the direction given to staff for their own budget development, and to deliver their 2022 budget presentations to the Finance and Administration Committee in November 2022.

Summary

Work continues on reviewing both operating and capital budgets to ensure the final recommended budget reflects Council’s budget direction. The draft budget will be presented November 2nd and, subject to a public review period, be considered by the Committee in December.

Resources Cited

- 2022 Budget Direction <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=40223>
- 2022 Business Cases <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=41992>

CAO Performance Evaluation Process for 2021

Presented To:	Finance and Administration Committee
Meeting Date:	October 19, 2021
Type:	Managers' Reports
Prepared by:	Kevin Fowke Corporate Services
Recommended by:	General Manager of Corporate Services

Report Summary

This report provides a recommended approach for the CAO performance evaluation process for 2021.

Resolution

THAT the CAO Performance Evaluation process be amended for 2021 as outlined in the report entitled "CAO Performance Evaluation Process for 2021" presented at the Finance and Administration Committee meeting on October 19, 2021.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to operational matters and has no direct connection to the Community Energy and Emissions Plan (CEEP).

Financial Implications

There are no financial implications associated with this report.

Background

Prior to 2017, CAO performance discussions were held on an annual basis using the performance planning and development process in place for non-union staff. The process focused on an annual presentation in closed session. The CAO presented their assessment of the performance of the organization during the prior year and outlined the performance goals and personal development objectives for themselves and the senior team for the upcoming year. The Director of Human Resources and Organizational Development assisted the Mayor on behalf of Council to present a letter summarizing their collective performance feedback.

In January 2017, Council directed the implementation of a new performance evaluation process following the

steps outlined by the Canadian Association of Municipal Administrators (CAMA) in a recommended CAO performance evaluation toolkit. The toolkit recommended three steps to the evaluation process:

1. CAO creates a CAO Handbook for Performance Evaluation
2. Mayor and Council meet to create a final performance evaluation report
3. CAO, Mayor and Council meet to discuss the performance evaluation report

The handbook was developed in 2017 and includes a number of job description documents and the goals set for the CAO for the year. The first full iteration of the new process took place in late 2017 and has continued each year since that time.

This process has evolved to include a quarterly presentation by the CAO, offering insights into organizational performance using a set of metrics and discussion about the progress towards annual goals in both a closed and open session of City Council.

In 2020, the Q4 performance review included discussion about the evaluation process and alternatives that would make the input process easier and more uniform for participants.

ANALYSIS

The Process as Designed in 2017

In 2016 CAMA surveyed CAOs and Council members across Canada on the subject of performance evaluation of CAOs. Their findings resulted in the production of a toolkit for CAO Performance Evaluation. The following process was adopted in 2017 in response to Council's direction, it was "personalized" to CGS to include components of the City's talent development system.

The CAO Handbook for Performance Evaluation is comprised of the following:

- a. The CAO Job Description and Predictive Index profile of the role used by the CAO Hiring Committee.
- b. The CAO By-law and relevant sections of the delegations By-law.
- c. S. 229 of the *Municipal Act*.
- d. The Level 5 (Enterprise Leadership) competencies from the CGS core Leadership Competency Dictionary.
- e. The generic accountabilities from the CGS Performance Planning and Development process at Level 5.
- f. A list of eight (8) to ten (10) goals as decided by the CAO in consultation with Executive Leadership Team (ELT) to be representative of the deliverables for a given year that summarize the goals and key results expected of the CAO and;
- g. Measures for the goals set by Council for the CAO.

Members of Council, the Executive Leadership Team (ELT) and community partners are interviewed separately by an independent facilitator. They comment on the job documents in the handbook and the CAO's execution in terms of leadership competencies and performance results compared to the goals identified at the beginning of the year. The interviews provide qualitative assessments which are summarized into the final performance report and published for Council in advance of the annual performance evaluation discussion.

Once the evaluation discussion has taken place, the Mayor, with the assistance of the General Manager of Corporate Services produces a letter to the CAO summarizing Council's feedback. The letter is placed in the CAO employee file and is linked to progression (if any) within the CAO pay group, if applicable.

The Process Used by Comparator Municipalities

Many municipalities are following a CAO evaluation process that mirrors the process in place for other non-union and managerial staff. Durham, Halton and Peel Regions follow the process in place for other non-union staff, lead by the Regional Chair with assistance from Human Resources.

Niagara Region follows a process which is based upon the CAMA model with the Regional Chair asking for the CAO's self-assessment and coordinating input from members of Council. The Regional Chair produces a report based on the feedback received and it is discussed by Council in closed session. The Regional Chair then sets objectives and development plans for the following period using the tools available for other non-union staff.

The City of Windsor also uses a survey format to collect information about CAO performance and sends the survey to union executives, direct reports and those in the community that interact on a more regular basis with the CAO. The CAO also provides a self-assessment and completes the same survey as the other contributors to the process.

Thunder Bay follows the CAMA toolkit as well. City Council uses a performance evaluation survey based on the eight leadership competencies at the level appropriate for the CAO. The surveys are also sent to direct reports to the CAO and key community stakeholders. The CAO completes a self-assessment and all data gathered is used to form a report for Council for their discussion and evaluation of CAO performance. The Director of Human Resources assists Council in documenting their feedback for the CAO and the results are linked to the CAO's annual salary increase.

RECOMMENDED PROCESS FOR 2021

Based on feedback about the process from members of Council and the CAO, the following change is recommended to the process for 2021.

1. The data collection method to create the final performance evaluation report will be automated using an electronic survey methodology. This survey will utilize a standard process for input from members of Council, the Executive Leadership Team and community partners, with opportunity for unstructured comments. This data will form the basis for more in depth discussion with members of Council which will comprise the complete input to the evaluation report.
2. A new external process facilitator will be engaged maintaining the arm's length process in place to produce the final performance evaluation report. The external facilitator who had assisted with the process from 2017 – 2021 has retired.

CONCLUSION

Based on the recommended process for 2021, members of Council can expect to receive a link to a confidential electronic survey in December.

Once this data is collected, all members of Council will be invited to individual meetings with the external process facilitator in January, 2022. The facilitator will then prepare the final performance evaluation report. The report will accompany the 2021 fourth quarter performance report from the CAO anticipated to be published for the February 22, 2022 meeting of City Council in closed session.

Resources Cited

CAO Performance Evaluation and Performance Planning and Development Report, presented January 17, 2017: <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=9553>

CAMA CAO Performance Evaluation Toolkit: <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=9554>

2021 Second Quarter Statement of Council Expenses

Presented To:	Finance and Administration Committee
Meeting Date:	October 19, 2021
Type:	Correspondence for Information Only
Prepared by:	Christina Dempsey Accounting Services
Recommended by:	General Manager of Corporate Services

Report Summary

This report provides information regarding expenses incurred by Members of Council in the second quarter of 2021. This report is prepared in accordance with By-law 2016-16F respecting the payment of expenses for Members of Council.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to operational matters and has no direct connection to the Community Energy & Emissions Plan.

Financial Implications

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

Background

Attached is the second quarter Statement of Council Expenses for the period January 1, 2021 to June 30, 2021.

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.

Resources Cited

By-law 2007-299 Policy regarding accountability and transparency

<http://www.greatersudbury.ca/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>

By-law 2020-124 to Amend By-law 2016-16F

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=39343>

Statement of Council Expenses

For the period ended, June 30, 2021

Description	Annual Budget	Actual Expenses	Remaining Budget	
Office of the Mayor	783,725	300,886	482,839	Schedule 1
Council Expenses	1,251,233	536,716	714,517	Schedule 2
Council Memberships and Travel	85,395	73,885	11,510	Schedule 3
Net Total	<u>2,120,353</u>	<u>911,487</u>	<u>1,208,866</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, June 30, 2021

Description	Annual Budget	Actual Expenses	Remaining Budget	Notes
Salaries and Benefits	623,058	262,816	360,242	(1)
Translation Costs	3,060	1,485	1,575	Appendix 1A
Office Expense	4,056	279	3,777	Appendix 1B
Consultants	24,000	5,861	18,139	Appendix 1C
Public Relations	5,608	669	4,939	Appendix 1D
Advertising	-	117	(117)	Appendix 1E
Cellular Services	1,208	452	756	Appendix 1F
Travel	12,000	-	12,000	Appendix 1G
Internal Recoveries - Staff Support	52,535	-	52,535	
Internal Recoveries - Program Support	56,596	28,298	28,298	(2)
Internal Recoveries - Parking and Other	1,604	908	696	Appendix 1H
Net Total	783,725	300,886	482,839	

- (1) Salaries and benefits are costs relating to the Mayor and support staff. This expense includes the salary and 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.

Statement of Council Expenses

Council Expenses

For the period ended, June 30, 2021

Description	Annual Budget	Actual Expenses	Remaining Budget	Notes
Salaries and Benefits	957,727	439,457	518,270	(1)
Office Expense	5,100	109	4,991	Appendix 2M
Cellular Services	4,782	1,441	3,341	Schedule 4 & Appendix 2N
Internal Recoveries - Program Support	173,464	86,732	86,732	(2)
Internal Recoveries - Parking and Other	-	-	-	Appendix 2O
<i>Councillors office expense</i>				(3)
Ward 1 Mark Signoretti	9,180	-	9,180	Schedule 4 & Appendix 2A
Ward 2 Michael Vagnini	9,180	792	8,388	Schedule 4 & Appendix 2B
Ward 3 Gerry Montpellier	9,180	1,025	8,155	Schedule 4 & Appendix 2C
Ward 4 Geoff McCausland	9,180	21	9,160	Schedule 4 & Appendix 2D
Ward 5 Robert Kirwan	9,180	323	8,857	Schedule 4 & Appendix 2E
Ward 6 Rene Lapierre	9,180	1,644	7,536	Schedule 4 & Appendix 2F
Ward 7 Mike Jakubo	9,180	799	8,381	Schedule 4 & Appendix 2G
Ward 8 Al Sizer	9,180	654	8,526	Schedule 4 & Appendix 2H
Ward 9 Deb McIntosh	9,180	1,996	7,184	Schedule 4 & Appendix 2I
Ward 10 Fern Cormier	9,180	348	8,832	Schedule 4 & Appendix 2J
Ward 11 Bill Leduc	9,180	318	8,862	Schedule 4 & Appendix 2K
Ward 12 Joscelyne Landry-Altmann	9,180	1,059	8,121	Schedule 4 & Appendix 2L
Net Total	<u>1,251,233</u>	<u>536,716</u>	<u>714,517</u>	

- (1) Salaries and benefits are costs relating to Councillors and support staff. This expense includes the salary and benefits (includes Internet and phone allowance) 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.
- (3) Expenses incurred are limited to not exceed the Councillor's annual Office Expense Budget as per By-law 2020-124
- Surplus amounts from:
- Each individual Councillor's Office Expense budget
 - The Corporate Council Travel Account
- can be contributed to the Organizational Development Reserve to a maximum of \$10,000 in reserve. Contributions cannot put the City in a deficit position or increase a deficit.
- Reserve amounts can be used to fund:
- Over expenditures in an individual Councilor's Office expense budget that are the result of professional development costs, including travel, for attendance at one or more professional development events, and if funds remain,
 - Over expenditures in the Corporate Council Travel Account.

Statement of Council Expenses

Council Memberships and Travel

For the period ended, June 30, 2021

Description	Annual Budget	Actual Expenses	Remaining Budget	Notes
Association Dues	65,000	70,685	(5,685)	(1) Appendix 3A
Corporate Council Travel	16,100	1,221	14,879	(2) Appendix 3B
Insurance	4,295	1,979	2,316	(3)
Net Total	85,395	73,885	11,510	

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
Council Office, Mileage, and Cell Phones
For the period ended, June 30, 2021

		Books & Subscriptions	Business Hospitality	Communications	Event Tickets	Gifts	Memberships	Media Notices	Meeting Setup	Office Supplies	Postage & Courier	Travel / Prof. Dev.	Office Total	Mileage	Cell Phone	Total per Councillor
Ward 1	Mark Signoretti	-	-	-	-	-	-	-	-	-	-	-	-	-	97.00	97.00
Ward 2	Michael Vagnini	-	-	-	-	-	-	-	-	791.92	-	-	791.92	-	131.33	923.25
Ward 3	Gerry Montpellier	-	-	-	-	-	-	1,025.00	-	-	-	-	1,025.00	-	98.20	1,123.20
Ward 4	Geoff McCausland	20.50	-	-	-	-	-	-	-	-	-	-	20.50	-	115.83	136.33
Ward 5	Robert Kirwan	117.79	-	-	-	-	-	-	205.07	-	-	-	322.86	1,467.57	97.83	1,888.26
Ward 6	Rene Lapierre	37.15	-	-	-	90.23	-	407.04	-	926.34	-	183.17	1,643.93	-	159.99	1,803.92
Ward 7	Mike Jakubo	-	-	-	-	-	-	798.84	-	-	-	-	798.84	-	98.02	896.86
Ward 8	Al Sizer	-	43.63	-	-	-	-	-	-	-	-	610.56	654.19	-	112.43	766.62
Ward 9	Deb McIntosh	45.69	-	1,949.95	-	-	-	-	-	-	-	-	1,995.64	-	112.14	2,107.78
Ward 10	Fern Cormier	-	-	-	-	-	-	347.61	-	-	-	-	347.61	-	97.50	445.11
Ward 11	Bill Leduc	-	-	-	-	-	-	-	-	317.56	-	-	317.56	-	110.67	428.23
Ward 12	Joscelyne Landry-Altmann	-	-	709.27	-	-	-	175.64	-	174.29	-	-	1,059.20	-	136.65	1,195.85
		221.13	43.63	2,659.22	-	90.23	-	2,754.13	205.07	2,210.11	-	793.73	8,977.25	1,467.57	1,367.59	11,812.41

Appendix 1A

Office of the Mayor

Translation Costs

For the period ended, June 30, 2021

Date	Amount	Payee	Description	Note / Reference
28-Feb-21	310.11	LES TRADUCTIONS GHP TRANSLATION SERVICES	Translation - Statement from Mayor Bigger - Jan 8 Covid-19 update, Statement from Mayor Bigger - Jan 17 condolences to family members, friends and residents of Amberwood Suites, Statement from Mayor Bigger - passing of G. Armstrong - Statement from Mayor Bigger - Covid-19 vaccines in Greater Sudbury	
29-Apr-21	484.25	LES TRADUCTIONS GHP TRANSLATION SERVICES	Translation - Statement from Mayor Bigger Feb 1 Covid-19 update, Statement from Mayor Bigger Black History month, Statement from Mayor Bigger Feb 3 Covid-19 update, Statement from Mayor Bigger Opioid Crisis, Statement from Mayor Bigger Feb 8 Covid-19 update, Statement from Mayor Bigger Feb 15 Covid-19 update, Proclamation by Mayor Bigger PSW day May 19	
29-Apr-21	438.10	LES TRADUCTIONS GHP TRANSLATION SERVICES	Translation - Statement from Mayor Bigger Mar 2 Covid-19 update, Statement from Mayor Bigger News Release NOLUM, Statement from Mayor Bigger Mar 11 Covid-19 update, Statement from Mayor Bigger Mar 18 C. Rapsky, Statement from Mayor Bigger Mar 30 Covid-19 update, Proclamation by Mayor Bigger Medical Laboratory week	
28-May-21	25.69	LES TRADUCTIONS GHP TRANSLATION SERVICES	Translation - Task Team update media advisory	
31-May-21	171.58	LES TRADUCTIONS GHP TRANSLATION SERVICES	Translation - Statement from Mayor Bigger Apr 6 Covid-19 update, Proclamation by Mayor Bigger PTSD Awareness month, Proclamation by Mayor Bigger Mental Health Week	
31-May-21	55.47	LES TRADUCTIONS GHP TRANSLATION SERVICES	Translation - Proclamation by Mayor Bigger Canadian Environment Week	
1,485.20		YTD Totals as per GL June 30, 2021		

Office of the Mayor

Office Expenses

For the period ended, June 30, 2021

Date	Amount	Payee	Description	Note / Reference
28-Feb-21	20.34	STAR METROLAND	Toronto Star online subscription	
2-Mar-21	138.59	AMAZON.CA	Web cam	
2-Mar-21	45.79	GREATER SUDBURY CHAMBER OF COMMERCE	Ticket to International Women's Day 2021 presented by Cambrian College, Mar 8	
2-Mar-21	20.34	STAR METROLAND	Toronto Star online subscription	
5-Apr-21	20.34	STAR METROLAND	Toronto Star online subscription	
31-May-21	8.10	AMAZON.CA	Microphone	
31-May-21	25.44	GREATER SUDBURY CHAMBER OF COMMERCE	Ticket to President's Series Address with P. Lefebvre and M. Serre, Apr 27	
278.94			YTD Totals as per GL June 30, 2021	

Office of the Mayor***Consultants******For the period ended, June 30, 2021***

Date	Amount	Payee	Description	Note / Reference
25-Feb-21	1,953.80	ROBSON TODD	Communications and Advisory services in Jan	
28-Feb-21	1,953.80	ROBSON TODD	Communications and Advisory services in Feb	
31-Mar-21	1,953.80	ROBSON TODD	Communications and Advisory services in Mar	
5,861.40			YTD Totals as per GL June 30, 2021	

Office of the Mayor

Public Relations

For the period ended, June 30, 2021

Date	Amount	Payee	Description	Note / Reference
29-Apr-21	112.95	ROSERY FLORIST	Floral Tribute - 102nd Birthday from the Mayor and Members of City Council	
29-Apr-21	114.99	ROSERY FLORIST	Floral Tribute - Sympathy from the Mayor and Members of City Council	
29-Apr-21	112.95	ROSERY FLORIST	Floral Tribute - 100th Birthday from the Mayor and Members of City Council	
29-Apr-21	112.95	ROSERY FLORIST	Floral Tribute - 100th Birthday from the Mayor and Members of City Council	
29-Apr-21	112.96	ROSERY FLORIST	Floral Tribute - 100th Birthday from the Mayor and Members of City Council	
27-May-21	101.76	LOUGHEED'S LIMITED	Floral Tribute - Sympathy from the Mayor and Members of City Council	
668.56			YTD Totals as per GL June 30, 2021	

Office of the Mayor

Advertising

For the period ended, June 30, 2021

Date	Amount	Payee	Description	Note / Reference
28-Feb-21	117.04	POSTMEDIA NETWORK INC	2020 Ad for Remembrance Day	
	117.04		YTD Totals as per GL June 30, 2021	

Appendix 1F

Office of the Mayor

Cellular services

For the period ended, June 30, 2021

Date	Amount	Payee	Description	Note / Reference
18-Jan-21	78.08	BELL MOBILITY	Jan Stmt - cellular bill	
28-Feb-21	78.05	BELL MOBILITY	Feb Stmt - cellular bill	
31-Mar-21	78.19	BELL MOBILITY	Mar Stmt - cellular bill	
29-Apr-21	109.15	BELL MOBILITY	Apr Stmt - cellular bill	
30-May-21	108.84	BELL MOBILITY	May Stmt - cellular bill	
	452.31		YTD Totals as per GL June 30, 2021	

97.93	Mayor Brian Bigger
354.38	Staff
<u>452.31</u>	

Office of the Mayor

Travel

For the period ended, June 30, 2021

Date	Amount	Payee	Description	Attendee(s)	Note / Reference
0.00		YTD Totals as per GL June 30, 2021			

- Mayor Brian Bigger
- Staff
-

Office of the Mayor
Internal Recoveries - Parking and Other
For the period ended, June 30, 2021

Date	Amount	Payee	Description	Note / Reference
18-Feb-21	138.05	CGS-PARKING	TDS Jan parking space	
28-Feb-21	138.05	CGS-PARKING	TDS Feb parking space	
28-Feb-21	11.95	CGS-PARKING	Parking office Feb	
31-Mar-21	11.95	CGS-PARKING	Parking office Mar	
31-Mar-21	138.05	CGS-PARKING	TDS Mar parking space	
30-Apr-21	138.05	CGS-PARKING	TDS Apr parking space	
30-Apr-21	13.94	CGS-PARKING	Parking office Apr	
31-May-21	138.05	CGS-PARKING	TDS May parking space	
31-May-21	21.24	CGS-PARKING	Parking office May	
30-Jun-21	138.05	CGS-PARKING	TDS Jun parking space	
30-Jun-21	20.58	CGS-PARKING	Parking office Jun	
907.96		YTD Totals as per GL June 30, 2021		

Ward 1: Mark Signoretti***Councillor's Office Expenses******For the period ended, June 30, 2021***

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					
		0.00			
Meeting Setup					
		0.00			
Office supplies					
		0.00			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		-	YTD Totals as per GL June 30, 2021		

Ward 2: Michael Vagnini***Councillor's Office Expenses******For the period ended, June 30, 2021***

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					
		0.00			
Meeting Setup					
		0.00			
Office supplies	2-Feb-21	247.00	CORPORATE EXPRESS	Office supplies	
	2-Mar-21	544.92	CORPORATE EXPRESS	Office supplies	
		791.92			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		791.92	YTD Totals as per GL June 30, 2021		

Ward 3: Gerry Montpellier
Councillor's Office Expenses
For the period ended, June 30, 2021

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	27-Jan-21	600.00	CHELMSFORD FISH AND GAME ASSOCIATION	Ad in Top 50 Tournament Angler magazine	
	10-Mar-21	230.00	ONAPING FALLS RECREATION COMMITTEE	Ad in the Onaping Falls News Oct - Dec 2020 editions	
	15-Mar-21	195.00	ONAPING FALLS RECREATION COMMITTEE	Ad in the Onaping Falls News Jan-Mar editions	
		1,025.00			
Meeting Setup					
		0.00			
Office supplies					
		0.00			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		1,025.00		YTD Totals as per GL June 30, 2021	

Ward 4: Geoff McCausland
Councillor's Office Expenses
For the period ended, June 30, 2021

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions	15-Jan-21	20.50	MCCAUSLAND GEOFF	Toronto Star online subscription	
		20.50			
Business Hospitality					
		0.00			
Communications					
		0.00			
Event Tickets					
		0.00			
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.					
		0.00			
		20.50		YTD Totals as per GL June 30, 2021	

Ward 5: Robert Kirwan
Councillor's Office Expenses
For the period ended, June 30, 2021

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions	22-Mar-21	56.79	KIRWAN ROBERT	Reference books	
	2-Mar-21	15.25	STAR METROLAND	Toronto Star online subscription	
	5-Apr-21	15.25	STAR METROLAND	Toronto Star online subscription	
	3-May-21	15.25	STAR METROLAND	Toronto Star online subscription	
	2-Jun-21	15.25	STAR METROLAND	Toronto Star online subscription	
		117.79			
Business Hospitality					
		0.00			
Communications					
		0.00			
Event Tickets					
		0.00			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices					
		0.00			
Meeting Setup	15-Jun-21	205.07	KIRWAN ROBERT	Zoom account annual fee	
		205.07			
Office supplies					
		0.00			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		322.86		YTD Totals as per GL June 30, 2021	

Ward 6: Rene Lapierre
Councillor's Office Expenses
For the period ended, June 30, 2021

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions	31-May-21	37.15	LAPIERRE RENE	Reference book	
		37.15			
Business Hospitality		0.00			
Communications		0.00			
Event Tickets		0.00			
Gifts	28-Jun-21	90.23	LAPIERRE RENE	Fruitastic bouquet gift for departing staff member	
		90.23			
Memberships		0.00			
Media Notices	14-May-21	203.52	VILLAGE MEDIA INC	Ad for Police Week	
	23-Jun-21	203.52	VILLAGE MEDIA INC	Ad for National Indigenous Peoples Day	
		407.04			
Meeting Setup		0.00			
Office supplies	31-Mar-21	127.02	LAPIERRE RENE	Google One storage	
	2-Mar-21	791.91	CORPORATE EXPRESS	Office supplies	
	31-May-21	7.41	LAPIERRE RENE	Ipad pro pencil	
		926.34			
Postage & Courier		0.00			
Travel/Prof. Devel.	5-Apr-21	183.17	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Registration to Land Use Planning: Beyond the Basics, virtual workshop, May 27	
		183.17			
		1,643.93		YTD Totals as per GL June 30, 2021	

Ward 7: Mike Jakubo

Councillor's Office Expenses

For the period ended, June 30, 2021

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	31-Jan-21	99.22	THE CAPREOL EXPRESS	Ad in the Jan 1, Jan 15 editions	
	17-Feb-21	99.22	THE CAPREOL EXPRESS	Ad in the Feb 1, Feb 15 editions	
	29-Apr-21	99.22	THE CAPREOL EXPRESS	Ad in the Apr 1, Apr 15 editions	
	14-May-21	99.22	THE CAPREOL EXPRESS	Ad in the May 1, May 15 editions	
	14-Jun-21	99.22	THE CAPREOL EXPRESS	Ad in the Mar 1, Mar 15 editions	
	23-Jun-21	203.52	VILLAGE MEDIA INC	Ad for National Indigenous Peoples Day	
	24-Jun-21	99.22	THE CAPREOL EXPRESS	Ad in the Jun 1, Jun 15 editions	
		798.84			
Meeting Setup					
		0.00			
Office supplies					
		0.00			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		798.84		YTD Totals as per GL June 30, 2021	

Ward 8: Al Sizer***Councillor's Office Expenses******For the period ended, June 30, 2021***

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality	28-Jun-21	43.63	SIZER ALLAN	Meeting and hospitality expense	
		43.63			
Communications					
		0.00			
Event Tickets					
		0.00			
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.	3-May-21	610.56	FEDERATION OF CANADIAN MUNICIPALITIES	Registration to FCM Annual virtual Conference May 31-Jun 4	
		610.56			
		654.19		YTD Totals as per GL June 30, 2021	

Ward 9: Deb McIntosh
Councillor's Office Expenses
For the period ended, June 30, 2021

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions	15-Jan-21	45.69	MCINTOSH DEB	Reference Book	
		45.69			
Business Hospitality					
		0.00			
Communications	27-May-21	851.73	LAURENTIAN UNIVERSITY	Printing of Ward 9 newsletter	
	23-Jun-21	1,098.22	CANADA POST CORPORATION	Mail out of Ward 9 newsletter	
		1,949.95			
Event Tickets					
		0.00			
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.					
		0.00			
		1,995.64		YTD Totals as per GL June 30, 2021	

Ward 10: Fern Cormier
Councillor's Office Expenses
For the period ended, June 30, 2021

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	28-Feb-21	347.61	PUBLICATION VOYAGEUR	Ad for semaine nationale de la francophonie	
		347.61			
Meeting Setup					
		0.00			
Office supplies					
		0.00			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		347.61		YTD Totals as per GL June 30, 2021	

Ward 11: Bill Leduc***Councillor's Office Expenses******For the period ended, June 30, 2021***

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					
		0.00			
Meeting Setup					
		0.00			
Office supplies	2-Feb-21	317.56	CORPORATE EXPRESS	Office supplies	
		317.56			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		317.56	YTD Totals as per GL June 30, 2021		

Ward 12: Joscelyne Landry-Altmann

Councillor's Office Expenses

For the period ended, June 30, 2021

Category	Date	Amount	Payee	Description	Note / Reference
Books & Subscriptions					
		0.00			
Business Hospitality					
		0.00			
Communications	16-Jun-21	709.27	ORION PRINTING	Printing of Ward 12 flyers	
		709.27			
Event Tickets					
		0.00			
Gifts					
		0.00			
Memberships					
		0.00			
Media Notices	10-Mar-21	175.64	PUBLICATION VOYAGEUR	Ad for La Voyageuse - journee internationale de la femme	
		175.64			
Meeting Setup					
		0.00			
Office supplies	15-Jun-21	123.02	LANDRY-ALTMANN JOSCELYNE	Shredding service and storage boxes	
	28-Jun-21	51.27	LANDRY-ALTMANN JOSCELYNE	Shredding service	
		174.29			
Postage & Courier					
		0.00			
Travel/Prof. Devel.					
		0.00			
		1,059.20		YTD Totals as per GL June 30, 2021	

Council Expenses

Office Expenses

For the period ended, June 30, 2021

Date	Amount	Payee	Description	Note / Reference
3-May-21	109.12	CORPORATE EXPRESS	Office supplies	
	109.12		YTD Totals as per GL June 30, 2021	

Council Expenses

Cellular Services

For the period ended, March 31, 2021

Date	Amount	Payee	Description	Note / Reference
18-Jan-21	263.79	BELL MOBILITY	Jan Stmt - cellular bill	
28-Feb-21	293.00	BELL MOBILITY	Feb Stmt - cellular bill	
31-Mar-21	329.54	BELL MOBILITY	Mar Stmt - cellular bill	
29-Apr-21	288.02	BELL MOBILITY	Apr Stmt - cellular bill	
30-May-21	258.25	BELL MOBILITY	May Stmt - cellular bill	
15-Jun-21	6.63	LANDRY-ALTMANN JOSCELYNE	lclolud storage	
28-Jun-21	1.32	LANDRY-ALTMANN JOSCELYNE	lclolud storage	
	1,440.55		YTD Totals as per GL June 30, 2021	

1,367.59	Councillors
<u>72.96</u>	Staff
1,440.55	

Council Expenses

Internal Recoveries - Parking and Other

For the period ended, June 30, 2021

Date	Amount	Payee	Description	Note / Reference
0.00		YTD Totals as per GL June 30, 2021		

Council Memberships and Travel

Association Dues

For the period ended, June 30, 2021

Date	Amount	Payee	Description	Note / Reference
1-Jan-21	8,209.93	FEDERATION OF CANADIAN MUNICIPALITIES	Membership fees Jan 1/21 to Mar 31/21 from prepaid expense	
2-Jan-21	37,746.62	FEDERATION OF CANADIAN MUNICIPALITIES	Membership fees Apr 1/21 to Mar 31/22	
13-Jan-21	(9,436.61)	FEDERATION OF CANADIAN MUNICIPALITIES	Transfer membership fees Jan 1/22 to Mar 31/22 to prepaid expense	
2-Jan-21	9,564.22	ASSOCIATION FRANCAISE DES MUNICIPALITES	Membership fees Jan 1/21 to Dec 31/21	
14-Jan-21	18,373.40	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Membership fees Jan 1/21 to Dec 31/21	
12-Apr-21	3,150.00	FEDERATION OF NORTHERN ONTARIO MUNICIPALITIES	Membership fees Apr 1/21 to Mar 31/22	
21-Jun-21	3,077.54	ONTARIO GOOD ROADS ASSOCIATION	Membership fees Jan 1/21 to Dec 31/21	
	70,685.10		YTD Totals as per GL June 30, 2021	

Council Memberships and Travel

Council Travel

For the period ended, June 30, 2021

Date	Amount	Payee	Description	Attendee	Location	Date	Note / Reference
3-May-21	610.56	ASSOCIATION OF MUNICIPALITIES OF ONTARIO	Registration to AMO AGM Annual virtual Conference	D. McIntosh	Virtual	Aug 15-18	
3-May-21	610.56	FEDERATION OF CANADIAN MUNICIPALITIES	Registration to FCM Annual virtual Conference	M. Signoretti	Virtual	May 31 to Jun 4	Councillor was nominated to be a board member
	1,221.12		YTD Totals as per GL June 30, 2021				

Update on Pioneer Manor's Bed Redevelopment

Presented To:	Finance and Administration Committee
Meeting Date:	October 19, 2021
Type:	Correspondence for Information Only
Prepared by:	Aaron Archibald Pioneer Manor
Recommended by:	General Manager of Community Development

Report Summary

This report provides information regarding the estimated cost escalation for Pioneer Manor Bed Redevelopment.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to Quality of Life and Place as identified in the Strategic Plan and aligns with the Population Health Priority of Human Health/Well-being by enhancing existing programs and quality of services provided. It will result in the development of a more energy efficient and sustainable building which is identified as a goal in the Community Energy & Emissions Plan (CEEP).

Financial Implications

The initial cost estimate for redevelopment has increased from the 2020 budget of \$59.1 million to an anticipated \$63.9 million. The additional cost is solely borne by the municipality. The revenue stream from the Province for capital development and resident accommodation fees remains fixed. The municipality is responsible for funding any additional increased cost(s) associated with redevelopment.

The additional cost of \$4,745,000 will be added to the total amount of debt financed and will increase the annual mortgage by \$143,186 annually. The additional \$143,186 will be drawn from capital in future years.

Background

The City of Greater Sudbury (Pioneer Manor) has the sole approval of the Ministry of Long-Term Care (MOLTC) to provide Long-Term Care (LTC) services for 433 residents. To date, the City has redeveloped 284 of the 433 beds at Pioneer Manor, leaving 149 beds for redevelopment.

The MOLTC is striving to modernize the LTC sector and recently announced plans to increase provincial bed capacity and redevelop identified existing beds that do not meet new building standards. In the spring of 2021, the MOLTC approved the City of Greater Sudbury's application for the redevelopment of 149 beds, and approved the addition of 11 new beds, for a total build of 160 beds.

During the 2021 budget, Council approved the Pioneer Manor redevelopment business case to build a new five-story wing, housing 160 beds at a projected cost of \$59.1 million. The funding breakdown, as described within the 2021 business case, shares the cost of redevelopment between the Province and the municipality. The only change due to the increased costs is related to the City's portion of debt financing, which will increase by an additional \$35,000 in 2021, \$107,000 in 2022 and \$143,000 annually for the remainder of the mortgage.

Analysis

The business case was prepared in the summer of 2020, before the full effects of the COVID-19 pandemic were realized. Additional infection prevention and control (IPAC) design considerations were analyzed and incorporated into the new design along with cost escalations and contingencies contemplating a construction tender in 2021. While undertaking the initial phase of the detailed design, it became apparent that costing provided in 2020 was insufficient and required updating due to cost increases related to materials, labour, additional cost escalation for a late tender in 2021, increased cost per square foot, post contract contingencies and an enhanced pandemic design for resident and staff safety.

Below is a breakdown of the revised additional costs:

1. Updated design providing enhanced isolation and smaller resident zones	\$ 950,000	
2. Increased costs for medical equipment	250,000	
3. Additional escalation allowance to recognize a late 2021 tender period	820,000	
4. A post contract contingency to account for risk during construction	1,700,000	
5. Increase in building's cost per square foot.	1,000,000	
	Projected Cost Increase	\$ 4,745,000
	Approved Budget	59,135,000
	Updated Project Budget	<u>\$ 63,880,000</u>

Most of the cost increase results from a new post-contract contingency fund to help reduce risk during construction; an increase in cost per square foot, to reflect the higher cost of building equipment, like air handling units, metal studs, copper piping, any wood products and roofing materials; and an additional escalation allowance to recognize a late 2021 tender period.

This change will result in an increase of \$143,186 to the annual mortgage amount (Appendix A). The increase was mitigated, as the anticipated cost to borrow has decreased from 3.2 per cent to 2.85 per cent. The 2020 business case was approved with debt financing as the funding source and future capital reductions to offset the debt repayment. The updated costs will be reflected in the Capital Budget per previous Council approval. It is anticipated that with this revised project budget, the municipal share of the project will change from 38 per cent to 42 per cent.

Cost Comparison

This cost increase is not a local phenomenon being experienced by Pioneer Manor alone. A review of other LTC redevelopments and local construction projects appear to demonstrate a similar trend, with escalating redevelopment costs. The cost per bed for large municipal LTC redevelopments appears to be between \$350K and \$450K per bed. At Pioneer Manor, it is projected to be \$400K per bed. An independent study generated by Hanscomb, a quality surveyor, has indicated that \$460 per square foot or \$350K per bed is a reasonable starting point for construction. However, Pioneer Manor has the added complexity of poor soil conditions, along with the need to integrate the new wing into the existing building. Hanscomb continues to believe that the new estimate of \$475 per square foot or \$400K per bed is an accurate representation of the Sudbury construction market. It is important to note that there continues to be some risk associated with the

project as the current cost estimate considers several assumptions; only when a more detailed analysis has been completed by the quality surveyor will the cost of redevelopment be better known.

Next Steps

Work to refine the detailed design will continue. Once completed, staff will submit plans to the Province for approval as part of the MOLTC development agreement process. The City must have a MOLTC development agreement in place prior to issuing a construction tender. Updates will continue to be provided to Council as required.

Appendix A – Pioneer Manor Cash Flow 2021-2026

Pioneer Manor Cash Flow 2021-2026							
		2021	2022	2023	2024	2025	2026
Revenues:							
Debt Financing	Onetime		(29,946,160)	(29,946,160)			
Reserves	Onetime	(3,987,680)		3,987,680			
Construction Grant	Onetime			(3,987,680)			
Construction funding subsidy (half in 2023)	Ongoing			(599,476)	(1,198,952)	(1,198,952)	(1,198,952)
Grant for 11 beds (half in 2023)	Onetime			(276,511)	(543,621)	(543,621)	(543,621)
Additional bed revenue (half in 2023)	Ongoing			(423,346)	(861,085)	(861,085)	(861,085)
Expenses:							
Construction	Onetime	3,987,680	29,946,160	29,946,160			
S&B (half year in 2023)	Ongoing			363,808	738,531	738,531	738,531
Additional Food costs (11 beds) (2023 half year)	Ongoing			22,201	45,068	45,068	45,068
Debt Repayment (phased in) @ 2.85%	Ongoing		845,564	2,536,692	3,382,256	3,382,256	3,382,256
Reserves (paid back in 2023)	Onetime						
Net Impact		-	845,564	1,623,368	1,562,197	1,562,197	1,562,197
Revised Alternative							
Contribution from Capital		-	845,564	1,623,368	1,562,197	1,562,197	1,562,197
Long-term Commitments							
Health Sciences North - PET Scanner							(100,000)
Health Sciences North - Capital				(300,000)	(1,000,000)	(1,000,000)	(1,000,000)
Maison McCulloch Hospice				(150,000)	(150,000)	(150,000)	(150,000)
Net Impact to Capital			845,564	1,173,368	412,197	412,197	312,197
Net Impact to Capital (for Budget)			809,753	1,065,964	269,011	269,011	169,011
Difference Required from Capital			35,812	107,405	143,186	143,186	143,186

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