



Special City Council Agenda

Wednesday, November 30, 2022

Tom Davies Square

Mayor Paul Lefebvre, Chair

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

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|------|---|----|
| 1. | Call to Order | |
| 2. | Moment of Silent Reflection | |
| 3. | Roll Call | |
| 4. | Declarations of Pecuniary Interest and the General Nature Thereof | |
| 5. | Referred & Deferred Matters | |
| 5.1. | Greater Sudbury Museums Revitalization Plan | 5 |
| | This report provides recommendation regarding the museum’s current heritage assets and a vision for the future of Museum Services. This item was deferred at the November 8, 2022 City Council meeting. | |
| 5.2. | 2023 Business Case Report | 63 |
| | Consistent with direction provided by the Finance and Administration Committee in June 2022, this report provides draft business cases for the 2023 Budget to obtain further direction that will support the production of the 2023 Budget in time for the Committee’s final review by March. This report was originally published on the November 8, 2022 City Council agenda. | |
| 6. | Members' Motions | |
| 7. | Addendum | |
| 8. | Civic Petitions | |
| 9. | Question Period | |
| 10. | Adjournment | |



Réunion extraordinaire du Conseil municipal

Ordre du jour

le mercredi 30 novembre 2022

Place Tom Davies

Maire Paul Lefebvre, Président

18 h 00 Séance publique, Salle du Conseil / participation électronique

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|------|---|----|
| 1. | Ouverture | |
| 2. | Moment de silence | |
| 3. | Appel nominal | |
| 4. | Déclaration d'intérêts pécuniaires et leur nature générales | |
| 5. | Questions renvoyées et questions reportées | |
| 5.1. | Plan de revitalisation des musées du Grand Sudbury Que la Ville du Grand Sudbury approuve le mandat d'un nouveau groupe consultatif sur les musées du Grand Sudbury et qu'elle enjoigne au personnel de trouver des candidatures pour étude et nomination par le nouveau conseil (mandat de 2022-2026). | 5 |
| 5.2. | Rapport d'étape sur le budget de 2023 Ce rapport fournit des renseignements sur l'état du budget de 2023. | 63 |
| 6. | Motions des membres | |
| 7. | Addenda | |
| 8. | Pétitions civiques | |
| 9. | Période de questions | |
| 10. | Levée de la séance | |

Greater Sudbury Museums Revitalization Plan

| | |
|-----------------|------------------------------|
| Presented To: | City Council |
| Meeting Date: | November 8, 2022 |
| Type: | Managers' Reports |
| Prepared by: | Ian Wood CAO's Office |
| Recommended by: | Chief Administrative Officer |

Report Summary

This report provides recommendation regarding the museum's current heritage assets and a vision for the future of Museum Services.

Resolutions

Resolution 1:

That the City of Greater Sudbury approves the Terms of Reference for a new Greater Sudbury Museums Advisory Panel, and directs staff to proceed with recruitment of potential members for review and appointment by the incoming Council for the 2022-2026 Term.

Resolution 2:

THAT the City of Greater Sudbury directs staff to prepare a Business Case for consideration in the 2023 budget process that includes:

- a) Additional staff resources for Museum Services, increased maintenance and operational funds;
- b) Additional resources for facilities maintenance, Museum operations and modernization of online presence.

All as outlined in the report from the Chief Administrative Officer, November 8, 2022.

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

If approved as presented, the recommendations in this report support Council's 2019-2027 Strategic Plan Goal Six: a nationally recognized centre of artistic excellence, vibrancy and creativity. They also support the achievement of Goal Seven: One of Ontario's top tourism destinations and Greater Sudbury Cultural Plan 2015-2020. The recommendations in this report do not directly support either the goals of the Population Health plan or the CEEP goals.

Financial Implications

If approved as presented, staff will develop a business case for Council's consideration during the 2023 Municipal Budget process.

Introduction

This report responds to Council direction on February 8, 2022, to develop a Museums Revitalization Business Plan for consideration as part of the 2023 Budget process.

Staff completed an in-depth review of the current operations and challenges for Museum Services. Based on this analysis, and including input received from community stakeholders, there is a clear misalignment between the community's service expectations and the corporation's capacity to fulfill them. As previous reports described, museum operations have remained largely unchanged in the 20 years since municipal needs, artifact conservation and program resources, are continuing at the present time.

These issues are due, in part, to evolving industry practices that reflect expectations for governance, artifact management and customer service that pre-amalgamation local museum services never had the ability to meet. An increase in partner events brings more visitors to the museum sites but creates additional pressure on staff and budgets. As with all community initiatives, the changing nature and amount of volunteer resources also has an important effect on CGS Museums.

Recognizing the current challenges and the need to manage the museum's human, physical and financial resources, staff prepared a Museums Revitalization Plan attached as Appendix "A" that highlights opportunities and guides Council in best practices for good management and future success of CGS community museums.

The Museums Revitalization Plan focuses on addressing five main concerns: Staff Resources, Governance and Structure, Vision and Strategy, Site and Facilities and Artifact Conservation and Storage.

This plan represents a significant change from current and past practice. Nevertheless, the Museums Section has the potential to provide an effective service level that is not only generally accepted, but also provides significant community value. To achieve this, however, requires an increased investment of funds tied to a clear vision for the service's intended outcomes, guided by community expectations through a Museums Advisory Panel. A Draft Terms of Reference for a Greater Sudbury Museums Advisory Panel is also recommended to Council and attached to this report as Appendix B.

Should an increased investment not take place for 2023, staff will work to adjust service levels to match available resources; prioritizing services that have previously demonstrated the most public interest and community value.

Background

As detailed extensively in the Council Report of February 8, 2022, CGS Museums Services have been operating four museum sites across CGS since amalgamation without a generally accepted service level or overarching coordinated strategy. Museums were generally managed with a focus on minimizing expenditures, consistent with the pre-amalgamation approach. One consequence of this was minimal annual increases in staff resources and budget. Other consequences included insufficient capacity to meet evolving customer service expectations or to design and provide relevant programming, or to ensure work processes remained current with sector norms or best practices. This resulted in long-unaddressed challenges regarding governance, facility renewal and infrastructure needs, artifact conservation and program resources.

According to information from the Ontario Ministry of Tourism, Culture and Sport, and the Ontario Museum Association, a community museum funded by a local government should reflect the following characteristics:

- Adherence to the requirements of the Heritage Act

- Staff resources that have sufficient, appropriate technical and administrative skills/experience to not only sustain the service's administration needs, but also to ensure programming and artifact management reflect industry standards
- An advisory body that can demonstrate community support, provide guidance in prioritizing programs and activities, develop and validate strategic direction, and ensure representation for culturally significant communities

Greater Sudbury Museum Services operates as a "Community Museum" as defined under the Heritage Act and continues to receive a modest annual grant from the Province for this designation. CGS Museums should have a current Strategic Plan that provides a clear, Council supported vision for the role museums have within the community to deliver appropriately funded level of service. The creation of the Greater Sudbury Museums Advisory Panel, as per the 2019 recommendation of the Auditor General, will not only meet the Community Standards of Museums, but it will also be a valuable resource in developing a renewed vision that could be expanded to include a broader representative of the vast cultural heritage of the community including the diverse cultures of the Indigenous and Francophone peoples.

Anderson Farm Museum, Copper Cliff Museum and Flour Mill Museum are all located in heritage structures that have significant maintenance and asset renewal requirements. Over the past ten years, the City of Greater Sudbury has allocated approximately \$2 million towards facility capital renewal, including the budget for the Flour Mill Museum relocation. Subject to Council's direction from this report, additional capital requirements remain to address current requirements for health and safety, accessibility, the need for secure storage that meets industry standards for climate control and building load capacity, and to fund the final configuration of the Flour Mill Museum Relocation project. For example, a \$467,000 project will be considered in the 2023 Capital Budget to ensure that the barn and stable buildings at Anderson Farm can be reopened to public access.

Governance and Structure

In keeping with the Auditor General's 2019 recommendation that, following the next municipal election, the CGS recruit and appoint members to a Museums Advisory Panel to meet the requirements of the Ontario Heritage Act and the governance standard for community museums, staff have prepared a Terms of Reference for the Advisory Panel as part of the Museums Revitalization Plan and are recommending its adoption as Resolution 1.

The CGS Museums Advisory Panel will provide advice and contribute to the creation of short- and long-term plans for Council's consideration. The plans will contain goals and objectives relevant to the purpose of the museum and consistent with the vision of the City of Greater Sudbury. Panel members will provide advice to Museum staff in meeting municipal, provincial and federal policies and procedures pertaining to museum operations and activities.

The Advisory Panel will specifically provide advice on formulating the museums' statement of purpose, help create written policies specific to museums operating standards, and recommend programming to be delivered to the community. The draft Terms of Reference for a Greater Sudbury Museums Advisory Panel has been attached as Appendix "B".

Human Resources

The current budget for Museum Services provides for one FTE position – Museum Curator. As indicated in previous reports, the complement of one permanent full-time staff member is not sufficient for Museum Services to meet its objectives of proper heritage conservation, public programming and meeting industry best practices for community museums.

It is recommended that, beginning in 2023, two additional full-time positions are added so that the Museums Services Section will operate with the following three full-time positions:

- A new Non-Union Coordinator who will take the lead in administration, supervising summer students, community partnerships, funding application and liaison with CGS support services such as facilities maintenance.
- The current Curator who will now be able to focus on public programming, exhibition development and artifact conservation
- A new permanent Assistant Curator who will assist the Curator and make progress on recording and assessing the collection to ensure it is appropriately sized and focused for this community and the Museum's mandate.
- Three summer student positions to assist with artifact curation and program delivery. Additional students may also be secured through provincial or federal programs.
- While adding two full-time positions, the recommendation also includes a reduction of current part time hours which will partially offset the additional costs.

This staffing level will allow the Section to meet the objectives outlined in the Revitalization Plan and allow Museum Services to deliver an appropriate level of service. The net additional 2023 financial requirement for the recommended human resources is \$168,579.

Sites and Facilities

As detailed in Appendix A, the estimated capital investment requirement over the next five years (2024-2028) is approximately \$2.5 million. This estimate reflects investments that preserve the integrity of the heritage buildings as artifacts themselves, as well as archaeological resources present on the property.

CGS has made progress towards meeting capital requirements by investing capital funding for the maintenance of the facilities and heritage buildings. In the years of 2019-2022, the City invested \$540,000 towards capital projects at Anderson Farm to increase the safety and use of the facility. In completing this work, additional needs were identified that will be presented as part of the 2023 Capital Budget.

Significant investments have also occurred at the Flour Mill Museum site in recent years. The heritage house and log cabin structures were moved from St. Charles Street to O'Connor Park in 2019 to allow for the expansion of a wastewater lift station. The third structure at the former site was condemned and a final determination on its replacement is required in the short to medium term. Further public consultation would provide more clarity on community needs and help determine the best use of these buildings.

Copper Cliff Museum has extensive renewal needs related to the building condition and its location on a small parcel of land. These issues require additional assessment in future and, once this information is obtained, a review of this location's role in museum services function should be undertaken in the medium term.

Rayside Balfour Museum is housed in the Azilda's Gilles Pelland Library and acts as more of a heritage exhibit gallery space. In the medium term, this space could be used to display temporary exhibits on a rotating schedule, with themes determined through public engagement.

Staff continue work to fully assess the needs for safety, security and accessibility at all sites. Over the medium term, as the strategy for the future of CGS Museums is developed, a conservation/maintenance plan for GSM properties should also be completed to identify appropriate building envelope work and how each facility and site fits into an overall plan. This will provide specific details of where capital funding should be allocated to ensure the City meets the industry standards in protecting their assets and providing safe, functional sites for staff and the community.

Artifact Collection and Storage

The CGS has an extensive collection of artifacts in its care. It is estimated that just 5% of the artifacts have the curatorial and legal documentation required for community museums. This level is well below the average of 60-65% identified through a survey of twenty comparator museums in Ontario. This process is time-consuming and there are several reasons for this situation, but improvement is not realistic unless the Curator is able to provide additional focus to this effort. In the immediate term, additional artifact acquisitions will remain frozen until a strategic plan and updated acquisition policy are in place.

To meet the industry standards for caring for the collection, Museum Services should have one or more exclusive spaces for the storage of the collection. These areas should be large enough to store existing artifacts without crowding, have appropriate environmental and access controls, and be equipped with proper shelving and operating areas.

Staff have estimated that 6,750 square feet of storage space with appropriate conditions and controls are required to accommodate the collection, including space allocated to essential collection management and care support functions. Current storage sites lack sufficient temperature, humidity or security controls to meet industry standard requirements. Development of storage solutions should be part of a longer-term strategy created in consultation with the Advisory Panel and the community.

In the short term, staff will continue to identify alternative storage options that can provide increased security, climate control and accessibility to safely store the collection until a long-term storage solution is determined that can consolidate the collection into an appropriate storage facility.

Website Development

Websites are an important tool to help bring awareness and marketing to the museums for potential visitors. The website contains a vast amount of detailed information, including previews of collections and exhibits, to visitor guides, event calendars, research documentation, and donor lists.

The existing Museum website is outdated and not compliant with accessibility requirements. Subject to Council's directions regarding museum services the website will be decommissioned, with key elements temporarily moved to the CGS website. An internal review determined that a separate website will best meet the CGS' goals for Museum Services be developed in 2023 in alignment with a renewed museums strategy.

Vision and Strategy for Future of Museum Services

As described in detail in the Museums Revitalization Plan, Greater Sudbury Museums are the keeper of the community's stories and collective identity. The Museums Section provides the following services to the community:

1. The collection, preservation and curation of artifacts and heritage facilities that are representative of the history of Greater Sudbury and its constituent communities.
2. The provision of interpretive programs and displays to allow citizens and visitors to understand the stories and events that helped to form today's Greater Sudbury.
3. Support for non-profit groups that host events at museum sites and facilities which bring additional visitation and awareness of the museums and their importance to the cultural life of the community.

Museum Services offer many heritage and cultural services to the community through exhibition development and accompanied programming available at the museum sites to the public and through hosting school tours. They also participate in annual community events, provide historical displays for community venues and deliver presentations on historical topics for various senior groups in the community. They provide customer service by providing information on research inquiries and granting permission for the reproduction of the Greater Sudbury Heritage Image photograph collection, coordinating museum rentals and supporting events that are hosted by community partners, as well as developing and publication of ads for the various upcoming events and programming.

These public facing activities consume many hours of administrative, planning and organizational duties to be successful. With the current human resources available, Museum Services does not have the capacity to meet service needs related to providing public programs, supporting community partners and ensuring proper heritage conservation practices are in place. Additional resources would allow Museum Services to concentrate on the proper curation and research of the City's many artifacts, and to use those artifacts in the development of new exhibitions and programming.

Museum operations will be strengthened through the appointment of an active Museums Advisory Panel and an increase in staff resourcing. These changes would enable the development of an appropriate strategic plan. This plan is vital in setting the direction of the museums by bringing Council, the Museums Advisory Panel, Museum staff and the community together with a shared vision for the future.

While the final determination of the Museum's vision and strategy are being developed, a survey of other community museums strategic plan's themes and goals have been reviewed and may provide insight into the strategic direction Greater Sudbury Museums could consider for the future. These are summarized in Appendix A.

Greater insight into perceptions around of the role of the museums, current environment and circumstances, both internal and external need to be examined as part of the process of creating a strategic plan. This environmental scan should involve the Advisory Panel members, museum staff, volunteers and a cross section of individuals, community organizations and municipal staff in the areas of heritage, recreation, communications, education and tourism.

This engagement will assist the Advisory Panel and Museum Staff in developing a Vision for the future, a revitalized Mission Statement and the development of goals, objectives and program concepts to meet the need of the community.

Role of Community Partners/Volunteers

CGS has many active volunteer-based community groups that have an interest in preserving and promoting local history. Museum Services supports these community groups to host a variety of events across CGS that benefit the community and help bring awareness to the City's heritage and museum sites. Many of the volunteer groups work in partnership with Museum Services to enhance the available programming by providing their expertise through demonstrations, hosting guided tours and collaborating with the City to apply for Provincial and Federal grants to help fund infrastructure projects at the museum sites to benefit all parties. These dedicated volunteers demonstrate a passion and commitment for promoting and preserving local history and would be an asset as members of an Advisory Panel for the museums.

At the same time, and as in other sectors, the number of museum volunteers has steadily declined since the creation of Greater Sudbury in 2001 and the lack of staff resources makes it challenging to recruit and train new volunteers. This places additional pressure on the remaining volunteers as well as the CGS staff to provide additional effort and may hinder the ability of staff to deliver other services.

Conclusion

A municipal museum service has the potential to provide significant community value. In the short term, an increased investment of human resources and the appointment of a Museums Advisory Panel will enable the museums to develop a renewed vision with clear goals, objectives and program concepts to meet the needs of the community. A continued commitment for investments in the maintenance of our sites and facilities will ensure staff and public safety and the vitality of our heritage structures.

The attached Museums Revitalization Plan provides an in-depth review of the current challenges Museum Services is facing with operating the four museum sites with limited resources. The report provides a review of the varied services offered at each museum site and focuses on opportunities to improve these services by reviewing current museum trends and practices that will aid Museum Services in developing engaging

exhibits and programs that educate, inform and entertain visitors on the topics that are important to Greater Sudbury's heritage and the community's interests.

As indicated, staff is recommending the creation of a CGS Museums Advisory Panel, as well as a Council direction to produce a business case for additional resources, to be considered during the 2023 Municipal Budget deliberations.

Appendices

Appendix A – Draft Museums Revitalization Plan, City of Greater Sudbury, October 26, 2022

Appendix B – Draft Terms of Reference for a Greater Sudbury Museums Advisory Panel

Resources Cited

Collingwood Museum Three Year Strategic Plan 2013-2016

<https://silo.tips/download/collingwood-museum-three-year-strategic-plan>

Lincoln Museum & Cultural Centre Strategic Plan 2020-2025

https://linkprotect.cudasvc.com/url?a=https%3a%2f%2flincoln.ca%2fsites%2fdefault%2ffiles%2f1068_lincoln_museum_cultural_centre_strategic_plan_2020-2025_final.pdf&c=E,1,RMfVioYSnb2V_VhtMXqkIYIRNBPGvceOYiQrMs-7sUP3hxmduV2ZENWI2RN20pb5uGqKh0bLhI2IzU9p5B4Fj0Q_vzUcRiF3BXUH7GMY9j1meDIV&typo=1

[Greater Sudbury Museums Review – City Council Meeting February 8, 2022](#)

<https://pub-greatersudbury.escibemeetings.com/filestream.ashx?DocumentId=43321>

Governance Audit of the Greater Sudbury Public Library – CGS Audit Committee, December 3, 2019

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=28150.pdf>



GREATER
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MUSEUMS

MUSÉES
DU GRAND
SUDBURY



DRAFT MUSEUMS REVITALIZATION PLAN

October 26, 2022



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1. Introduction

1.1 Purpose of Report

Greater Sudbury Museums (GSM) welcome thousands of visitors to its four sites each year. The Museums Section of the City of Greater Sudbury is committed to conserving and promoting the heritage and history of Greater Sudbury as a means of sharing the community's cultural identity for residents and visitors by providing opportunities for education, interpretation and participation in heritage activities and programs.

In February 2022, City Council received a staff report which provided a status report on municipal museums and their associated challenges. As part of the February report, Council was provided with an option to permanently discontinue museum services and simply maintain the sites as passive park space. Instead, Council directed that staff produce a Museum Revitalization Plan and describe the investments and steps required to ensure that GSM can reliably deliver on its service level commitments and meet the recommended requirements for a community museum in Ontario.

The purpose of this report is to provide Council and the public with a draft plan for comment. It also provides the basis for the business case that Council could consider as part of the 2023 Municipal Budget. In order to achieve the goals for this plan, staff are bringing three main recommendations to Council:

- An increase in the Museums Section Operating Budget to provide for the addition of two full-time permanent staff to address the shortfall of skilled resources required to meet community expectations, industry standards and perceived service levels.
- An increase in the operating budget to address increased costs in maintenance and provide financial support for the required external storage for a portion of the artifact collection
- The appointment of an Advisory Panel will provide advice and contribute to the creation of short and long-term plans, formulate the museums' statement of purpose, assist with creating written policies specific to operating standards, and recommend programming to be delivered to the community.

These recommendations are outlined in the main Council report that accompanies this draft plan.

1.2 Overview of Current Museum Services and Challenges

Museums Services have been operating four museum sites across CGS since amalgamation without a consistent, coordinated strategy and with minimal investments in staff resources and budget. These factors have contributed to the challenges identified in this and previous reports regarding governance, facility renewal and infrastructure needs, artifact conservation and program resources.

With the current complement of one permanent full-time staff member, GSM has been unable to meet its objectives of proper heritage conservation, public programming and meeting industry best practices for community museums.

The single Curator position is responsible for all duties with respect to operating the museum sites, with the majority of their time dedicated to administrative duties. This leaves minimal time to create high quality and engaging exhibits and programming that educate, inform and entertain visitors for all of the museum sites.

At present, the Greater Sudbury Public Library (GSPL) Board serves as a proxy advisory body for GSM. The absence of an advisory body that is dedicated solely to museum business also contributes to the challenges Museum Services have in providing relevant programming that includes the under-represented cultures and histories of the Francophone and Indigenous peoples. This challenge was noted by the CGS Auditor General during his review of GSPL Governance in 2019. The process to develop a renewed vision for the Museum Services with the shared efforts of an Advisory Panel, museum staff and public engagement will provide a clear vision for the role museums play within the community.

GSM has a significant number of artifacts that it is responsible for. Maintaining the standards regarding curation and conservation is not possible with the current staff complement. A clear collections policy is needed to guide staff in future collecting and deaccessioning efforts.

The challenge of properly documenting the collection is amplified by not having sufficient storage facilities and work space to complete the required task and to store the collection in an appropriate manner that is easy to access. The collection needs to be relocated into a more appropriate facility and continued work is required on cataloguing and sorting through the collection.

Many of the Museum facilities are heritage structures that require significant maintenance and asset renewal requirements. CGS have been investing into the maintenance of the heritage structures to ensure the safe use of the buildings and to continue to preserve the heritage structures.

In this phase of the plan, staff contacted the community partners that rely on the GSM to help host events and provide facilities for their success. We wanted to obtain a deeper understanding of the services the GSM offer these community groups and how we can improve to continue to support their needs. Their main recommendations including the need for additional resourcing an appointment of a Museums Advisory Panel Museums, the creation of a strategic plan and creating an awareness for the importance and value for heritage by working closely with Council to demonstrate the significance for preservation, promotion and animation of heritage services to the community.

The City recognizes the value museums bring to the community and believes that with the right supports in place, Museum Services will be better equipped to preserve our diverse heritage and offer meaningful services. This may be accomplished by reviewing the challenges Museum Services have been working with for the past several years and identifying the opportunities that may be achieved through short- and long-term goals.

1.3 Benefits Museums Bring to Communities

Community museums are created in the public interest. They inspire and educate visitors, foster deeper understanding of the community and promote the enjoyment and sharing of authentic cultural and natural heritage. Museums do this through the preservation and interpretation of heritage facilities and collections of artifacts.

According to the Ontario Museum Association, municipalities create value in their communities through the work of their museums. They do this by helping to create a sense of place,

preserving and promoting local stories, supplementing school curriculum, attracting cultural tourists, supporting healthy active seniors and promoting skill-building and learning.

A 2019 study working to quantify the benefits of Galleries, Libraries, Archives and Museums (GLAMs) determined that investing in museums is cost effective for the community; “for every dollar invested in non-profit GLAMs, society gets nearly four dollars in return. GLAMs perform very favorably when compared to other major social investments, such as transportation infrastructure.”¹

2 GSM Sites and Services

2.1 Summary of Museum Sites

Anderson Farm Museum is the largest and most visited museum in the GSM network. It consists of 4 historic structures and 1 multipurpose structure located on a 14-acre site with walking paths, a small playground and the Walden Community Garden. The exhibits reflect the history and heritage of the former town of Walden with emphasis on the agriculture life of Finnish immigrants “The Andersons”. The site also interprets northern Ontario immigration and pioneer life more generally, as well as the mining culture of Creighton and other histories from the surrounding communities. GSM staff work closely with community partners to host special community events such as Rock the Farm, the Fall Fair and Christmas Tree Lighting, which attract many visitors to the site.

Copper Cliff Museum consists of a historic monument and a small 1½ story historic log cabin originally built in 1885 and later relocated to a small parcel of land on the site of Copper Cliff’s first dwelling. The cabin is adjacent to Copper Cliff Memorial Park and across the street from the Copper Cliff Public Library which is often used for joint programming. The museum displays a collection of artifacts, some original to the house, which depict the interior setup of a miner’s cottage, as well as other aspects of local history.

Flour Mill Museum consists of a 2-storey clapboard house built in the early 1900’s and a replica log cabin that was built in 1983 for the Sudbury Centennial celebration. In 2019, these structures were relocated to from St. Charles Street to O’Connor Park to allow for the expansion and redevelopment of a sewage lift station. Prior to the move, a third building on the St. Charles Street site was condemned and not relocated. The potential replacement of this structure remains an outstanding item from the relocation project.

At present both buildings at the Flour Mill Museum are vacant and all artifacts are being stored off-site at a rental storage facility. Prior to the move, the museum exhibits and programming focused on the community’s Working Class Francophone culture.

Rayside-Balfour Museum is located in the Azilda branch of the Greater Sudbury Public Library and is comprised of a one room exhibit which contains five display cases as well as a large display cabinet for artifacts and interpretative information. This location was established in the mid 2000’s to accommodate artifacts that were previously displayed in an ad hoc space at the Lionel E Lalonde Centre. The intent of the site is to commemorate the shared histories of the communities of Azilda and Chelmsford.

¹ Ibid

2.2 Current Approach to Museum Services

Though not formalized in a strategy document, GSM staff have adopted the following principles in carrying out their mandate:

- Collect items from the later 19th century onward that reflect the community of Greater Sudbury and its history;
 - Demonstrate commitment to researching and collecting the history of the original communities and rural township areas which now lay within the current geographical and political boundaries of the City of Greater Sudbury;
- Create accessible opportunities for education in the history and culture of the Greater Sudbury area at physical museum sites and online through:
 - The exhibition and interpretation of museum artifacts and historical information;
 - Public programs and museum events
- Act as a repository for knowledge relating to heritage skills practiced in Greater Sudbury and work in partnership with local organizations to preserve, promote and teach those skills;
- In partnership with the Greater Sudbury Library, act as a resource for members of the general public with questions pertaining to local history;
- Protect and preserve, according to best practice, the assets entrusted to the Museum's care for future generations;
- Ensure the effective operation of the museum sites; and
- Deliver services to the public in both official languages, in keeping with the City of Greater Sudbury's French Language Services Policy

GSM offers public programming with a goal to preserve and promote local heritage. Current programming themes encompass education and sustainable living. These programs are delivered with the help of community volunteer partners. There are four main strategies in program delivery:

- Keeping heritage skills alive, especially those with strong ties to our museum collections and the themes of focus of our museum sites. An example of the heritage skill that visitors are able to learn about and try is the 8-bit cross stitch.
- Practically demonstrate and promote practices of sustainable living, especially practices that were used in the past. These programs highlight and teach skills/practices such as food preservation, survival-related skills, gardening and making use of recycled materials.
- Create awareness of the Museums by offering programs which provide a window into what museums are for, how they work and what they do. They also host community programs and events at the museum sites to create awareness of and promote the use of the sites.
- Create accessible entry points to Greater Sudbury's history by delivering programs that teach local history tied to the physical museum locations as well as the history of the City of Greater Sudbury. These programs are delivered through school tours and asynchronous school programs and accompanying resources.

2.3 Services Offered to the Community

The Museums Section offers many services to the community each year. Most programs are delivered in the summer months between May and August when seasonal student employees are available. The current year-round staff complement of one employee does not allow for sufficient resources to deliver many programs in the September to April period. In addition to staffing, most GSM facilities are not equipped with heat and snow removal which also limits their use to warmer months.

Many museum programs are only possible with the help of the community volunteers and partnerships that Museums Services have acquired. The following paragraphs provide a summary of services and activities at GSM sites in a typical year prior to the Covid pandemic and the relocation of the Flour Mill Museum. Further information on each service may be viewed in Section 11.1.

Anderson Farm Museum is the largest and most utilized GSM site with many active partnerships supporting the Museums operations. The museum provides guided tours of the permanent exhibitions to visitors and hosts school visits. These visits may include demonstrations provided by the museum's partners. March Break and Summer programming are offered to the community in partnership with the Greater Sudbury Public Library and typically include a heritage craft to teach the importance of sustainable living. When additional staff resources and partnerships permit, the museum has also hosted large events such as the successful "Frightening Friday at the Farm"; a large outdoor haunted maze based on local history events.

GSM staff support the Anderson Farm Museum Heritage Society in planning, organizing and operating three annual large events, Rock the Farm, Fall Fair and Christmas Tree Lighting. These events are well received by the community and often attract thousands of visitors each year. Further to the museum use, Anderson Farm Museum also offers their site for recurring partner events at no cost such as the Walden Winter Carnival and Walden Lions Easter Egg Hunt. The Stable and grounds are offered to the public for booking and are often used for birthday parties, baby showers, weddings and reunions.

During the summer months, Copper Cliff Museum offers guided tours for visitors of the museum's permanent exhibition and provides a weekly Story Time program for young children at the Copper Cliff Library. The museum welcomes LU Architecture students each fall to learn about creating drawings based on an actual heritage structure. There are occasional onetime events held at the museum as well as the annual Christmas Tree Lighting event that is organized and operated by Copper Cliff CAN with support from Museum staff.

Flour Mill Museum offers guided tours of the museum's permanent exhibition and offers a Story time program for younger children with a different theme and accompanying craft each week of the summer months. Museum Staff host a free community blueberry pancake breakfast for the community to celebrate the annual Blueberry Festival.

Rayside Balfour Museum is located in the Azilda library and offers display cases for permanent exhibitions. This space hosted a long-term fully bilingual temporary exhibition with interactive elements in partnership with the Centre Franco-Ontarien de Folklore and installation of new temporary exhibition on Whitewater Lake is in progress. Programs are occasionally held in this space in partnership with the GSPL.

2.4 Greater Sudbury Museums Attendance Statistics: 2013-2021

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Anderson Farm Museum | 11,637 | 13,573 | 12,757 | 18,339 | 16,359 | 21,529 | 18,808 | 4,224* | 1,614* |
| Copper Cliff Museum | 191 | 253 | 338 | 334 | 463 | 452 | 519 | Closed | Closed |
| Flour Mill Museum | 189 | 181 | 248 | 242 | Closed | Closed | Closed | Closed | Closed |
| Rayside-Balfour Museum | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Outreach | --- | --- | 2,236 | 1,174 | 626 | 1,730 | 979 | 100 | None |
| School Groups | 9 | 18 | 26 | 14 | 13 | 12 | 18 | 0 | 0 |
| Students | 2,070 | 1,759 | 937 | 1,438 | 1,278 | 1,440 | 1,190 | 0 | 0 |
| Social Media Followers | 122 | 191 | 273 | 492 | 1,145 | 2,113 | 2,433 | 3,065 | 3,484 |

Figure 1

Attendance numbers include regular visitation as well as program and event attendance.

--- : Numbers not available

*Includes attendees of virtual programs and views of digital exhibitions

2.5 Limitations on Services to the Community

The complement of 1 full-time staff member and summer students is not adequate to provide a full range of programming at four museum sites. A focus on events and programming also means that attention can't be paid to updating exhibitions or curating artifacts. Many of the exhibitions are outdated and current resources limit the potential to complete new modern exhibitions and programming that reflect the vast culture of Greater Sudbury.

GSM sites and facilities also have limitations in terms of seasonal use, accessibility and capital deficiencies. The absence of a current strategic plan means it is difficult to set appropriate service levels for the sites and provide a clear direction on what role the museums play in the community.

2.6 Opportunities to Enhance Services to the Community

The museums require additional staff to operate and effectively manage the sites, collections, exhibits, programs and events offered to the community.

With additional staff, new exhibits and programs can be developed that align with community expectations and new outreach educational programs can be developed. Furthermore, additional time can be spent with existing volunteers and community groups to help assist in the success of their events and better promote the museums sites.

As recommended by the CGS Auditor General. Greater Sudbury Museums require a Museums Advisory Panel to better connect with the community and provide strategic vision for the operations. A GSM Advisory Panel can assist with the development of a new strategic plan for recommendation to Council. This plan should recommend service levels which align with the community's needs and are supported by the City's ability to resource the service.

2.7 Renewal of Exhibition Development

The exhibitions at all the museum sites require renewal. Exhibitions should have innovative, well researched, and engaging displays and programs that balance the community's desire to see the collection with topics that appeal to broader and more diverse audiences. The topics of the exhibitions should represent the diverse heritage of CGS including the Indigenous peoples within our region and public education in relation to truth and reconciliation. The exhibits would benefit by utilizing current industry trends that are interactive and dynamic using a range of technology features. New related programming could be developed for each new exhibition. The use of social media and websites would extend and enhance access to programs and exhibits.

In order to achieve high-quality and engaging exhibits and programs that educate, inform and entertain visitors, many steps need to be considered and many hours of staff time will be required. Artifacts for the use of the exhibits need to be determined. This involves sorting, cataloguing and documenting the artifacts to determine what is in the collection to support the selected themes. Digitizing the collection also allows the exhibition to also be available in a digital format.

It takes a trained full-time staff person approximately six months to research, develop, fabricate and install a new permanent exhibition.

2.8 Renewal of Educational Materials

The existing Museum in a Suitcase program which was developed in 2002 is an outreach program facilitated in the classroom in partnership by GSM and GSPL for elementary school teachers. The program includes a number of modules with accompanying presentations and activities on topics of the history of Canada and Greater Sudbury including mining, farming, logging, railroads and money. The school curriculum has now changed enough that these modules no longer match up with the learning objectives for various elementary schools and the program requires to be updated.

An updated version of Museum in a Suitcase program may be developed that could be requested by elementary and secondary school teachers in both English and French that coincides with the school curriculum and would include all necessary tools for teachers to deliver the program in the classroom.

An investment into the renewal of the Museum in the Suitcase program would benefit the community. Many local teachers have contacted Museum Staff to inquire when a renewed program would be available indicating that the Museum in a Suitcase program helps fill an important gap in local education. The renewal of the program will also improve broader community awareness of the GS Museums and their services and could be shared with communities outside of Greater Sudbury.

2.9 Re-Opening Flour Mill Museum

The Flour Mill Museum was relocated from its Charles Street location to O'Connor Park to allow for the expansion and redevelopment of the sewage lift station at the Charles Street location. In 2017, the City retained R.V. Anderson Associates Limited to design the new St. Charles lift station including the relocation of the Flour Mill Museum. RVA conducted an inspection of the Flour Mill Museum buildings and it was determined that the office building was in disrepair and the City decided not to relocate the office building and instead reserve capital budget to construct a new office and storage building at O'Connor Park.

In 2018, a public meeting was held to advise the public of the plans to relocate the Flour Mill Museum. The meeting was well attended and there were discussions on the site layout as well the need for community space. In return, concept building plans were prepared for the proposed Office and Storage building providing two layouts that both are approximately 225 sq.m in area and equipped with office and storage spaces, washroom facilities and space for community use. These proposed building options are close to double the size of the original Office Building located at the St. Charles site. RVA also prepared a site plan for the site that includes the future Office and Storage building.

The heritage house and log cabin were relocated to the O'Connor Park site as detailed in the site plan drawings. There are concerns the heritage house may have been damaged due to the move. In July 2022, a consultant, Accent Building Sciences, conducted a building assessment for both the heritage house and log cabin. It was determined that a structural engineer is required to complete a review of the structural integrity of the heritage house structure from identified water damage. The City is currently arranging for this review to be completed to determine what repairs will be required to ensure a safe building for public and staff use. A permanent fence has been constructed on the site as shown on the site plan drawings.

An estimate was completed in 2022 for the proposed 225 sq.m Office and Storage building. It was determined that the cost of construction of the new build would be in the range of approximately \$600,000 to \$750,000. Additional costs for the site development in the amount of approximately \$380,000 would also be required to complete the project as shown on the site plan drawings.

There currently is approximately \$407,000 in capital funds allocated to complete the development of the Flour Mill Museum site. These funds are insufficient to have the site developed as per the original concept plans. To reduce the cost of development, options of constructing a new smaller office and storage building, possible module build or renovations to the existing community building may be considered.

In the short term, it is recommended that the City complete any repairs required to the heritage structure and log cabin to ensure public safety for the use of the buildings.

In the medium term, through the work of the Advisory Panel, further public engagement should take place to determine the needs of the community and the best use of the buildings and existing capital funds allocated for this project

2.10 Marketing and Website Development

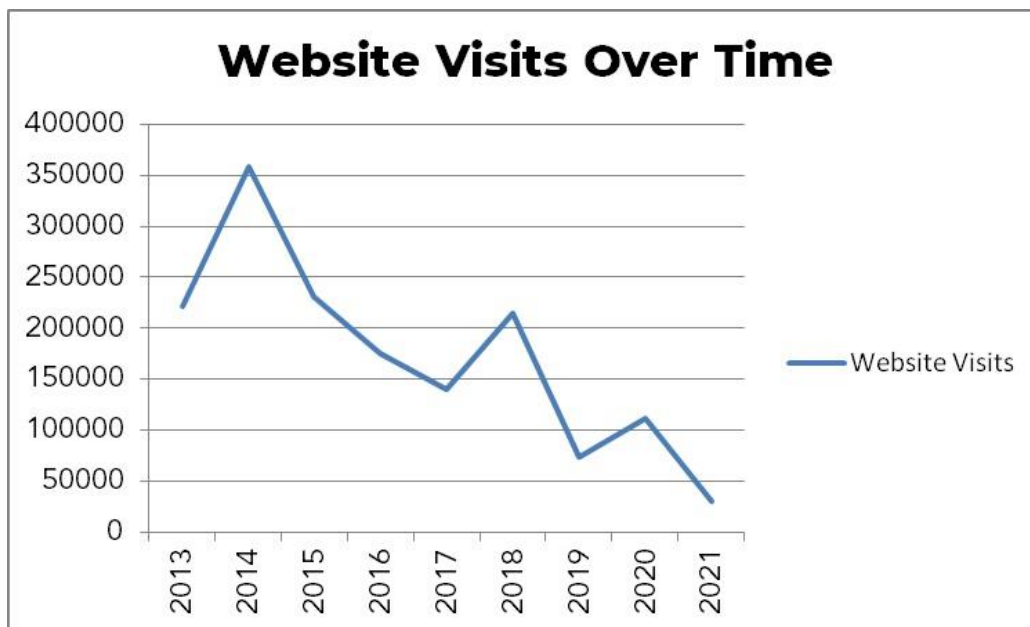
For a modern museum of any size, an effective website is an important tool to help increase awareness of the facility, market to attract visitors and provide online programs for users.

Studies indicate that tourists visiting museums is a popular activity for visitors to any community so it is vital that the GSM website clearly communicate what our museums have to offer through compelling images and graphics and engaging content.

Advances in technology have made museums more accessible than ever. For those who might struggle to attend an institution in person, museums are increasingly sharing their collection online. Virtual reality, digital guides, downloads, apps and digital trails are all becoming increasingly available and popular.

The GSM website contains a vast amount of detailed information, from previews of collections and exhibits, to visitor guides, event calendars, and research documentation. With the use of digital collections and exhibitions, visiting a museum can be done from home making it more accessible to more visitors.

The current CGS Museums website is outdated and requires a complete renewal to meet current regulations for accessibility and to encourage increased visitation. Over the past several years, user visits have declined as the site has aged and perhaps been seen as less functional.



During 2023, staff will work to develop a new, stand-alone website which will deliver increased value to users and meet all accessibility requirements. In the interim, the CGS IT Division will work with museum staff on the creation of a temporary website housed on the CGS website. It will contain only the core information and will be replaced by the new stand-alone website once it has been completed.

The investment required to build and maintain the new website is contained within the request for a modest increase in the GSM operational budget in the recommended business case.

3 Staff Resources

3.1 Current Staff Resourcing Model

As indicated previously, CGS museums have one full time Curator position that operates the museum sites. Multiple students are hired during the summer months to assist with program delivery at the museum sites and their work is overseen by the Curator. Recently it has been difficult to attract students for these positions.

3.2 Summary of Current Duties of the Curator

Since amalgamation, the one full time Curator position has taken on the duties for all museum operations with non-dedicated managerial support provided by the GSPL staff. The Curator has led Administrative, Planning and Organizational efforts required to operate the museums, while also coordinating Customer and Volunteer Services, and maintaining partnerships. The position is also responsible for exhibition and programming development, asset management for the heritage structures, sites and artifact collection, marketing and website maintenance.

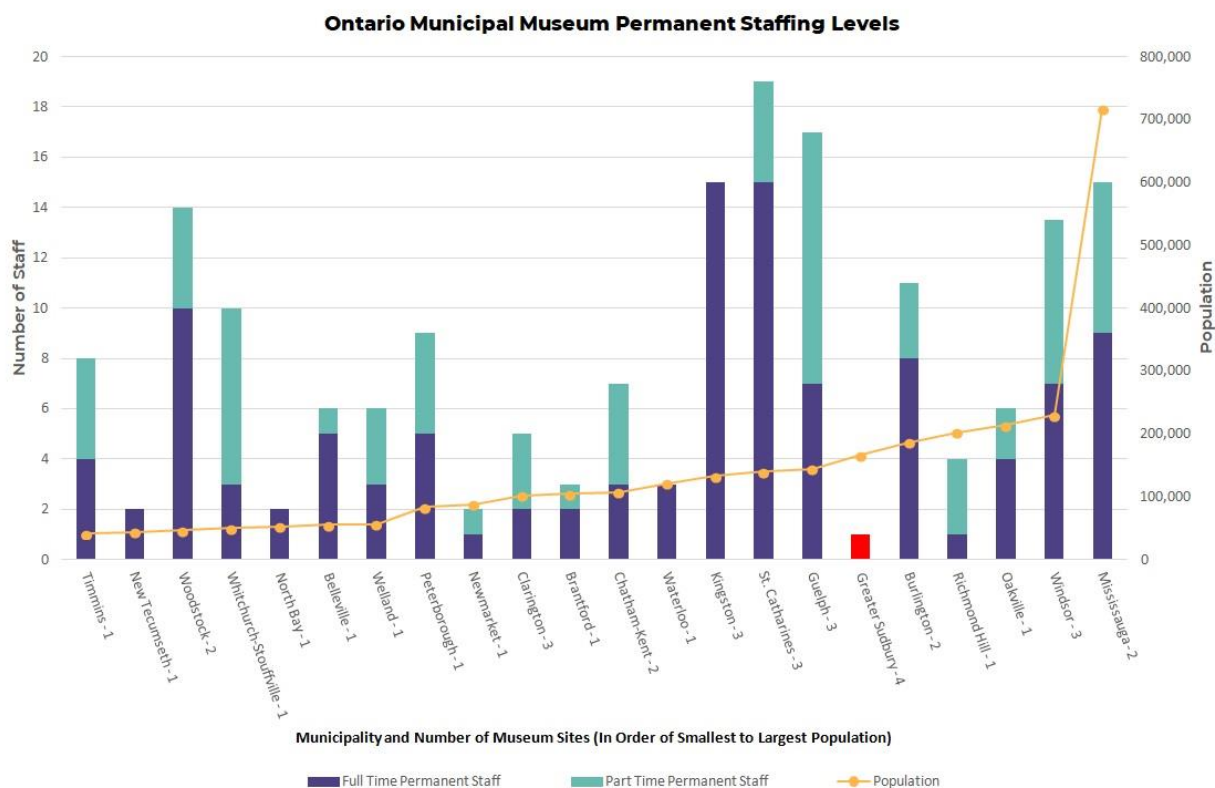
Most of the incumbent's time has been dedicated to Administrative/Planning and Organizational duties. It is estimated that 5% of her time is dedicated to tasks of collections, programming and exhibition development that specifically require curatorial expertise. This results in a mismatch between staff resources and service level expectations. These duties have been summarized in greater detail in Section 11.2

3.3 Comparisons with Other Ontario Municipality Community Museums

Museum staff conducted a survey to gain an understanding of the number of human resources that are provided by community museums in Ontario. The data gathered indicates that Greater Sudbury is an outlier when compared to other municipalities.

The average level of human resources commitment for municipal community museums in Ontario with a population over 40,000 was 5 full-time Permanent staff and 3 part-time Permanent staff. The average for communities with 2 or more municipally operated museums sites is 8 full-time permanent staff and 4.5 part-time permanent staff. As previously indicated, Greater Sudbury Museums have one full-time permanent position, approximately 0.2 FTE managerial commitment and 3,220 part-time hours which are generally used to employ summer students or to leverage government funding for temporary contract staff.

It is recommended that permanent staffing levels be brought more closely in line with other Ontario municipally operated museums.



3.4 Recommendation for Staff Resourcing

It is recommended that in addition to the Curator position, an Assistant Curator be added to the complement of museum human resources. This position would be filled with a candidate that has expertise in the field and can provide assistance to the Curator in duties related to exhibition development, collection management, program delivery and customer service.

It is also recommended that a Non-Union Coordinator position be added to the staff complement. This position would be responsible for the overall management of GSM operations with a focus on Facility Maintenance, Staff Supervision, Volunteer Management, Event Coordination and Marketing.

With the creation of the Assistant Curator and Coordinator positions, the number of summer students is recommended to be decreased from the average number of 7 students to 3 students each year. The students would continue to assist Museum Services with the delivery of programming to the community in the summer months and would focus on programs and events with demonstrated public demand.

3.5 Benefits of Additional Resources

Increased year-round staffing will stabilize GSM's operations and bring a number of important benefits, including:

- Adequate coverage for scheduled holidays and incidental sick time
- Additional time to focus on collection conservation, exhibition and program development
- Improved and modernized exhibits offering engaging hands-on experience and improved accessibility

- Increase of services offered to the community on a year-round basis
- Ability to take part in strategic planning for the section

4 Budget for Museum Services

4.1 Current Budget for Museum Services

The current operational budget for Museums Services includes the wages and benefits for one permanent full-time employee and 3,220 part-time student hours. It also includes a modest budget for operating expenses including advertising, displays, building repairs and ground maintenance, property taxes, energy costs, and minor capital projects and annual transfer grants.

| | | |
|-------------------------------|------------|-----------------------|
| Revenues | | |
| Provincial Grants & Subsidies | (\$16,908) | See section 4.2 below |
| User Fess | (\$3,700) | |
| Expenses | | |
| Salaries & Benefits | \$183,268 | |
| Materials – Operating Costs | \$59,268 | |
| Energy Costs | \$20,463 | |
| Grants – Transfer Payments | \$112,500 | See section 4.3 below |
| Total Expenses | \$375,759 | |
| Net Budget | \$355,151 | |

4.2 Grants that Supplement Budget

The Community Museum Operating Grant is an annual, statutory grant program administered under Regulation 877 of the Ontario Heritage Act. Its objectives are to augment and encourage local support for eligible community museums and raise the level of professionalism in the Ontario Museum sector. In order to be successful in receiving this grant, museum staff are required to apply and illustrate how they are and/or working towards meeting the Community Standards for Museums.

4.3 Transfer Grants included in Museums Budget

The Museums Section Operating Budget includes two amounts which do not directly benefit the GSM operations. The following amounts are for grants to outside organizations:

- \$110,000 annual grant to the Northern Ontario Railway Museum and Heritage Centre
- \$2,500 annual grant to the Anderson Farm Museum Historical Society

Factoring in these amounts, the Net Budget for municipal museums is approximately \$243,000.

4.4 Recommended Budget Increase

To address the mismatch of resources and service levels, staff recommend that two additional full-time positions are added so that Museum Services will operate with the following three full-time positions:

- A new Non-Union Coordinator who will take the lead in administration, supervising summer students, community partnerships, funding applications and liaison with City support services such as facilities maintenance.
- The current Curator position who will focus on public programming, exhibition development and artifact conservation.
- A new permanent Assistant Curator who will assist the Curator and make progress on recording and assessing the collection to ensure it is appropriately sized and focused for this community and Museum's mandate.

A decrease in summer student hours from 3,220 hours to 1,680 hours is also proposed. This will allow for three summer student positions a year to assist with artifact curation and program delivery. Additional students may also be secured through Provincial and Federal programs.

This change will address the shortfall of permanent skilled resources to meet community expectations, industry standards and perceived service levels.

The addition of a full-time Coordinator position and an Assistant Curator position will have a financial impact of \$198,806 in wages and benefits, however the reduction of seasonal students will decrease the budget requirement by \$30,227. Therefore, the total net financial impact of hiring two new skilled full-time employees is \$168,579.

The change in the operating budget to address increased maintenance costs and provide financial support for the new costs of required external storage and website maintenance is \$25,000.

The total required increase to the budget for these recommendations is \$193,579.

4.5 Benefits to the Community with Increased Museum Funding

Additional resources will strengthen the ability of the Museums to offer engaging and relevant local history programs to a larger segment of the public on a year-round basis. Additional staff time will allow for the development of a volunteer program, which will further increase the Museums' capacity to engage with the public in meaningful ways. This is particularly important to support the special events undertaken at Anderson Farm, Copper Cliff and the Flour Mill Museums. These events attract most visitors each year but also take staff time away from the care and maintenance of the museums. A significant amount of time is required to liaise with and coordinate these large community events. Additional staff will allow both priorities to be addressed.

5 Governance and Structure

As previously described, there is a need for the City of Greater Sudbury to better define the service levels for Museum Services and to match these with an adequate level of resources. It is the role of City Council to determine service levels and allocate resources. This provides a clear, Council-supported vision for museums and the role they will play within the community. Establishing an Advisory Panel will better connect GSM with the community and bring an outside perspective to assist Museum Services staff.

5.1 Current Governance and Structure

Greater Sudbury Library Public Library (GSPL) has managed Museum Services for the past several years which included representing GSM through the GSPL Advisory Board. In 2019 the CGS Auditor General's governance review of the GSPL recommended that, following the next

municipal election, the CGS recruit and appoint members to a Museums Advisory Panel to meet the requirements of the Ontario Heritage Act and the recommended governance standards for Community Museums in Ontario.

5.2 Council's Role in Community Museums

As with all municipal services, City Council is the governing board for the museums. They are ultimately responsible for museum operations and determine how the service will be maintained and delivered. Council provides direction and authority to staff to operate Museum Services.

5.3 Ontario Community Museums Standards

Recommended standards for Ontario Community Museums have been developed. These include a recommended that museums be governed by a publicly accountable body and have established written documents which include descriptions of the authority for the museum and the museum's mission statement. The standards also suggest that community museums have short and long-term plans that are approved by the governing body which contain goals and objectives relevant to the museum's statement of purpose. The Governance Standard for community museums in Ontario may be viewed in Section 11.3.

5.4 Museum Advisory Panel Development – Terms of Reference

In-line with both the General Auditor's 2019 governance recommendation, and the Ontario Community Museum Standards, staff are recommending that Council approve the creation of a new Museums Advisory Panel for the coming term.

The nine-member Advisory Panel will provide advice and contribute to the creation of short and long-term plans which are approved by City Council with goals and objectives relevant to the purpose of the museum consistent with the vision of the City of Greater Sudbury

The Draft Terms of Reference for a Greater Sudbury Museums Advisory Panel are below in Section 11.6.

5.5 Partnerships with City Departments

The City of Greater Sudbury has many departments within the corporation that have expertise that can support Museums Services future growth and success. Staff recommend that these City resources be utilized for the future strategic planning and continued support for Museum Services day-to-day activities.

Economic Development and Tourism

Economic Development has created Greater Sudbury Cultural Plan 2015-2020. Museum Services should continue to be engaged with any updates to this plan.

Museum Services spends the majority of their advertising budget each year to be part of the Tourism Partnership Program. It is recommended that GSM work closely with the Tourism Department to develop a Museums Marketing Plan to promote the services and programs GSM offers to the public and also to attract more tourism to the City.

Leisure Services

Leisure Services maintains the grounds and landscaping at many of the museum sites. In the past, GSM has worked with Leisure Services to provide group tours for various summer camps offered by the Playgrounds and have also done occasional programming for children at the Walden Youth Centre. There is future potential for these departments to work together to develop a Museums Summer Camp program for youth in the summer months. There is also

room for improvement in the maintenance of the museums grounds to create more attractive and inviting museum sites.

Archives

The City's archives serve the entire population of Greater Sudbury by preserving and providing access to records that include both municipal government records and private records of organizations, businesses or individuals that have made a significant contribution of the development of the City of Greater Sudbury. The City's archives support the museums by offering their collection for research and development of exhibits and programming to Museum Services.

Communications and Citizen Services

The Communications Department currently offers assistance in writing and promoting Public Service Announcements for Museum Services. There is a potential to increase the promotion of museum events and programming through 311 Citizen Call Centre

Greater Sudbury Public Library

Greater Sudbury Libraries and Museums Services have worked closely on joint programming ventures. They also work together on the care of the photographic collections and shared maintenance of the digital collections database. They have a shared responsibility for research requests from the members of the public

Capital Projects – Assets and Fleet

Capital Projects has provided coordination of major capital repairs to the museums building assets. They could further support Museum Services by assisting in the development of a Building Maintenance and Capital Project Plan. This can be achieved by working with museum staff and outside experts to identify appropriate methods and materials for the repair of heritage structures.

Corporate Services - Security

Corporate Services provides security services to the museums by coordinating Crime Prevention through Environmental Design (CPTED) reviews for the sites that help determine ways to create a safe and secure environment. They also work with museums to implement security tools on the sites to mitigate vandalism to the museum buildings and sites.

Engineering Services

Engineering Services has provided Project Management for the Flour Mill Relocation Capital Project. There is also potential for Engineering to assist Museum Services with 3-D scanning of the heritage structures and aerial photographs.

6 Public Engagement

6.1 Strategy for Public Engagement for this Plan

In the development phase of the plan, staff contacted the community groups that regularly partner with GSM and rely on museum staff to help host events and provide facilities for their success. To obtain a deeper understanding of the services the GSM offers these community groups and how it might improve to continue to support their needs, twelve community and

volunteer organizations were asked for their input on what GSM is currently doing to support their success and what other initiatives could GSM undertake to help them achieve future success.

6.2 Summary of Responses from Stakeholder Engagement

Anderson Farm Museum Heritage Society (AFMHS)

AFMHS was formed in 2007 to develop action plans to ensure that Anderson Farm is preserved and protected with plans for future growth. GSM has worked with AFMHS on identifying strategic priorities and would like to continue this practice. AFMHS hosts three annual free public events at Anderson Farm which attract thousands of visitors and they have also partnered with the GSM, Business, Corporate and Community Sponsors to complete small capital projects to enhance the Anderson Farm Museum.

In order for continued success at Anderson Farm Museum, AFMHS recommend the following:

- Additional staff at the GSM be hired including a full time Curatorial Assistant and full time Maintenance employee
- Professional Cleaners that are trained in cleaning artifacts be hired to care for Greater Sudbury Museum assets
- GSM partner with Heritage Society to deliver additional summer programming for children at the Anderson Farm Museum
- AFMHS have a member that participates as a member on the Advisory Panel
- AFMHS work with GSM staff to continue developing 5 year Strategic Plan for Anderson Farm

Azilda Community Action Network (CAN)

Representatives of the Azilda CAN shared their thoughts about the GSM. They find that the museum located in the Azilda library is limited. They feel that museums should be an attraction for tourists that tell the diverse history of Sudbury and there should be additional effort to achieve this. They also feel that in addition to Dynamic Earth, GSM should focus on the history of mining in Greater Sudbury.

Copper Cliff Community Action Network (CAN)

The Copper Cliff CAN holds the annual Christmas tree lighting event at Copper Cliff Museum which is a favorite with the local community. They feel that more programming could be provided to the community in collaboration with the Greater Sudbury Public Library located across the street. They also feel that the museums have been underfunded which has led to improper maintenance of the heritage building.

Café Heritage de Rayside Balfour

Café Heritage organizes and runs festivals to celebrate the heritage of Greater Sudbury. In the past GSM has helped contribute to the success of their events by providing students to help manage their historical displays and also help set up and tear down the event sites. Gary J. Michalak, Executive Director of Café Heritage made several comments regarding the future success of GSM and Café Heritage include:

- Creating an awareness for the importance and value for heritage by working closely with Council to demonstrate the significance for preservation, promotion and animation of heritage services to the community

- A revised administrative plan that would include the creation of an Advisory Panel and committees that were in place prior to amalgamation
- Inclusion of the outlying areas of Greater Sudbury that play a significant role in the development of heritage programs and services
- Prepare a detailed inventory of the artifacts that were donated to the City
- The creation of a mobile museum collection that could be used at their annual festivals
- Continued development of the on-line Rayside Balfour Museum

Walden Community Garden

The Walden Community Garden organization maintains a community garden at Anderson Farm that is used to teach the public/students about agriculture. To continue providing this volunteer program to the public they would like to work in partnership with the City to have access to the buildings for a teaching space and washroom facilities, construct an ecological water/irrigation system for the garden to thrive and ensure that the garden is AODA compliant for all public to enjoy.

6.3 Next Steps for Public Engagement

Based on the direction of Council, staff will finalize the Revitalization Plan document and post on Over to You Website for review and comments. Staff will consolidate all comments and share with Council in time for the review of a final business case as part of the 2023 budget process.

6.4 Importance of Volunteers and Partnerships

Greater Sudbury has many active volunteer-based community groups that have an interest in preserving local history. These community groups host a variety of events across the city that benefit the community and help attract visitors to the museum sites.

A significant amount of time is spent liaising with community groups who run events at or pertaining to the Greater Sudbury Museums, and whose activities enhance Museum services.

Whenever staffing levels permit GSM have provided support for the large community events run by the following volunteer-based groups:

- Anderson Farm Museum Heritage Society (Rock the Farm, Fall Fair, Anderson Farm Museum Christmas Tree Lighting);
- Copper Cliff Community Action Network (Copper Cliff Christmas Tree Lighting);
- Rayside-Balfour Café Heritage (Rayside-Balfour Heritage Days).

The Museums provide support to the following volunteer-based groups, who in turn provide valuable services to the community:

- Walden Seniors and Pensioners Woodworkers (low-cost woodworking and repair services);
- Sudbury Spinners and Weavers Guild (free programs for members of the public);
- Walden Community Garden (significant donations of fresh produce to the Walden Food Bank)

In a normal year, the Anderson Farm Museum hosts the following additional large event organized and operated by another City department in which Museums staff provides general support and a booth with activities:

- Children's District Water Festival (EarthCare)

Devoted volunteers with many years of knowledge and experience in their areas of expertise provide demonstrations to members of the public at city museums, greatly enhancing the available programming. These include:

- Sudbury and District Spinners and Weavers crafts demonstrations
- Tours of the Farmhouse, Milk-house and Creighton Log Cabin by community seniors

In the past, AFMHS worked with GSM and community partners and Corporate Sponsors to complete 3 projects to enhance the uses at Anderson Farm:

2012 – A custom built kitchen was installed in the Stable for the use of GSM, AFMHS for meetings and annual events and the public who rent the space.

2013 – A 12'x23' deck was constructed along the south side of the stable and two 16'x16' decks/outdoor stages were constructed.

2013/2014 – The purchase and cladding of a metal shed was added to the Anderson Farm site to provide on-site storage for equipment for AFMHS and Walden Seniors Woodworkers. There was also a 4'x8' sign with a map of the site.

It is recommended that the Advisory Panel and museum staff develop a strategy to expand the number of volunteers and community partners. This may include a program to attract volunteers and partners with defined task descriptions and training opportunities that would benefit all parties.

6.5 Community Values Museums, Culture and Heritage

"The Greater Sudbury Cultural Plan (2015-2020) found that 87% of Greater Sudbury residents agree that the City of Greater Sudbury should support local arts, culture and heritage organizations"

In 2020 when Council was reviewing options for budget reductions in response to Covid-19, and was looking at removing funding for Museum Services, citizens submitted numerous letters in objection to closing the community museums. The common theme of the public response was that culture and heritage is important to the community and removing this service would be devastating for the community.

Continued community engagement will be a key asset for future strategic planning of Museum Services.

7 Vision and Strategy

Museum Services are committed to conserving and promoting the heritage and history of Greater Sudbury as a means of enhancing cultural awareness for its residents and visitors through opportunities for education, interpretation and participation in activities and programs.

Museum operations will be strengthened through the appointment of an active Museums Advisory Panel and an increase in staff resourcing.

The development of a strategic plan is vital in setting the direction of the museums by bringing Council, the Museums Advisory Panel, Museum staff and the community together with a shared vision for the future.

While the final determination of the Museum's vision and strategy are being developed, a survey of other community museums strategic plan's themes and goals have been reviewed and may provide insight into the strategic direction Greater Sudbury Museums may want to go. Staff have adapted the following statements from these plans as a potential starting point for the development of a future strategy:

The Museum will encourage community engagement and participation through the delivery and promotion of educational and cultural programming, activities and events as well as by fostering active volunteerism and partnerships;

The museum will be valued and supported as a vital asset in the community, through community partnerships and collaboration and a committed volunteer base. They will offer quality programs for residents of all ages as well as attract visitors by promoting itself as a destination site;

The museum will be innovative, generate excitement, and take advantage of new technologies and social media. They will foster participation and interest in the community's heritage and history and contribute to the overall cultural vitality of the residents of Greater Sudbury;

The museums exhibits will be innovative, critical, well researched exhibitions with connected programming that includes a broader representative of the vast culture and history of Greater Sudbury including the diverse cultures of the Indigenous and Francophone peoples;

The plan will consider options in addressing space, program and operational needs by determining the best use of current physical space and retrofit potentials, exploring mutually beneficial community partnerships, joint initiatives and considering new ways of delivering programs and services through the use of technology;

The plan will investigate ways to strengthen the organizational, human resource and financial capacity of the Museum through increased resources for staffing, new funding opportunities, greater outreach to students, and by increasing volunteerism, donations, fundraising and community support. Organizational capacity will be strengthened through formal orientation, training and a clear understanding of the role of the Museum Advisory Panel;

The plan will identify ways to modernize, engage and increase interest, participation and support of residents, visitors and local organizations through branding and marketing

along with the use of new web-based technologies and social media to heighten awareness of the Museum's unique identity, ensuring a more visible, relevant role in the community.

Greater insight into perceptions around of the role of the museums, current environment, and circumstances, both internal and external need to be examined as part of the process of creating a strategic plan. This environmental scan should involve the Advisory Panel members, museum staff, volunteers and a cross section of individuals, community organizations and municipal staff in the areas of heritage, recreation, communications, education and tourism.

This engagement will assist the Advisory Panel and Museum Staff in developing a Vision for the future, a revitalized Mission Statement and the development of goals, objectives and program concepts to meet the need of the community.

Once the strategic plan is completed, master planning can take place to find the right balance of programs, operations, facilities, and funding. This stage will focus on exhibit and program plans, collections, educational program, service levels, space and site requirements and capital budget allocations.

8 Care and Management of Museum Assets – Sites and Facilities

8.1 Overview of Sites and Facilities

The four GSM sites are in heritage structures that have significant maintenance and asset renewal requirements. Some GSM artifacts are housed in facilities that are inadequate for the long-term preservation of the items. being stored in substandard facilities, a storage building in Lively, onsite at Anderson Farm Museum, Copper Cliff Museum and Rayside Balfour Museum and in the garage at Main Sudbury Public Library Branch on MacKenzie St.

CGS has been investing into the maintenance of the heritage structures and museum facilities to ensure the safe use of the buildings with the intent to preserve the heritage structures. In the last 10 years, the CGS has invested approximately \$2 million towards facility capital renewal, including the budget for the Flour Mill Museum relocation project.

CGS continues to invest in the maintenance of the museum facilities. There are multiple projects that are scheduled to be completed in 2022 at Anderson Farm including a new concrete floor in the granary building, stair replacement in the log cabin, exterior fire escape stairs at the milkhouse/barn and interior stair replacement from the ground floor to the upper level of the barn.

An additional investment of \$467,000 is included in the 2023 capital budget prioritization list to reinforce the barn loft floor and the adjoining milkhouse, as well as the upstairs floor in the stable building.

City Staff are currently working towards identifying any maintenance, accessibility, security, and health and safety issues at all the sites. The sites would also benefit by being more welcoming to visitors with the addition of wayfinding signage, additional seating and increased beautification to the sites.

8.2 Building Assessments 5/10 year Capital Needs for Maintenance

The CGS Facilities Section retained Accent Building Sciences to perform a Building Condition Assessment for the GSM heritage buildings and other facilities

These reports are based on the condition of the building, identifying the physical adequacy of construction, material, and equipment, and outlining the life cycle of all building components. It is a planning tool intended to facilitate the provision of adequate funds and required to address routine capital replacements.

Their report is based on visual inspections of the building envelope, exterior site elements, interior building components, mechanical systems, electrical systems, drainage, and other services.

As detailed in the table below, the estimated capital maintenance requirement for all sites and facilities over the next five years is approximately \$2.5 million. While relatively accurate, this figure may change as priorities are set and detailed projects developed for Council's consideration.

| Location | 5 Year Capital Maintenance | 10 Year Capital Maintenance |
|--|----------------------------|-----------------------------|
| Anderson Farm – Barn, Milkhouse and Office | \$1,169,610 | \$469,328 |
| Anderson Farm – Farm House | \$450,634 | \$262,762 |
| Anderson Farm – Log Cabin | \$196,901 | \$536,121 |
| Anderson Farm – Shed, Site | \$159,594 | \$306,322 |
| Anderson Farm – Stable | \$277,664 | \$187,957 |
| Anderson Farm – Wood Shop | \$65,486 | \$218,071 |
| Copper Cliff Museum | \$66,336 | \$103,931 |
| Flour Mill – Clapboard Heritage House | \$114,517 | \$126,287 |
| Flour Mill – Log Cabin | \$1,200 | \$91,200 |

8.3 Special Considerations in Maintaining Heritage Buildings

In order to preserve heritage characteristics and, in some cases, maintain heritage designations, heritage structures should not be maintained the same way modern buildings are maintained. Each heritage building has distinct needs that must be researched and carefully documented. It is important, therefore, to have a detailed multiyear plan for maintenance activities and repairs for each of the Museums' heritage buildings.

Repairs to heritage buildings can be very costly. Regular inspection for damage or deterioration and quick attention to new issues can obviate the need for expensive conservation projects. Frequent, careful maintenance will also help decrease the number of large repairs required.

When repairs to the original elements of a heritage building are required, the following must be taken into account:

- Restoration and repairs based on historical documentation of the building and consistent with the original character of the building.
 - Interventions should be as minimal as possible.
 - Wherever possible, repairs should be done with like materials and methods.
 - Wherever appropriate, repairs should be reversible.
 - Replacement of original features and/or materials should be done only as a last resort. It should be done only after original materials have been thoroughly documented and only after an expert in heritage building conservation confirms there is no viable alternative.
- An expert in heritage building conservation should be consulted to determine the best materials and methods for the job at hand.
 - If repairs are considerable and will require drawn plans, architects who are members of the Canadian Association of Heritage Professionals should be used.

8.4 Accessibility for Ontarians with Disabilities Act (AODA)

Elements of the Accessibility for Ontarians with Disabilities Act pertains to the GSM sites and buildings. The Museums' heritage buildings that are municipally listed are exempt from portions of the requirements under AODA that "would erode the heritage attributes, as defined under the Ontario Heritage Act, of a property".

Many of the Museums' resources and physical spaces require alterations to adhere to AODA requirements and recommendations specific to museums. Fortunately, there are solutions to many of the Museums' accessibility issues that would not erode the heritage attributes of museum buildings.

It is recommended that an accessibility assessment of the GSM buildings and grounds should be performed, and appropriate controls implemented to meet AODA standards.

9 Care and Management of Museum Assets - Artifact Conservation and Storage

9.1 Overview of Current Storage Facilities and Artifact Collection Challenges

CGS currently has an estimate of over 10,000 artifacts in their collection that reflect the local community's population and industry. There are an additional estimated 12,500 photographs, and an unknown number of inventoried slides and negatives that form a part of the Greater Sudbury Heritage Image collections, jointly managed by CGS Museums and GSPL.

These collections are stored in multiple sites across the City. Many of these storage spaces are substandard for artifact storage and may cause a threat to the collection. Threats to the collections include damage from pests, water infiltration, mold, uncontrolled climate (RH and temperature), security and damage from human interaction. Damaged artifacts can result in significant costs for conservation and restoration.

There has been no formal strategic planning around the storage of the collection and instead, storage locations have been addressed by responding to the immediate need of space at the time without detailed consideration of industry requirements and best practices.

Artifacts have been collected for many years without a clear intent of their significance to the CGS collection. Museum Staff have been dedicating time to catalogue the collections however more time and resources are needed to complete this task. A freeze on acquisitions was implemented in 2021 and will remain in place until a collection strategy is in place

It is recommended in the short term, that additional staff resource be utilized to continue the process of cataloguing and documenting all objects in the collection to obtain accurate and up-to-date records. This will assist in determining what artifacts are in the collection that may be used in selecting themes for future exhibitions and programming.

In the longer term, a Collections Development Plan to help guide future collecting and deaccessioning efforts should be developed. Plans and policies regarding the collections can be determined by the Advisory Panel, museum staff and through public consultation.

In regard to the challenge of inadequate storage facilities, GSM should make continued efforts to identify alternative storage locations with increased security, climate control and accessibility to safely store the collection until a long term storage solution is developed.

9.2 Standards for Conservation

According to accepted provincial, national and international museum standards every artifact in the collection must have:

- **Legal documentation**
 - Deed of Gift: legally passing ownership of the artifact from the donor to the City of Greater Sudbury Museums;
 - Copyright: An artifact under copyright cannot be displayed without permission. It must be determined for each artifact whether or not the GSM has the right to display it under the Canadian Copyright Act. If not, permission to display the artifact must be sought from the copyright holder.
 - Municipal Freedom of Information and Privacy Protection Act: A photograph of a person is protected under MFIPPA. For each photograph in the GSM collections it must be determined whether or not MFIPPA applies. For photographs where MFIPPA applies, permission to display photographs of individuals must be sought.
- **A unique identifying number**: Each artifact must also be labeled with that unique identifying number. This is crucial for ensuring that the information about an artifact can always be associated with that artifact.
- **A completed catalogue record form**: A catalogue record form describes the artifact in detail and collates such important information as where an artifact was made, what it was used for, what is its significance but also information crucial to other processes such as whether or not we have permission to display the artifact under the Canadian Copyright Act and how large the artifact is.
- **A condition report**: Each artifact needs a detailed description of its condition at the time it is donated to the museum. Condition reports must periodically updated to see whether and how artifacts may be deteriorating in order catch problems before they become serious. Condition reports must also be taken any time an artifact is moved a significant distance, as this is a high risk activity and damage is more likely to result.

- **Photographs:** Photographs assist staff in identifying artifacts and also make it possible to share the GSM collection of artifacts online. Photographs are a key component of tracking the condition of artifacts over time.

It is estimated that 5% of the artifacts in the GSM collections have all required documentation and approximately 50% of the artifacts have some of the documentation they require. GSM staff do not have an estimate for the time it would take to rectify all issues with the documentation of all artifacts, as this would require a full inventory of all artifact storage spaces to have been completed. Some artifacts are very straightforward, whereas others have many parts or complex needs for storage and handling which must be taken into account. As a result, the estimated average amount of time to process one artifact is 105 minutes (1 hour and 45 minutes).

CGS Museums staff surveyed municipal museums to determine what proportion of their collections were fully documented. In this case, a fully documented artifact was defined as having a completed catalogue record form, a signed deed of gift, and at least one photograph.

Of the 21 municipalities who responded:

- 3 had less than 25% fully documented
- 5 between 25-50% fully documented
- 3 had between 50-75% fully documented
- 10 had between 75-100% fully documented

During the survey process, Museum staff received many comments from municipal museum staff across Ontario. Two comments were made with high frequency:

- Much more time goes into cataloguing than most people understand; and
- Generally, not enough resources are allocated to properly document museum collections

9.3 Storage Facility Requirements to Preserve Artifact Collection

To meet industry standards for caring for the collection, Museum Services should have one or more exclusive spaces for the storage of the collection. These areas should be large enough to store existing artifacts without crowding, have appropriate environmental and access controls, and be equipped with proper shelving and operating areas.

Staff have determined that a minimum of 5,250 ft² of storage space with appropriate environmental conditions is required to accommodate artifacts that are currently in overcrowded storage spaces that may have conditions not suitable for this type of storage. A complete list of requirements for artifact storage areas may be viewed in Section 11.4.

Roughly 1,500 ft² of additional space is required for essential collections management/care support functions.

A space for collections management and care support should include:

- General workspace for Collections Manager;
- A room for quarantine of recently arrived donations;
- A space to photograph artifacts;

- Workspaces for use of and storage for tools, equipment and materials; and
- A lab safety zone including appropriate furniture for chemical storage, a fume hood, an eyewash station and a safety shower.

An estimate was completed in 2022 for the cost of constructing a 6500 square foot storage facility. It was determined that the cost of construction of a new build would be in the range of approximately \$1,625,000 to \$2,112,500.

The City is currently renting 2000 square feet of external storage space to store a portion of the collection. This space has proper environmental conditions however, there are some concerns about the security of the collection. The cost of the storage facility rental is \$20,000 per year and is currently required until a long-term strategy can be identified.

GSM artifact storage spaces were assessed using Re-Org, a system for museum artifact storage evaluation, planning and reorganization developed by the International Centre for the Study of the Preservation and Restoration of Cultural Property. Its use is endorsed by the Canadian Conservation Institute (CCI), an agency of the federal department of Canadian Heritage. You will find a summary of GSM artifact storage deficits as determined through a Re-Org based assessment, attached as Appendix B.

10 Conclusion

The City of Greater Museums have the potential to provide an effective level of services that provides significant community value despite their current challenges. In the short term, an increased investment of human resources and the appointment of a Museums Advisory Panel would enable the museums to develop a renewed vision with clear goals, objectives and program concepts to meet the needs of the community. A continued commitment for investments in the maintenance of our sites and facilities will ensure staff and public safety and the vitality of our heritage structures.

11 Additional Support Documentation

11.1 Details of Services Offered to Community Anderson Farm

Pre-COVID-19 Hours:

- September-April: Monday-Friday, 10:00AM-4:00PM - open for individual or small group tours by appointment only;
- May-June: Monday-Friday, 10:00AM-4:00PM - open by appointment for school and larger group tours;
- July-August, Monday-Sunday, 10:00AM-4:00PM - open for walk-in tours
- Grounds are open year round Monday-Sunday, 6:00AM-11:00PM (as per Parks by-law)

Services Available in typical year Pre-Covid:

- Guided museum tours for individuals or small groups of permanent exhibitions in the Farmhouse and Log Cabin (weather determines if unheated Barn/Milkhouse are included) provided on a by-appointment basis during the off season;

- School visits (tailored by group size, student needs and grade level) offered May and June while extra staff available (7 summer student Museum Tour Guides). Visits can include: tours of permanent exhibitions in Farmhouse, Barn/Milkhouse; spinning/weaving demonstrations (in partnership with Sudbury and District Spinners and Weavers); weaving craft; old-fashioned games; Maple the Cow workshop (offered in partnership with Northern Ontario Agrifood Education and Marketing); meet baby animals (offered in partnership with Northern Ontario Agrifood Education and Marketing and local farmers).
- Museum Programs:
 - March Break programming (offered in partnership with staff from the Greater Sudbury Public Library – GSPL).
 - 2-3 programs developed to fit with the GSPL March Break programming theme.
 - A minimum of one program is held per month during the off-season. Developed and delivered in partnership with the GSPL. Off-season programs typically feature a heritage craft with a modern twist or a craft using recycled materials (in keeping with both the pioneer ethos of making use of what you have and the modern understanding of the importance of sustainable living);
 - Summer Programs (July-August):
 - Every Wednesday from 10:00AM-2:00PM the Sudbury and District Spinners and Weavers provide hands-on demonstrations to members of the public in the Farmhouse
 - Once a week the Museums run a Story Time program for younger children with a different theme and accompanying craft each week.
 - Once a week the Museums run a program which is part of a larger series for older children/young adults featuring a different heritage craft of craft featuring recycled materials
- Larger Museum Events
 - May be offered in any given year depending on availability of GSPL staff or presence of temporary Curatorial Assistant intern.
 - Can be one-time (planned to coincide with an anniversary or specific event):
 - 2017 Eclipse Viewing Party (learn to make a pinhole camera, view an exhibition about the history of solar eclipses in Greater Sudbury)
 - 2019 Mystery Walk (guided walk at Meatbird Lake and telling of actual 100-year old story of local doctor who died under suspicious circumstances in that vicinity)
 - Or recurring:
 - I.e. 2013-2016 Frightening Friday at the Farm (large outdoor haunted maze based on real local history) – in partnership with volunteers from Lively High, various volunteer members of the public and GSPL staff;
- Anderson Farm Museum Heritage Society Events (planned, organized and operated by AFMHS with support from Museum staff:
 - Rock the Farm: July/August weekly farmer's market with free live concerts by local museums from 4:00-8:00PM. Museum staff help set up and tear down for each event and operate the Museum table with crafts, books for sale, and provide free tours of the Farmhouse.

- Fall Fair: Held in September, this event features well over 100 arts/crafts, hot food and produce vendors, community partners providing demonstrations and free activities for children, and live music over the course of the day. Tours of the Farmhouse, Milkhouse/Lower Barn, and Creighton Log Cabin are provided by staff with the assistance of many community volunteers (trained by Museum staff).
- Christmas Tree Lighting: Held every year in early December, this event features choral performances from local schools, model trains in the Woodshop, cookies and milk with Maple the Cow, hot chocolate, horse-drawn wagon rides and a visit from Santa and Mrs. Claus. Museum staff provide support for this event, and when time allows assemble a small temporary exhibition inside the Stable on a topic relating to Christmas (ie. antique toys).
- Recurring partner events:
 - Walden Winter Carnival: Museum not involved in operation, site is rented to group at no cost;
 - Walden Lions Easter Egg Hunt: Museum not involved in operation, site is rented to group at no cost;
 - Sudbury Children's Water Festival: Organized and operated by EarthCare, this event provides a variety of hands-on activities educating 100s of local school children about topics relating to water and conservation. Museum staff run one of the many activity booths with support from GSPL staff. Use of the site for the event is provided at no cost;
 - Creighton Reunion: Museum staff are on site to provide tours of the Creighton Log Cabin. Rental of Stable and Grounds provided at no cost.
- Stable and Grounds Rentals:
 - Members of the public may book the Stable and/or Grounds for their community events. Non-profit groups may have one rental at no cost per year.
 - Events such as showers and birthday parties are often held in the Stable.
 - Wedding ceremonies, reunions, etc. are often held on the Grounds.

Copper Cliff Museum

Pre-COVID-19 Hours: July, August: Wednesday-Sunday, 10:00AM-4:00PM; September-June: Monday-Friday, by appointment only

Services Available in typical year Pre-Covid:

- During the off-season, guided museum tours for individuals or small groups on a by-appointment basis of Log Cabin permanent exhibitions (weather-dependent – building is not heated, and snow is not cleared throughout the winter).
 - Once yearly in the fall Museum staff provide access to the Log Cabin interior for LU Architecture students to learn about creating drawings based on an actual historic structure.
- July/August: Walk-in guided tours of the museum's permanent exhibition.
- Weekly, during July/August: Museum staff run a Story Time program at the Copper Cliff Library for younger children with a different theme and accompanying craft each week.
- Occasional One-Time Events:
 - Ie. Historical walking tour of Copper Cliff Poké-Stops

- Partner events:
 - Copper Cliff Tree Lighting (organized and operated by Copper Cliff CAN with support from Museum staff). Choral performances, games, hot chocolate, horse-drawn wagon rides and a visit from Santa make up this community event.

Flour Mill Museum

Pre-COVID-19 /Pre-Move Hours: July, August: Wednesday-Sunday, 10:00AM-4:00PM;

September-June: Monday-Friday, by appointment only

Services Available in typical year Pre-Relocation and Pre-Covid:

- During the off-season, guided museum tours for individuals or small groups on a by-appointment basis of Log Cabin permanent exhibitions (weather-dependent – building is not heated, and snow is not cleared throughout the winter).
- July/August: Walk-in guided tours of the museum's permanent exhibition.
- Weekly, during July/August: Museum staff run a Story Time program for younger children with a different theme and accompanying craft each week.
- Larger Museum Events:
 - Every year, during the Blueberry Festival, museum staff host a free community blueberry pancake breakfast for members of the public.

Rayside-Balfour Museum

Pre-COVID-19 Hours: Library Hours, vary by season

Services Available in typical year Pre-Covid:

- Display space within library building with back-of-house storage and workroom areas;
- Space hosted a long-term fully-bilingual temporary exhibition with interactive elements in partnership with the Centre Franco-Ontarien de Folklore.
- Installation is in progress for a temporary exhibition about Whitewater Lake.
- Programs are occasionally held in this space in partnership with GSPL.

11.2 Summarized Duties of Museum Services

- Admin./Planning/Organization:
 - Staff direction, paperwork relating to grants supporting the hiring of summer students, HR paperwork relating to summer students, delivering training for summer student employees;
 - Applying for and fulfilling reporting responsibilities for grants
 - Statistics tracking, collection of public feedback and analysis (visitation, public programming, etc.);
 - Various financial: obtaining and comparing quotes/pricing for required tools/materials/etc., purchasing card reconciliation
- Public/Volunteers:
 - Responding to public inquiries:
 - About site rentals (weddings, and requests for permission to do specific things with the site during larger rental events;

- About the Museums; and
 - About local history and about specific local history/genealogy subjects. Directing members of the public to appropriate resources, connecting them with local history experts as required.
 - Maintaining relationships with various partners and stakeholders:
 - addressing member concerns, providing regular updates, attending meetings; coordinating and providing support for events, connecting members with other City department etc.
 - Volunteer management, including: scheduling and supervising volunteer work, developing training materials for and training volunteers.
- Exhibition:
 - Museum staff typically develop and display at least one small temporary exhibition per year;
 - Exhibition development includes: research and planning; costing of display; writing/editing of text; selection of images/artifacts from the permanent collection; preparation of artifacts for safe display; design of text panels; design/creation of interactive elements; installation of exhibition.
 - Asset Management
 - Buildings/Maintenance/Security:
 - Cleaning of museum buildings as required (except Anderson Farm Museum Stable and Office);
 - Building and site inspection, documenting and reporting issues to supervisors/maintenance/security for resolution as required;
 - Coordinating/providing access to buildings for contractors for repairs/improvements as required;
 - Researching which materials and methods are appropriate for repairs/improvements to Museums' heritage structures, summarizing and communicating this information to supervisors, contractors, etc.
 - Checking site/building after public rentals, documenting and reporting resulting damage.
 - Marketing/Web/Digital:
 - Developing advertising materials for Museum programs and general awareness of Museum services and resources;
 - Sharing digitally or distributing physically, whichever is most appropriate given the intended audience;
 - Developing and sharing local history/museum-related content through social media;
 - Writing copy for the Museums' website;
 - Programming:
 - Fielding requests for school tours and developing an individual plan/schedule for each visit based on grade level, number of children and required accommodations for students with learning challenges/disabilities (in a typical

- year, the end of May and most of June is occupied organizing and delivering school tours);
- Setting annual programming goals in keeping with the Museums' broad programming objectives and developing/delivering programs to support those goals;
- Purchasing materials for programs, preparing materials as required, training summer student employees on how to perform necessary skills to deliver programs.
- Developing and delivering small outreach programs (ie. presentations at Parkside Centre, programs at local library branches, etc.)
- Developing/delivering large outreach displays/programs for large community events to connect with new audiences.
- Training/Professional Development:
 - Receiving internal training
 - Keeping abreast of current best practice in museums through:
 - Periodic review of related published materials;
 - Attending webinars/online training sessions;
 - Attending the annual Ontario Museums Association conference when possible.
 -

11.3 Governance Standard for Community Museums in Ontario

As a community museum, you must be governed according to the standards and be open and accountable

1. A community museum must be:
 - a. governed by a publicly accountable body.
 - b. established by a written document(s) which include(s) descriptions of:
 - authority for the museum
 - museum's mission statement that
 - defines the museum's purpose
 - makes a commitment to the museum's role in the public trust
 - identifies who the museum serves
 - identifies what the museum will collect
 - identifies the impact it will have in its community
 - c. how the museum will dissolve its assets and liabilities should it cease to operate
2. The museum's governing body must:
 - a. be established by a written document which outlines:
 - its composition and structure – including selection of members and terms of office
 - its obligation to ethical behavior and the avoidance of conflict of interest – as a body and as individuals
 - its obligation to meet municipal, provincial and federal legislative requirements that have an impact on its decisions or activities
 - its responsibilities and duties, including:
 - recruiting, supervising and evaluating the museum's curator or director (that is, the museum's chief manager)

- formulating the museum's statement of purpose
- formulating written policy governing operations and defining programs
- securing funding necessary to carry out the museum's programs
- preparing or approving an annual budget and monitoring it to ensure public accountability
- ensuring that the purposes for which the museum exists are being fulfilled
- ensuring that the collection is being cared for under proper conditions
- b. meet regularly and as often as necessary to conduct its business effectively
 - meetings must follow a written agenda and a written record must be kept of all discussions and decisions
- 3. The museum's operation and administration must:
 - a. meet municipal, provincial and federal legislative requirements that have a bearing on its operations and activities
- 4. The museum and its staff must:
 - a. demonstrate a commitment to ethical behavior as an institution and as individuals.
- 5. The museum's operations and activities must be:
 - a. directed by short and long-term written plans (for example, business plan, strategic plan, visioning plan or master plan) that are:
 - b. approved by the governing body contain goals and objectives relevant to the museum's statement of purpose

11.4 Draft Terms of Reference – Greater Sudbury Museums Advisory Panel

Mandate:

To provide advice and contribute to the creation of short and long-term plans which are approved by City Council with goals and objectives relevant to the purpose of the museum consistent with the vision of the City of Greater Sudbury. Provide advice to Museums staff in meeting municipal, provincial and federal policies and procedures pertaining to museum operations and activities.

Role of the Museum Advisory Panel:

As an Advisory Panel, the Greater Sudbury Museums Advisory Panel will provide advice on:

- formulating the museums' statement of purpose
- creating written policy specific to museums operating standards and recommended programs;
- securing funding, assisting with grant applications and soliciting donations;
- fulfilling the mission of the museums;
- ensuring proper care and maintenance of the collections, museums and heritage programs
- developing working relationships with relevant groups

Organization of the Advisory Panel:

The Advisory Panel will be composed of people residing within the City of Greater Sudbury who demonstrate a strong commitment to the terms of reference. A diverse cross section of people

should be chosen in order to bring the Panel relevant technical and professional expertise as well as strong advocacy, communication and organizational skills.

- Nine members comprised of a broad representation of the culture and heritage sector, ideally including representation from:
 - The Francophone community
 - The Indigenous community
 - People that demonstrate interest in local history and culture
 - Private, not-for-profit, education and public sectors
 - Youth Member (18 years-30 years)
 - One Member of Council
- Appointment opportunity will be advertised on the CGS website and through social media
- Advisory Panel members will be appointed by Council through the Nomination Committee process
- Additional members may be appointed throughout the term to fill any vacancy that occurs on the Panel
- The term of the Advisory Board will coincide with the term of Council
- The public members of the Panel shall hold office for a term of four years and may be re-appointed to one more consecutive term. Following this, the member must retire for at least one term to be eligible for re-appointment to the Panel
- One member will be appointed by vote of Advisory Panel at the first meeting of each term to serve as chair for the upcoming term. The Panel will also, at this time, select a vice-chair and secretary for the same duration
- CGS staff shall provide support to the Panel

Meetings:

The Panel will meet on a regular basis and as necessary to conduct its business effectively:

- The Panel will hold a minimum of four (4) meetings a year
- The date and time of the regular meetings will be established at the first meeting of each term
- Meetings will have a formal agenda
- Agendas and information packages, that will include the minutes from the previous meeting, will be sent (via mail or email) to the Panel Members prior to each meeting
- A majority of Council appointed Members will constitute quorum for the transaction of business
- The members may meet occasionally informally to discuss issues as required

Role of the Chair:

The Chair is responsible for ensuring the smooth and effective operation of the Panel and its roles. This will include the responsibility for:

- Calling the meeting to order
- Creating an informal atmosphere to encourage the exchange of ideas such as, using a roundtable format
- Creating an agenda in consultation with the Secretary
- Chairing the meetings
- Acting as the spokesperson when required
- Representing the Panel on other panel/committees when necessary
- The Chair shall conduct meetings in accordance with the City's procedures
- In the absence of the Chair, these responsibilities will be undertaken by the Vice-Chair

Role of the Secretary:

The Secretary is responsible for ensuring a complete up to date record for the Panel:

- In liaison with Chair, arrange date, time and venue for meetings
- In liaison with Chair, set agendas and circulate to members two business days prior to the meeting
- Circulate meeting minutes to the members
- Keep a complete up to date written record of all discussions and decisions
- At the discretion of the Advisory Panel, a City staff person may serve as Secretary

Role of Members:

Membership on the Panel is a position of responsibility and requires strong commitment to the Terms of Reference. Panel members are to:

- Attend all regular scheduled meetings. Members are required to notify the Chair, Secretary or the designated municipal staff liaison if they are unable to attend a meeting
- Review all information supplied to them
- Prepare information for the use in the development of materials for the Panel
- Promote the role of the Panel
- Offer input to the Municipal Staff reports to Council
- Attend training as required to effectively perform their role as a panel member
- Panel members are subject to the Municipal Conflict of Interest Act R.S.O, 1990, c.M50 and must disclose any direct or indirect pecuniary interest. The disclosure must be recorded in the minutes to the meeting

Role of Municipal Staff:

The Panel will provide advice to municipal staff on the operations of the museums. Municipal staff are responsible for reporting to Council for their direction. Municipal staff will also:

- Act in liaison with other municipal departments, be an information resource for the Panel
- Provide orientation of Advisory Panel members at the first meeting after Council appointment
- Provide Council with an annual report at the beginning of the year outlining the Panel's accomplishments in the previous twelve months

11.5 Requirements for Artifact Storage Areas

Recommended storage requirements exist to protect artifacts from agents of deterioration. These threats include mechanical damage (physical forces); fire; water; incorrect relative humidity; incorrect temperature; pests; disassociation; theft and vandalism; light; and pollutants. To see a break-down of these agents and how they affect collections you can visit [Agents of deterioration - Canada.ca](https://agentsofdeterioration-canada.ca) for more information.

Minimum Environmental Parameters for Storage

- Relative Humidity (RH): 45% RH \pm 5%
- Temperature: 20°C \pm 1°C
- Visible Light:
 - Storage: 0 Lux
 - Exhibit: 50 Lux at 7 hours/day, 5 days/week
- UV Light:

- Storage: 0 μ W/lumen
- Exhibit: 0-75 μ W/lumen

A storage space needs to be a stable and monitored environment for artifacts to protect them from deterioration. Large and rapid fluctuations in RH, temperature, and light can create stresses on artifacts which inevitably lead to deterioration and damage.

Minimum Requirements for Storage Materials, Units and Systems

- NO artifacts may be stored on the floor.
- All storage furniture must be raised a minimum of 10 cm (4 inches) off the floor. The lowest shelf should also be 10 cm off the ground.
 - Oversized or very heavy objects that cannot be placed on a storage unit must be stored on a pallet or a dolly with wheels. Under no circumstances should the artifact be placed on the floor
- Objects should not be packed closely together on shelves
- Objects should not come in direct contact with shelves or drawers
- All materials used to house artifacts should be chemically stable and pH neutral (i.e. metal powder-coated shelving; plastic sheeting and housings, etc.)
- There should be at least 10 cm of space between each storage unit and the outer walls. This will help avoid any mold or condensation problems.

General Requirements

The minimum requirements for appropriate artifact storage are as follows:

- In/out logbook should be placed within the storage area;
- Storage area should be a darkened environment where traffic is restricted to protect from pests, pollutants, theft, vandalism and light damage;
 - Artifact storage rooms must be secure and only accessible to Museum staff;
 - Contractors or non-museum staff must be supervised for the duration of their visit;
 - Visiting researchers must be supervised;
- Artifact storage rooms must not contain objects other than artifacts, storage equipment, and conservation tools and equipment;
- Storage rooms should not be located in attics or basements as these areas are at increased risk of flooding and roof leaks. These spaces are harder to environmentally control and therefore not ideal for the long-term preservation and housing of artifacts;
- Both the size of the current collection and future growth of the collection must be considered when selecting an appropriate size for a storage area;
- Storage rooms should be equipped with insulation and vapor barriers. Must be large enough to accommodate storage furniture and permit easy access to artifacts;
- Aisles should be wide enough to accommodate trolleys and other equipment used to move artifacts
- There should be a designated work area within the storage room for object examination and care. This work area should consist of a table that is always clear and only used to examine or care for objects.
 - NOTE: mount making, and other storage preparation should be done in a separate room to reduce clutter
- Artifacts containing/made of hazardous substances must be labelled and stored accordingly.
- All artifacts, enclosures, and shelving units must be labelled so that their locations can be recorded in the database.

- There needs to be a designated quarantine area to prevent pest and mold from entering the artifact storage space. Quarantine is a temporary space for new artifacts that enter the museum or to quarantine artifacts affected by mold or pests until they can be treated. The quarantine space should be a separate room from the general artifact storage. A quarantine area should include:
 - Multiple freezers to quarantine and store artifacts affected by mold or pests until they can be treated by a conservation professional.
 - Storage furniture to store newly acquired artifacts for a period of 2 weeks before they are fully accepted into the museum collection.
 - A table that serves as a workspace to properly examine and care for the artifacts.

Housekeeping Requirements

- Artifact storage areas must be part of an Integrated Pest Management Plan, which includes regular monthly monitoring of sticky traps and good housekeeping practices.
- Regular cleaning of storage area by someone trained
- Cover objects in storage with polyethylene sheets or dust covers
- No food/drink is allowed where artifacts are stored
- Light-colored storage shelves that easily show debris makes housekeeping and pest/pollutant detection easier.

11.6 Recent Trends in Museums

In the past 10 years, there has been continuous discussions about the role of museums and the best practices to remain relevant. The following topics are facets of that drive to remain relevant to the public.

Visitor Participation/Destabilizing Old Models

Many museums operate on an outdated model where people come to the museum to hear about the topics the museums choose with no opportunities for participation or feedback. It has been a model of the expert delivering information to the public in a one-directional flow.

There are many museum professionals advocating for a more equal relationship between museums and the public, and for museums to move away from their traditional role of static broadcaster of unimpeachable knowledge to:

- Open and collaborative institutions
- Holders of space
- Signal boosters for the community
- Recognition of the value of different types of knowledge (ie. stemming from lived experiences)

The push for more participatory models is being driven by the younger museum professionals, and will be considered the standard to meet moving forward.

Interactivity/Hands-on Learning

The integration of hands-on learning and interactive elements in display is one of the older trends that have become the industry gold standard that smaller/less funded institutions have struggled to meet.

An example of successful hands-on learning is Science North. They were an early proponent of hands-on, staff facilitated learning which many other science centres have since tried to replicate.

Interactive doesn't have to mean hands-on, companies are now developing new technologies that allow people to navigate through a digital experience via motion controls tracked by cameras, for example. There are also many ways to develop online experiences with interactive components.

Digitization/Digital Experiences

Museums are recognizing the importance of digitizing their collections. There has been a push from the industry for the government to provide more funding specifically for digitization. Beyond straightforward databases and virtual exhibitions seeking to replicate physical exhibitions, the industry has been pushing for complete digital experiences that take full advantage of the digital medium. More museums are looking to find ways to integrate VR and AR experiences. Younger generations have grown up with technology. This means that for up and coming museum goers, digital offerings will only become more and more crucial. And, virtual museums provide further benefits like an enhanced experience, the ability to share unseen collections, and global accessibility.

Appendix “A” - Results from Key Stakeholder Survey

Anderson Farm Museum and Heritage Society

1. What services do CGS Museum Services currently offer that help you/your organization to succeed?

Note: Unfortunately, since 2020, COVID-19, scheduled [2020-2022] repairs to the Creighton Log Cabin, Farm House, Stable, Milk House/Barn and an Archeological Assessment at the Anderson Farm Museum, have resulted in the CGS Museum being unable to provide the annual Museum Services, which have been part of the Anderson Farm Museum Heritage Society’s long-term Partnership with the CGS, GSM & Ward 2 Councilor, since 2007.

Background Information:

In October 2006, the Walden-Community Action Network’s [Walden-CAN] Heritage Committee presented a 16 Page Final Report & Recommendations to Walden-CAN - which formed a Heritage Task Force to work with the City of Greater Sudbury & the Greater Sudbury Museums to:

- Implement the Recommendations of the Heritage Task Force
- Create an AFM Site Committee
- And Develop Action Plans to ensure that the Anderson Farm Museum was preserved & protected; expanded & developed – as a vital CGS heritage site for future generations

In 2007, the Site Committee became officially incorporated as the Anderson Farm Museum Heritage Society.

At that time, the Heritage Society decided to reintroduce the three Free annual events which had been hosted at the museum, when it was owned by the Town of Walden: a summer concert series, Fall Fair & Christmas Tree-Lighting Celebration- as a perfect way to attract people from Walden & CGS- to come to the museum; enjoy our free events; tour the historic buildings (barn, Milk House, Farm House & Creighton Log Cabin) and learn to appreciate & value the Anderson Farm Museum. Our 3 Free Annual events continue to grow & expand attracting thousands to the AFM.

Since 2007, because of our special Long-Term Partnership with GSM, the AFMHS has had access to:

- Free use, annually of the Stable at the AFM for: AFMHS Board/Committee Meetings, AGM, Media Conferences & other special on-site meetings-as required [if the Stable is not already booked by the Curator or community groups/public]
- Free use of the 14-acre site to host our three Free annual events [including days for set-up/take-down of the site] - which we book a year ahead of time at Lively Citizen Service Centre

Each year, we request some extra CGS equipment for our Fall Fair:

- CGS Special Event Request Form re: 6' folding tables, chairs, barricades, picnic tables & lime Line-makers + bags of lime- to mark booths & on-site parking areas for Vendors, Community Groups, Partners/Sponsors & Volunteers
- GS Waste Management Request Form re: garbage bins & recycling units
 - a custodian on site to help clean the washrooms as needed at the Fall Fair

Every year, thousands of people of all ages- from CGS, West Nipissing & NE & Southern Ontario attend our annual 'Rock The Farm' FREE Concert & Farmers' Market summer series, on Wed [July, Aug] and our FREE Fall Fair [second Sat. in September] and hundreds attend our FREE Christmas Tree-Lighting Celebration at the AFM.

Since 2007, the Heritage Society has worked in partnership with GS Museums to develop short & long-term action plans to ensure that the Anderson Farm Museum is preserved & protected; expanded & developed.

- AFM Strategic Plan [2008-2013] - attached to email
- AFM Strategic Plan [2014-2019] - attached to email

NOTE: Unfortunately, the AFMHS was not a partner in developing
any AFM Strategic Plans for [2020-2025].

Over the years, the AFMHS has partnered with CGS [HCI Funds], GSM + Business, Corporate & Community Sponsors re: three small Capital Projects at the AFM:

2012 Special Project Partnership:

- A Custom-built kitchen in the Stable: used by Curator [museum programs], AFMHS [meetings/annual events] & the public who rent the space
- AFMHS + GSM + Ward 2 Councilor/HCI Funds + Grant from Retired teachers of Ontario

2013 Special Project Partnership:

- [12'x36'] Deck along the south side of the Stable
- Two [16'x16'] decks/outdoor Stages: one beside the Milk House and one at the south end of the Barn
- AFMHS + GSM + Ward 2 Councilor/HCI Funds + Business/Corporate Sponsors [cash/in-kind] + Walden Srs & Pensioners Woodworkers – who built the deck & 2 Stages

2013 & 2014 Special Project Partnership:

- Purchase of and cladding of Sea Can: on-site storage of equipment for AFMHS & Walden Srs Woodworkers + location of new [4'x8'] AFM Site-MAP

- AFMHS + GSM + Ward 2 Councilor/HCI Funds + Business/Corporate Sponsors [cash/in-kind] + Walden Srs Woodworkers- who clad the Sea Can

Scheduled AFM/AFMHS Information-Sharing Meetings were held with Mgr. Libraries & Museums, Curator GSM and President, Vice-President, Treasurer, CIO & 1 Director [Treasurer Walden Srs Woodworkers to update the board & discuss topics including:

For example, in 2016:

- Audit of the heritage buildings at AFM
- GSM Budget allocation for AFM
- Repairs to: Milk House, Barn, Farm House & Creighton Log Cabin & Windmill
- Renovations to upstairs of Stable: new storage space for AFMHS & Curator
- New [4'x8'] Site-MAP of AFM + bilingual signage for buildings
- New Exhibit in the Loft of the Barn
- Landscaping/roads/paths upgrades throughout 14acres
- Ways AFMHS & Woodworkers can assist/sponsor small projects at AFM
- 2017 HCI Grant Application re: possible capital projects at AFM - in partnership with AFMHS, Business, Corporate, Community Sponsors & Walden Srs Woodworkers
- Issues/problems being addressed at other GS museum sites

In 2022:

- We met with Ian Wood, Samantha Morel and Mette Kruger to discuss the future of museums and the possibility of hosting events in 2022.

NOTE: Unfortunately, since 2016 there have been no permanent Exhibits, on display for the Public to see, in the Loft of the Barn and since 2019, there have been no scheduled AFM/AFMHS Information-Sharing Meetings held.

2. What additional support would you find beneficial for Museum Services to have in place to help you/your organization continue to succeed?

- Improve communication with their long term Partner i.e. reinstate regular information-sharing meetings
- A written monthly Curator's Report and presence at a few of the Board meetings or written report if not able to attend in person.
- Improve support for annual events i.e. students, advertising for rock the farm (in the past summer students have handed out flyers at the Northern Lights Festival and assisted with the setup for Rock the Farm)

- d. Continue to partner with the Board on Capital Projects at AFM which help improve services for the use of AFM by Curator, AFMHS & Public who rent the facilities i.e. kitchen, deck behind Stable, 2 stages plus proposed Timber-Framed Pavilion
- e. Train interested Board members to help with tours during the summer season and with artifact preservation

3. *Are there any aspects of Museum Services that you feel hamper you/your organization?*

- a. AFMHS used to be part of 5 Year Strategic Planning process for the Anderson Farm Museum, we want this to continue
- b. We used to have a Board member on the Library & Museum Advisory Board ...should have one on the new Museum Advisory Board
- c. The big issue in 2022 is the closure of the museum buildings and the archaeological study that made it impossible to host our 3 fund-raising community events. (Rock the Farm, Fall Fair & Christmas Tree Lighting)
- d. The excess storage of artifacts in the Stable and loft of the Barn have a negative impact on our ability to host events or meetings.

Other

We feel that funding for a full-time Curatorial Assistant plus a full-time maintenance person at the AFM, who is capable of small repairs and professional cleaning scheduled for artifacts would be extremely beneficial for the success of preserving and protecting Greater Sudbury Museums for the future.

The professional cleaners - trained to clean artifacts & walls, floors, shelving units etc - (Like heritage sites & museums hired throughout the world) could be rotated through other museums , on a schedule determined by the Curator.

We would also like to see summer programming for kids on site at the Anderson Farm Museum and could partner with Museums to operate these programs (agriculture related).

In the big picture- we would like to see the Curator focus more on preserving the site, school tours, hosting community events, applying for grants and not so much on digitizing artifacts.

Azilda CAN

Hi Linda

here is some input from our executive members for the Museums, from the Azilda CAN, let us know if there is anything else

All I have to say is when I travel across the country here and in the US museums are tourism focal points. As a child I remember getting a tour of the Anderson Farm Museum and it was quite interesting, but that was pre amalgamation. As for the Rayside Balfour Musuem in the library, it is somewhat limited. I have no knowledge of the Flour Mill Museum and the Copper Cliff Museum. I don't find our museums are tourism focal points. I still don't understand why we don't have a mining Museum because Dynamic Earth is more of an exhibit than a museum. Eric Lachance

Agree - a mining museum - why it isn't something at dynamic earth? the other local museums are ok but mainly for local kids though Railway museum in Capreol is kind of neat Anyone travelling thru Sudbury would need a REASON to stop at any of the small sites like looking for a family item. That said

I've been in a number of small towns - Fort Frances comes to mind and happened to walk in the museum and was shocked to see how great it was. (locals had done it to attract people to an empty building) Cora

I think that having focal points for Museums should be an attraction and need a little more effort, especially in the mining industry, that is what has built Greater Sudbury to what it is today, had we not had all the immigrations from Europe, in the early 1920's we would have never built the City to where we are today, Cathy

thank you

AZILDA CAN

Copper Cliff CAN

Thank you for considering the Copper Cliff CAN on these questions.

Here is my response to your questions:

1. What services do CGS Museum Services currently offer that help you/your organization to succeed?

The museum has allowed Copper Cliff CAN to hold an annual tree lighting at the exterior of the museum. Local residents have told us it is their favourite community event. Despite COVID, the fir tree In Front of the log cabin still was lit up during Christmas in 2020 and 21.

2. What additional support would you find beneficial for Museum Services to have in place to help you/your organization continue to succeed?

The CAN hosts and markets the entire event. It would be beneficial if a Christmas display could be held inside the museum, by museum staff or couple with the library for the old time Christmas theme. Liaising with Samantha Morel has been an asset in ensuring approval and electrical ports.

3. Are there any aspects of Museum Services that you feel hamper you/your organization.

If I may, I would also make the comment that the museum in town and perhaps others, have been woefully underfunded. This then has led to improper maintenance of the building

We also notice that larger museums have more programming than our little museum. The old log cabin represents the living conditions of when mining first started in the Sudbury area. More could be done in collaboration with the local library which is across the street

Thanks for allowing us input

Margaret

Gary Michalak – Café Heritage



Gary J. Michalak
Executive Director
Post Office Box 1534
254 Notre Dame Street West Azilda Ontario P0M1B0
705.983.4297 garyjm@sympatico.ca

July 6, 2022

Museums Revitalization Plan

To: Linda Harnish, Special Projects Coordinator

Hello Linda

Please note that these are personal comments and may or may not reflect the opinions of the President and Board of Directors of Productions Café Heritage.

BACKGROUND

Council has directed staff to develop a Museums Revitalization Plan for their review. The focus of the Plan will be to provide vision and recommendations to Council on a sustainable structure for our current heritage assets and provide an approach to developing a longer-term vision for the future of Museum Services.

Greater Sudbury Museum Services operates 4 museum sites with a level of resources which has remained almost unchanged since amalgamation in 2001. These limited resources result in many challenges in delivering relevant programming to the community in a safe and accessible manner while meeting the provincial standards for community museums.

In developing the Plan, staff will examine 6 main areas of concern, as outlined in previous reports that will aid in the future strategic planning of Museum Services:

- Current Operation Challenges and Opportunities
- Vision and Strategy
- Sites and Facilities
- Artifact conservation and Storage
- Governance and Structure
- Staff Resources

The City recognizes the value that museums bring to the community and believe that with the right supports in place, Museum Services will continue to enhance our community with the many meaningful services they offer.

Productions Café Heritage recognizes, appreciates and welcomes the opportunity to be part of the Museums Revitalization Plan.

We value our community partners and would appreciate your feedback as one part of this process. Your answers to this short survey about Museum Services will help us to understand how this service affects you and your organization.

What services do CGS Museum Services currently offer that help you/your organization to succeed?

- *Museum collection at the Gilles Pelland Library*
- *Recognition of historical properties*
- *Consultation and advice*
- *In the past has*
 - *Provided student help in managing historical displays at our festival*
 - *Provided student help in setting up and tearing down festival sites*

What additional support would you find beneficial for Museum Services to have in place to help you/your organization continue to succeed?

It is highly recommended that study considers creating an awareness for the importance and value for heritage. We must work very closely with Mayor and Council in the need to demonstrate the significance for the preservation, promotion and animation (bringing to life) of heritage services which includes Museums.

With the amalgamation of the area municipalities of the former area municipalities in 2020, the new administration did away with all of the area boards and committees and adopted a centralized staff driven development model that did not, and still does not recognize the contribution being made by community volunteers.

Members of Council and staff have to re-think and re-purpose Heritage Attractions including museums to be not only of social importance, but to adopt experiential tourism heritage opportunities that may bring substantial economic development to our welcoming City.

Serious consideration to the formation of the City of Greater Sudbury Network. The Network should include those in the outlying areas that play a significant role in the development of Heritage programs and services. Being proactive in providing secretarial and consulting on future development

To prepare a detailed inventory of the artifacts that were donated to the City. Many citizens feel that their donation has gone into a black hole.

To complete an audit of what is happening in the outlying areas. List and promote to recognize the contribution.

To prepare and staff mobile museum collections that would be used at our annual heritage festivals and events.

To work with Café Heritage in the development of its on-line Rayside Balfour Museum.

Are there any aspects of Museum Services that you feel hamper you/your organization?

As mentioned, there has to be a paradigm shift in the manner in which City administration works with all neighbourhoods in the development of its social and economic capital. The need to develop and adopt a "community engagement strategy" is paramount to support the ongoing effort to create a healthy community.

Please feel free to provide further comments or recommendations that you feel are important to be reviewed as part of the Museums Revitalization Plan.

Thank you for the opportunity to share my thoughts on your important mission. As a student and a strong advocate for community development in the creation of healthy communities, we are hopeful that the results of this study will position heritage (museum services) as a needed and welcomed service by Council and staff.

Sincere best wishes

Take care

Gary

Walden Community Garden

Please see my comments in response to the questionnaire below

Thank you for including our group of community members on this.

Leigh Anne Cecchetto

1. What services do CGS Museum Services currently offer that help you/your organization to succeed?

They offer a space for our community garden. Pre covid, our garden team was also able to access the stable at Anderson Farm for washrooms and if classes came to help, a teaching space (if weather was not agreeable). We also use Municipal water to water the garden, however we hope to have upgrades to this that 1. It is more accessible and 2. We can harness rain water

2. What additional support would you find beneficial for Museum Services to have in place to help you/your organization continue to succeed?

We would like access to the indoor washrooms at the stable and teaching area. We would like to see the city/museum agree to and act on our ecological water/irrigation system for the garden, and would like the City engineer or plumber to help us hook it up (we do have funds to contribute to make this happen!)





3. Are there any aspects of Museum Services that you feel hamper you/your organization?

Yes, the garden is not accessible to wheelchairs and we would love to have an engineered walking loop through the gardens for all of the public to participate and enjoy.

We would love to have an easier watering system too as right now seniors or anyone with mobility issues cannot help with this.

Appendix “B” – Re-Org Score Summary Results for All CGS Museum Storage Spaces

| Location | Management | Building/Space | Collection | Furniture/ Equipment | Total |
|---|------------|----------------|------------|-------------------------|-------|
| Copper Cliff Museum: Storage Spaces | 14 | 10 | 4 | 4 | 32 |
| St. Stanislaus Cemetery Storage Building | 11 | 15 | 4 | 3 | 33 |
| Anderson Farm Museum: Log Cabin | 12 | 15.5 | 4 | 8 | 39.5 |
| Anderson Farm Museum: Creighton Basement | 12 | 16 | 4 | 8 | 40 |
| Anderson Farm Museum: Milk house and Barn | 14 | 15 | 7 | 15 | 51 |
| Anderson Farm Museum: Farmhouse | 20 | 21 | 7 | 15 | 63 |
| Main Library | 20 | 16 | 13 | 17 | 66 |
| Anderson Farm Museum: Stable | 17 | 19 | 17 | 20 | 73 |
| Anderson Farm Museum: Office | 18 | 30 | 15 | 23 | 86 |
| Rayside-Balfour Museum: Display Area and Closet | 21 | 30 | 12 | 23 | 86 |

| Legend | |
|---|---|
|  | All OK! |
|  | Only small improvements are needed |
|  | You need a re-org project |
|  | You need to start a re-org project now! |

Appendix “B”

Draft Terms of Reference for a Greater Sudbury Museums Advisory Panel

Mandate:

To provide advice and contribute to the creation of short and long-term plans which are approved by City Council with goals and objectives relevant to the purpose of the museum consistent with the vision of the City of Greater Sudbury. Provide advice to Museums staff in meeting municipal, provincial and federal policies and procedures pertaining to museum operations and activities.

Role of the Museum Advisory Panel:

As an Advisory Panel, the Greater Sudbury Museums Advisory Panel will provide advice on:

- formulating the museums’ statement of purpose
- creating written policy specific to museums operating standards and recommended programs;
- securing funding, assisting with grant applications and soliciting donations;
- fulfilling the mission of the museums;
- ensuring proper care and maintenance of the collections, museums and heritage programs
- developing working relationships with relevant groups

Organization of the Advisory Panel:

The Advisory Panel will be composed of people residing within the City of Greater Sudbury who demonstrate a strong commitment to the terms of reference. A diverse cross section of people should be chosen in order to bring the Panel relevant technical and professional expertise as well as strong advocacy, communication and organizational skills.

- Nine members comprised of a broad representation of the culture and heritage sector, ideally including representation from:
 - The Francophone community
 - The Indigenous community
 - People that demonstrate interest in local history and culture
 - Private, not-for-profit, education and public sectors
 - Youth Member (18 years-30 years)
 - One Member of Council
- Appointment opportunity will be advertised on the CGS website and through social media
- Advisory Panel members will be appointed by Council through the Nomination Committee process
- Additional members may be appointed throughout the term to fill any vacancy that occurs on the Panel
- The term of the Advisory Board will coincide with the term of Council
- The public members of the Panel shall hold office for a term of four years and may be re-appointed to one more consecutive term. Following this, the member must retire for at least one term to be eligible for re-appointment to the Panel

- One member will be appointed by vote of Advisory Panel at the first meeting of each term to serve as chair for the upcoming term. The Panel will also, at this time, select a vice-chair and secretary for the same duration
- CGS staff shall provide support to the Panel

Meetings:

The Panel will meet on a regular basis and as necessary to conduct its business effectively:

- The Panel will hold a minimum of four (4) meetings a year
- The date and time of the regular meetings will be established at the first meeting of each term
- Meetings will have a formal agenda
- Agendas and information packages, that will include the minutes from the previous meeting, will be sent (via mail or email) to the Panel Members prior to each meeting
- A majority of Council appointed Members will constitute quorum for the transaction of business
- The members may meet occasionally informally to discuss issues as required

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The Chair is responsible for ensuring the smooth and effective operation of the Panel and its roles. This will include the responsibility for:

- Calling the meeting to order
- Creating an informal atmosphere to encourage the exchange of ideas such as, using a roundtable format
- Creating an agenda in consultation with the Secretary
- Chairing the meetings
- Acting as the spokesperson when required
- Representing the Panel on other panel/committees when necessary
- The Chair shall conduct meetings in accordance with the City's procedures
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The Secretary is responsible for ensuring a complete up to date record for the Panel:

- In liaison with Chair, arrange date, time and venue for meetings
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- Keep a complete up to date written record of all discussions and decisions
- At the discretion of the Advisory Panel, a City staff person may serve as Secretary

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- Review all information supplied to them
- Prepare information for the use in the development of materials for the Panel
- Promote the role of the Panel
- Offer input to the Municipal Staff reports to Council

- Attend training as required to effectively perform their role as a panel member
- Panel members are subject to the Municipal Conflict of Interest Act R.S.O, 1990, c.M50 and must disclose any direct or indirect pecuniary interest. The disclosure must be recorded in the minutes to the meeting

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The Panel will provide advice to municipal staff on the operations of the museums. Municipal staff are responsible for reporting to Council for their direction. Municipal staff will also:

- Act in liaison with other municipal departments, be an information resource for the Panel
- Provide orientation of Advisory Panel members at the first meeting after Council appointment

Provide Council with an annual report at the beginning of the year outlining the Panel's accomplishments in the previous twelve months

2023 Business Case Report

| | |
|---------------|----------------------|
| Presented To: | Special City Council |
|---------------|----------------------|

| | |
|---------------|-------------------|
| Meeting Date: | November 30, 2022 |
|---------------|-------------------|

| | |
|-------|-------------------|
| Type: | Managers' Reports |
|-------|-------------------|

| | |
|--------------|---|
| Prepared by: | Kelsi Bernier Financial Support & Budgeting |
|--------------|---|

| | |
|-----------------|--|
| Recommended by: | General Manager of Corporate Services |
|-----------------|--|

Report Summary

Consistent with direction provided by the Finance and Administration Committee in June 2022, this report provides draft business cases for the 2023 Budget to obtain further direction that will support the production of the 2023 Budget in time for the Committee's final review by March. This report was originally published on the November 8, 2022 City Council agenda.

Resolution

THAT the business cases presented in 'Appendix 1' of the report entitled '2023 Business Case Report' from the General Manager of Corporate Services, presented at the Special City Council meeting on November 30, 2022, be presented for consideration during the 2023 budget deliberation process.

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 direct financial implications associated with this report. If any of the business cases presented in Appendix 1 are approved for consideration as part of the 2023 Budget, a financial implication will only arise if Council decides to include them in the final, approved budget.

Background

The purpose of this report is to satisfy the condition that all business cases be approved by the Committee prior to their inclusion in the 2023 Budget Document. Business cases allow Committee to consider details about a potential budget change like the pros and cons, risks, and alternatives (where possible). As described in Appendix 1, each business case produces either a net cost or a net cost reduction. If all other

elements of the draft budget remain unchanged, approving a business case would have an implication on the final tax levy.

On June 21, 2022, the Finance and Administration Committee (“the Committee”) provided 2023 budget directions following deliberations regarding a variety of service demands and affordability considerations. Staff have been preparing work plans and budgets that reflect Council’s directions. The work remains on schedule to submit a budget for Council’s review in January, with approval anticipated in March.

Among other directions regarding the preparation of the 2023 Budget, the Committee directed staff as follows:

Direction - Resolution Five: THAT staff present any service enhancements, changes in services, 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 2023 Budget Document; and
- 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.

This report responds to the above-noted budget direction. This meeting is intended to inform the Committee’s deliberations about the value of anticipated outcomes and financial implications of draft business cases. It should facilitate understanding of the potential tradeoffs required to incorporate any of these business cases into an approved 2023 budget.

Analysis

A business case describes a change in service or service level that, typically, addresses one or more of the following desired results:

- Resolve an unmet service need which current resources are not able to fulfill.
- Prepare for future investments by producing strategies, master plans or other similar planning activities that will guide capital and/or operating budget investments in future periods.
- Change existing resources to sustain existing service levels and/or operating efficiencies (for example, to convert contract/temporary staff to full-time staff).
- Invest in physical assets and/or staff to realize service innovations and/or net cost reductions.
- Change existing service levels based on service reviews that examine options for improving service levels and/or reducing the City’s net costs.

A change in service or service level, in this context, goes beyond the adjustments managers might make throughout the year to support current, approved service levels. Where a business case has a value of \$100,000 or less, as noted above, the Committee delegated responsibility for evaluating it to the Executive Leadership Team. These will be described as part of the recommended budget.

Initiating a Business Case

Business cases are either directed by Council or Committee through resolution or they are directed by ELT based on its understanding of operational requirements and Council’s strategic priorities. As per the Committee’s direction at the June 21 Finance and Administration committee meeting, Appendix 1 includes:

- Council Directed
 - Business cases requested through a Committee or Council resolution.
- Staff Initiative
 - Staff initiated business cases reviewed and approved by ELT for further consideration.

- Budget Reduction Initiative
 - Business cases for service level adjustments which enable Resolution One of the 2023 Budget Direction Report. This resolution seeks recommendations for changes to service levels and/or non-tax revenues so that the level of taxation in 2023 produces no more than a 3.7% property tax increase over 2022 taxation levels, in accordance with the long-term financial plan.

Impact of Approving a Business Case for Consideration in the 2023 Budget

The intent of the November 8 meeting is to identify those business cases that, following its review of the details and planned outcomes, Council is willing to consider for inclusion in the final 2023 Budget. A decision to approve a business case for consideration as part of the draft budget does not mean it is automatically included in the final budget; this only occurs after the Committee considers the entire budget at its meetings in February and March. Nevertheless, the Committee could also direct a business case be automatically included in the final budget.

Where a business case has a tax levy impact, reviewing them now provides an opportunity for identifying other budget adjustments that could help offset such an impact. For example, adding a new service or increasing a service level may create a tax levy increase, but it may be able to be offset by reducing a different service level or adjusting a user fee. Anticipating such adjustments now, or over the next few months, provides committee members and staff with some time to analyze the adjustment and prepare appropriate budget amendment motions for consideration in February.

| Page # | Description | Council Resolution | 2023 Impact | 2024 Impact | 2025 Impact | 2026 Impact | 2027 Impact |
|-------------------------|--|-----------------------------|------------------|------------------|------------------|------------------|------------------|
| Council Directed | | | | | | | |
| 3 | Implement Automated Speed Enforcement | OP2021-25 | (43,667) | (412,000) | (427,000) | (450,000) | (450,000) |
| 6 | Complete Capital Repairs to Onaping Community Center | CC2022-175 | 1,287,732 | 2,554,685 | 1,654,336 | 715,009 | - |
| 9 | Invest in Additional Full-time Ambulances | ES2022-03-A1 | 1,044,989 | 1,406,785 | 1,416,785 | 1,416,785 | 1,416,785 |
| 13 | Reconstruct Fielding Road with Water and Wastewater Improvements | FA2022-46 | 1,000,000 | - | 4,000,000 | 3,500,000 | 2,000,000 |
| 23 | Proceed with Detailed Design of Employment Land Strategy | FA2022-45 | 890,991 | 890,991 | 890,991 | 890,991 | 890,991 |
| 26 | Implement Mattress Diversion Program | OP2022-17 | 425,000 | 425,000 | 425,000 | 425,000 | 425,000 |
| 29 | Implement Hot In-Place Recycled Asphalt Road Rehabilitation Program | OP2022-15 | 300,000 | 2,700,000 | - | - | - |
| 32 | Commence Nodes and Corridors Phase 2 | PL2020-40 | 300,000 | - | - | - | - |
| 35 | Complete Roads and Transportation Asset Management Plan | | 250,000 | 250,000 | - | - | - |
| 38 | Install Road Weather Information Station (RWIS) | | 223,060 | 3,060 | 3,060 | 3,060 | 3,060 |
| 41 | Complete Kalmo Beach 10 Year Plan Preliminary Design and Study Work | CC2022-03 | 215,000 | 215,000 | - | - | - |
| 44 | Implement Museums Revitalization Plan | | 193,579 | 193,579 | 193,579 | 193,579 | 193,579 |
| 47 | Reintroduce GOVA Service along Dominion Drive and Elmview Drive | FA2022-52 | 150,500 | 258,000 | 258,000 | 258,000 | 258,000 |
| 50 | Hire Business Development Officer for Workforce Development | CC2022-204 | 127,143 | 127,143 | 127,143 | 127,143 | 127,143 |
| 54 | Update Downtown Master Plan | | 125,000 | 125,000 | - | - | - |
| 57 | Construct a Universal Washroom Tom Davies Square | CC2022-134 | 100,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| 60 | Implement South End Transportation Study | FA2021-24-A13 | 75,000 | 350,000 | - | - | - |
| 63 | Implement Gateway Speed Limits in Residential Areas | OP2022-14 | 71,500 | 33,000 | 6,500 | 6,500 | 6,500 |
| 66 | Increase Operating Grant to Place des Arts | FA2021-90-A27 | 50,787 | 50,787 | 50,787 | 50,787 | 50,787 |
| 68 | Increase resources for regreening program | FA2021-24-A13 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| 71 | Provide Operating Grant to Sudbury Multicultural & Folk Arts Association | CC2022-173 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| 73 | Expand Temporary Flexible Bollard Traffic Calming Program | CC2022-43-A1 / OP2022-06 | 28,500 | 42,000 | 27,000 | 27,000 | 27,000 |
| 75 | Install Attlee Avenue Speed Hump | OP2022-23 | 10,000 | - | - | - | - |
| 77 | Host an Open Streets Event | OP202-29, OP2021- 15 | - | 84,850 | - | - | - |
| 80 | Revitalize Municipal Campgrounds | CS2022-07 | - | - | - | - | - |
| Total | | | 6,905,114 | 9,381,879 | 8,710,180 | 7,247,854 | 5,032,845 |
| Staff Initiative | | | | | | | |
| 83 | Implement Changes of the City's Development Application Fee Review | | (123,150) | (123,150) | (123,150) | (123,150) | (123,150) |
| 85 | Enhance Security Services - Greater Sudbury Housing Corporation | | 354,027 | 354,027 | 354,027 | 354,027 | 354,027 |
| 88 | Adopt Mobile Responder - Cellular Paging | | 313,500 | 159,500 | 159,500 | 159,500 | 159,500 |
| 91 | Implement Downtown Sudbury Litter Abatement Services | | 186,111 | 186,111 | 186,111 | 186,111 | 186,111 |
| 94 | Hire Learning Design and Development Specialist | | 113,358 | 113,358 | 113,358 | 113,358 | 113,358 |
| 98 | Convert Animal Shelter Attendant to Full Time | | 31,879 | 31,879 | 31,879 | 31,879 | 31,879 |
| 100 | Hire an Additional Client Services Technician | | - | - | - | - | - |
| 103 | Implement IT Security Awareness Training Platform | | - | - | 26,500 | 26,500 | 26,500 |
| 106 | Creation of a Permanent Linear W/WW Condition Assessment & Analytics Section | | - | - | - | - | - |
| 109 | Install New Exterior Columbarium Wall | | - | - | - | - | - |
| 112 | Convert Contract Project Managers to Permanent Employees | | - | - | - | - | - |
| Total | | | 875,725 | 721,725 | 748,225 | 748,225 | 748,225 |

| Budget Reduction Initiatives | | | | | | |
|-------------------------------------|---|--|--------------------|--------------------|--------------------|--------------------|
| 114 | Reduce Conventional Transit after 1100 p.m. | | (551,936) | (735,914) | (735,914) | (735,914) |
| 116 | Implement Flat Rate Gate Fee at Landfill and Small Vehicle Transfer Sites | | (267,665) | (549,330) | (549,330) | (549,330) |
| 118 | Eliminate Residential Tipping Fee Exemption | | (208,000) | (365,000) | (365,000) | (365,000) |
| 120 | Eliminate Driveway Culvert Subsidy | | (159,409) | (159,409) | (159,409) | (159,409) |
| 122 | Reduce Conventional Transit Route 22 and 23 | | (65,540) | (87,387) | (87,387) | (87,387) |
| 125 | Reduce Transit Service Hours for Downtown Hub and Kiosk, Create Efficiencies in Transit Cash Room | | (56,729) | (75,639) | - | - |
| 128 | Reduce Conventional Transit Route 4 | | (43,156) | (86,312) | (86,312) | (86,312) |
| 131 | Convert Fire Suppression Overtime into Four FTEs | | - | 68,429 | 139,474 | 289,529 |
| Total | | | (1,352,435) | (1,990,562) | (1,843,878) | (1,770,250) |
| Grand Total | | | 6,428,405 | 8,113,042 | 7,614,527 | 6,225,829 |
| | | | | | | 4,087,247 |

Business Case - Service Level Change

| | | | |
|-------------------|---|---------------------------|---------------------------------|
| Title | Implement Automated Speed Enforcement Program | | |
| Department | Growth and Infrastructure | Division | Infrastructure Capital Planning |
| | | Council Resolution | OP2021-25 |

I. Executive Summary

Overview of Proposal

Automated Speed Enforcement (ASE) is a potentially powerful tool to help change aggressive driving behaviour in the Greater Sudbury community in a way that will have a meaningful impact on road safety. The introduction of ASE in Greater Sudbury is taking place in direct response to ongoing concerns raised by residents to both staff and members of City Council with respect to speeding and its impact on community safety.

On December 1, 2019, Bill 65, Safer School Zones Act, 2017, was proclaimed by the Province and came into effect. At that time, Ontario Regulation 398/19 was enacted under the Highway Traffic Act (HTA), allowing municipalities to operate ASE specifically in areas designated as Community Safety Zones (CSZ) or school zones as defined in the HTA.

As part of this business case, staff are recommending that two mobile ASE units be initially implemented and these units be redeployed on a three month interval. This limited initial implementation would allow staff to better understand the internal resources required to manage the activities associated with the program (ex. sign installation, site restoration, required documentation, etc.), the site selection process with the vendor as well the impact to the Provincial Offences Act court system.

Redflex Traffic Systems (Canada) Limited offers two types of ASE units; semi-fixed or mobile units. Staff are recommending the use of mobile units to allow them to be redeployed throughout the community. ASE units use radar to determine the speed of a vehicle and if a vehicle is travelling above the posted speed limit, the ASE unit will record the speed the vehicle was travelling at and take a picture of the rear of the vehicle. Images are reviewed by Provincial Offences Officers and then tickets are issued to the owner of the vehicle regardless of who was driving. Upon conviction, the only penalty is a fine – no demerit points will be issued nor will the registered owners' driving record be impacted.

II. Background

Current Service Level

Currently, speed enforcement on municipal roads throughout Greater Sudbury is conducted by the Greater Sudbury Police Service.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|----------|-----------------------------------|--|------------------------------------|
| | Change to base operating budget | | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| X | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

Due to recent changes to the Highway Traffic Act, municipalities are now permitted to operate Automated Speed Enforcement (ASE) programs. It is recommended that two mobile ASE units be implemented and these units be redeployed on a three month interval.

An ASE program will help address the growing concern in the community regarding high operating speeds on area roadways.

How does this align with Council's Strategic Plan?

| | | |
|---|----------|--|
| Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| Climate Change | | Economic Capacity and Investment Readiness |
| Housing | X | Creating a Healthier Community |
| Strengthen Community Vibrancy | | |

The implementation of automated speed enforcement will support goal 6.1 - Advance Population Health. Automated speed enforcement will further advance the Healthy Streets goal by lowering the operating speeds of vehicles on residential roadways and making them more cyclist and pedestrian friendly.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

The implementation of the Automated Speed Enforcement program will reduce vehicle operating speeds in the community, and in turn, reduce the total amount of greenhouse gases emitted by vehicles, which supports the goals of the Community Energy and Emissions Plan (CEEP).

IV. Impact Analysis

Qualitative Implications

The implementation of automated speed enforcement will increase resident satisfaction with the City by improving safety on area roadways through reducing vehicle operating speeds, and help alleviate speeding concerns that are fielded by the Greater Sudbury Police Service.

Quantifiable Implications

The ASE program has some initial one-time costs as well annual operating costs. The annual operating costs have been calculated based on two mobile units being redeployed three times a year and 20,000 offences being captured per year. The costs are as follows:

One-time Costs

- ASE Unit Initial Setup - \$500
- Joint Processing Centre Initial Fee - \$60,500
- Sign Installations - \$26,000

Annual Operating Costs

- ASE Units and Redeployment Costs - \$96,000
- ASE Offence Processing - \$450,000
- Provincial Court Administration - \$100,000
- License Plate Information Request - \$22,000
- Education Campaign - \$20,000

It is estimated that each offence will generate \$55 in fine revenue (set fine and court cost fee) for the municipality. The processing of 20,000 offences is expected to generate \$1.1 million in annual revenue. It is anticipated that staff could have the ASE program operational by September 2023.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|--------------|-----------------|----------------|--------------|----------------|----------------|----------------|----------------|
| Fine Revenue | On-Going | User Fees | \$ (374,000) | \$ (1,100,000) | \$ (1,100,000) | \$ (1,100,000) | \$ (1,100,000) |
| | On-Going | | \$ (374,000) | \$ (1,100,000) | \$ (1,100,000) | \$ (1,100,000) | \$ (1,100,000) |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ (374,000) | \$ (1,100,000) | \$ (1,100,000) | \$ (1,100,000) | \$ (1,100,000) |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------------------------|-----------------|----------------|------------|------------|------------|------------|------------|
| ASE One Time Costs | One-Time | User Fees | \$ 87,000 | \$ - | \$ - | \$ - | \$ - |
| Provincial Court Administration | On-Going | User Fees | \$ 33,333 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| ASE Operating Costs | On-Going | User Fees | \$ 190,000 | \$ 568,000 | \$ 553,000 | \$ 530,000 | \$ 530,000 |
| Education Campaign | On-Going | User Fees | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| | On-Going | | \$ 243,333 | \$ 688,000 | \$ 673,000 | \$ 650,000 | \$ 650,000 |
| | One-Time | | \$ 87,000 | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 330,333 | \$ 688,000 | \$ 673,000 | \$ 650,000 | \$ 650,000 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------|-----------------|------------------|-----------------------|---------------|--------------|--------------|--------------|--------------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ (130,667) | \$ (412,000) | \$ (427,000) | \$ (450,000) | \$ (450,000) |
| One-Time | | | | \$ 87,000 | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ (43,667) | \$ (412,000) | \$ (427,000) | \$ (450,000) | \$ (450,000) |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ (130,667) | \$ (281,333) | \$ (15,000) | \$ (23,000) | \$ - |
| One-Time | | | | \$ 87,000 | \$ (87,000) | \$ - | \$ - | \$ - |
| Total | | | | \$ (43,667) | \$ (368,333) | \$ (15,000) | \$ (23,000) | \$ - |
| % Levy Increase | | | | -0.01% | | | | |

Implementation

To move forward with implementing ASE in Greater Sudbury, the City is required to enter into non-competitive, single source purchase agreements with the Ministry of Transportation, Redflex Traffic Systems and the City of Toronto. The selection of sites for the deployment of the ASE units based on the approved site selection criteria also needs to be completed. Finally, with the approval of sites, staff would arrange for the installation of the required signs. The agreement with Redflex Traffic Systems would be for an initial two year contract term with an option to extend for five additional years for a total of seven years. It is anticipated this work can be completed in six months.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|---|
| <ul style="list-style-type: none"> The municipality can target enforcement on roadways which may not be as high a priority for Greater Sudbury Police Services (GSPS). ASE can be used on roads where it would not be appropriate to implement traffic calming measures. ASE equipment can be redeployed to alternate locations as required. Once the initial contract term for the ASE units is completed, the daily rate for leasing ASE equipment is reduced by approximately 40%. If unsuccessful, the ASE program can be ended after the term of the contract. | <ul style="list-style-type: none"> ASE equipment can only enforce one direction on a road. Enforcement of both directions of the road would require two units. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|---|--|
| Hire four full-time GSPS officers to conduct 24-hour enforcement. | <p>Advantages</p> <ul style="list-style-type: none"> -Police presence in area will result in immediate change to driver behaviour. -Police are able to respond to other incidents or bad driving behaviour. -Police are able to move to multiple locations more rapidly (ASE would stay in one location for three months at a time). -Police can enforce both directions of the road at the same time (ASE can only enforce in one direction because of the requirement to take a picture of the rear licence plate). <p>Disadvantages</p> <ul style="list-style-type: none"> -Officers may be redeployed to other emergency situations. -Four officers would be required to provide the equivalent coverage of two ASE units. -Officers are entitled to vacation and sick time which will reduce the overall availability of enforcement activities. -Overall costs will increase as officers hourly rates and benefit costs increase. | <p>Operating Expenditures</p> <ul style="list-style-type: none"> -\$630,000 for salaries and benefits -\$100,000 for provincial court costs <p>Operating Revenue</p> <ul style="list-style-type: none"> -\$1,100,000 <p>Annual Cash Flow</p> <ul style="list-style-type: none"> -\$370,000 |
| Install permanent traffic calming measures. | <p>Advantages</p> <ul style="list-style-type: none"> -Traffic calming measures have been proven to be effective at reducing vehicle operating speeds at all times of the day without the need for enforcement. -Once installed, permanent traffic calming measures do not require ongoing funding. <p>Disadvantages</p> <ul style="list-style-type: none"> -Traffic calming measures are not appropriate on arterial roads such as Barry Downe Road. -Traffic calming measures are often met with public resistance. -The implementation of permanent traffic calming measures will take significantly more time to implement (6 to 12 months per location). In addition, existing staff resources and work plans only allow for one traffic calming project to be completed per year. | <p>\$150,000 to \$200,000 per road (will vary based on the length of road and the measures selected)</p> |
| Do not implement ASE program | <p>Advantages</p> <ul style="list-style-type: none"> - Avoid cost of implementing the program. <p>Disadvantage</p> <ul style="list-style-type: none"> - Do not use all tools available to municipality to address speeding concerns on community roads. | <p>\$ -</p> |

Business Case - Service Level Change

| | | | |
|-------------------|--|---------------------------|---------------------------------|
| Title | Complete Capital Repairs to Onaping Community Center | | |
| Department | Corporate Services/Community Development | Division | Asset Services/Leisure Services |
| | | Council Resolution | CC2022-175 |

I. Executive Summary

Overview of Proposal

All municipal Community Centres require extensive capital renewal. This business case responds to Motion CC2022-175 and addresses capital renewal work that was identified in the most recent Building Condition Assessment (BCA) for the Onaping Community Centre. Originally constructed in 1957 as a school, a pool was constructed as an addition in 1967. The facility currently hosts a municipal pool and library. Several community groups such as a children's centre, sewing club, Community Closet, daycare, movie auditorium and food bank operate from the facility.

The 2018 Building Condition Assessment (BCA) provides and identifies required refurbishments for the entire facility up to 2042. The BCA identifies, in general, upgrades to the exterior facade (windows, roofs, flashings, doors, railings, stairs, etc.), interior finishes (flooring, ceilings and painting), HVAC, plumbing, lighting and pool equipment.

II. Background

Current Service Level

Although it is difficult to compare to other Community Centres (CC) as the occupants and footprints are not similar between the various facilities, the Onaping Community Centre is in similar condition to our other facilities. Overall, all of the Community Centres require extensive capital work and funding.

Generally, the Onaping CC and Pool are in overall fair/poor condition. In terms of priority, staff considers this facility equally through the capital prioritization process. Building elements such as smaller hot water tanks, heat pumps, and specific areas of finishes are in good condition as these have been replaced recently (2008-2017). However, most of the facility is either original or has been updated no later than the mid-1990s and requires renewal work to bring the facility into an overall state of good repair.

This business case includes funding to provide the facility refurbishments over the next four years (2023 through 2026). The requested budget includes Architectural, Engineering & other consulting services, HST, estimated inflationary costs, building permits and other miscellaneous fees. The immediate facility capital repairs for 2023 are identified to be approximately \$1.3 million, with approximately \$5 million identified as being required for 2024 through 2026. Building elements identified for 2027 and beyond are not included in this business case and will be submitted for consideration in future capital budget requests.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | |
|-----------------------------------|---|------------------------------------|
| Change to base operating budget | | Change to base FTE allocation |
| Change to fees (unit price) | | Change to revenues (volume change) |
| Investment in project (Operating) | X | Investment in project (Capital) |

Recommendation and Rationale

The recommended change is to fund capital repairs, replacements and refurbishments in 2023. The City (the Building Owner as defined in Legislation) must ensure that the buildings are maintained in compliance with the Building Code Act, Building Code and OH&S regulations. The building condition assessments were carried out on our behalf, per the Ontario Building Code (OBC). We, therefore, must comply with and complete any repairs outlined in those reports.

How does this align with Council's Strategic Plan?

| | | | |
|----------|---|----------|--|
| X | Asset Management and Service Excellence | X | Business Attraction, Development and Retention |
| X | Climate Change | X | Economic Capacity and Investment Readiness |
| | Housing | X | Creating a Healthier Community |
| | Strengthen Community Vibrancy | | |

The City of Greater Sudbury's Strategic Plan clearly identifies the need to maintain facility assets under:

Section 1. Asset Management and Service Excellence

Section 1.1 Optimize Asset Service Life Through the Establishment of Maintenance Plans

Section 1.2 Establish Sustainable Asset Service Levels to Assess Results from Maintenance and Renewal Efforts

Section 3. The municipality's interest in, and commitment to, providing leadership in the development and promotion of ideas, policies and actions that positively influence global climate conditions, managing its services in ways that demonstrate good stewardship and encouraging action today in the interests of tomorrow.

Section 6.2 Invest in Infrastructure to Support Community Recreation with Focus on Quality of Life

Community centres are important to the citizens. This budget request is for the management and renewal of the Onaping Community Centre in order to maintain the level of service provided to the community. These investments will extend the life of the assets and allow the City to provide leisure services well into the future. This investment will also minimize long-term costs and make the City a more appealing and economical place to live.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

There are some improvements available to review and consider, as the electrical and HVAC equipment replacements will improve energy efficiency and reduce consumption.

IV. Impact Analysis**Qualitative Implications**

This change will improve building performance and customer satisfaction with updated building elements. The Onaping Community Centre houses a number of municipal services (community pool, public library and community hall) and is the home to a number of non-profit organizations (Community Action Network, art group, youth theatre, food bank, etc.). Improvements will ensure that services and activities can continue without service interruption.

Quantifiable Implications

Funding of \$1.3 million will address building components such as envelope, façade, roofing, flashings, windows, exterior paints, doors, frames, staircases, handrails, guardrails, ceiling finishes, plumbing fixtures, piping, HVAC equipment, light fixtures and bulbs, electrical distribution panels, parking lot signage, building signage, pool finishes, pool change/washroom upgrades, fencing, and general landscaping.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|-----------------|----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------|-----------------|----------------|--------------|--------------|--------------|------------|------|
| Contribution to Capital | One-Time | Capital | \$ 1,287,732 | \$ 2,554,685 | \$ 1,654,336 | \$ 715,009 | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ 1,287,732 | \$ 2,554,685 | \$ 1,654,336 | \$ 715,009 | \$ - |
| | Total | | \$ 1,287,732 | \$ 2,554,685 | \$ 1,654,336 | \$ 715,009 | \$ - |

Impact to Capital

Yes, see above for estimated cash flow.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------------|-----------|-----------------------|--------------|--------------|--------------|--------------|--------------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ 1,287,732 | \$ 2,554,685 | \$ 1,654,336 | \$ 715,009 | \$ - |
| Total | | | | \$ 1,287,732 | \$ 2,554,685 | \$ 1,654,336 | \$ 715,009 | \$ - |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ 1,287,732 | \$ 1,266,953 | \$ (900,349) | \$ (939,327) | \$ (715,009) |
| Total | | | | \$ 1,287,732 | \$ 1,266,953 | \$ (900,349) | \$ (939,327) | \$ (715,009) |
| % Levy Increase | | | | 0.41% | | | | |

Implementation

The implementation plan upon approval of the business case is as follows:

- Issue purchase order for the architect for concept and preliminary estimate
- Discussions with maintenance and operations staff and tenants
- Upon the City's approval of the conceptual design, the architect will proceed to complete the design of the project and implement any concerns/comments
- Issue tender call based on the finished design package
- General contractor will be better suited to confirm the overall construction schedule, but the work will likely be around four years in duration per the cash flow estimation

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> • Will improve the condition of the facility • Will improve perceived reputation of the City • Will reduce energy consumption | <ul style="list-style-type: none"> • Not the only facility in the City inventory that requires funding for capital work • Business case does not consider the City's established capital prioritization process |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|-------------------------------------|--|------------------|
| Status Quo (do not perform repairs) | <p>Advantage - no impact to tax levy, as no funding will be expended</p> <p>Disadvantage - facility remains in fair/poor condition, and continues to deteriorate as time progresses. Limited operational dollars to mitigate issues.</p> | \$ - |

Business Case - Service Level Change

| | | | |
|---------------------------|---|-----------------|--------------------|
| Title | Invest in Additional Full-Time Ambulances | | |
| Department | Community Safety | Division | Paramedic Services |
| Council Resolution | | ES2022-03-A1 | |

I. Executive Summary

Overview of Proposal

This business case represents a service level enhancement by adding two additional 12-hour ambulances, seven days a week to frontline paramedic operations. This represents an additional 24 hours of vehicle coverage daily, totaling 8,760 vehicle hours and 17,520 staffing hours annually. Currently, the daily staffing hours during each 24-hour period is 480 hours. The additional resources will increase the daily staffing hours by 48 hours to 528. This service level enhancement will require an additional 10 full-time equivalents (FTE). The two additional 12-hour ambulances will regularly be deployed within the city core. While historic analysis would anticipate call increases of about three per cent annually, Paramedic Services has seen more significant call increases in 2021 and 2022, tracking at approximately 13 per cent. These unprecedented increases are occurring not only in Ontario, but across Canada. This call demand has paramedics responding from call to call often without any breaks, resulting in our service not meeting Council approved response time targets for the most acute and time sensitive emergency calls, increased shift overruns and missed meal breaks. We are also seeing an increased number of Zero Ambulances Available incidents which carries significant risks to those waiting for an ambulance, especially high acuity time sensitive calls. In addition to emergency resource depletion and delayed responses, this increasing call volume has significant impact on our paramedics' wellbeing due to heavy workload, less down time, regularly missing meal breaks and little time for proper patient charting. Our paramedics continue to exhibit signs of increased stress and fatigue that impacts job satisfaction and mental wellbeing. This leads to burnout, resulting in increased absenteeism and part-time staff declining shifts. Further to Council resolution ES2022-03-A1, we project that no further enhancements will be required for staffing in 2024. However, due to increasing call volumes, we are projecting that another enhancement of two 12-hour ambulances at seven days per week will be required in 2025. Should the 2023 enhancement receive approval, staff will continue to monitor the impact and will report to Council accordingly.

II. Background

Current Service Level

Currently in a 24-hour period, Paramedic Services deploys 14 ambulances out of headquarters to service the city core which includes one ambulance in each of the following locations: Val Therese, Walden, and Chelmsford. This represents 240 vehicle hours and 480 staffing hours every 24 hours. During the period 2016 to 2020, Paramedic Services experienced an average annual call volume increase of 2.9 per cent. In 2021 the call volume was 32,241, resulting in a significant call volume increase of 13.2 per cent from 2020. Paramedic Services resources are utilized to respond and transport emergency patients and non-urgent medically stable patients from HSN, nursing homes, and the airport. The non-urgent activity accounts for 11 per cent of the entire call volume. Meetings continue with stakeholders such as Health Sciences North (HSN) and ORNGE to discuss mitigation strategies to divert some of the non-urgent calls. In 2020 the City submitted a business proposal to the Ministry of Health and Long-Term Care (MOHLTC) for a 100 per cent funded non-urgent patient transportation vehicle within our catchment area. The proposal was not approved and meetings with stakeholders continue to occur to address non-urgent activity. The Ambulance Offload Delays (AOD) continue to play a role in resource availability. In 2021, Sudbury Paramedic Services spent approximately 3,678 hours at the hospital on AOD. This is equivalent to removing one ambulance from service for 10 hours every single day of the year. When all ambulances are either assigned on an emergency call or waiting to offload patients, this results in zero ambulance availability. From February 17, 2022 to July 25, 2022, there were 71 incidents of zero ambulance availability with an average duration of 32 minutes, creating challenges in our ability to fully serve our community. During these incidents Paramedic Response Units (PRU) or neighboring paramedic services were required to respond to emergency calls in the city, resulting in extended response times. With our aging demographic and other stressors on the healthcare system, we anticipate service demands to increase, resulting in increased call volumes, leading to longer response times to time sensitive medical calls, that may impact patient outcomes. In addition to the impacts on service delivery, paramedics continue to feel the impacts of less downtime in order to decompress after calls, reduced time to complete patient charting, increased shift overruns and increased late or missed meals. All these items place significant stress and frustration on paramedics and negatively impacts their job satisfaction and mental wellbeing. This contributes to occupational stress illness resulting in increased absenteeism and impacting our ability to meet service levels. Maintaining the current number of deployed ambulances with the call volume increases being experienced will result in further increase in response times, zero ambulance available incidents and further impacts service levels.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | <input checked="" type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input checked="" type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

The recommendation is a service level enhancement adding two additional 12-hour ambulances, seven days a week to frontline paramedic operations. This represents an additional 8,760 vehicle hours and 17,520 staffing hours annually. The additional resources will increase the daily staffing hours from 480 to 528 during a 24-hour period. This service level enhancement will require an additional 10 full-time equivalents (FTE). The two additional 12-hour ambulances will regularly be deployed within the city core. Adding the two additional resources is the best option to meet the significant call demand and assist in managing the risks associated with increasing response times and zero ambulance availability as well as the impacts of Ambulance Offload Delays (AOD) and workplace stress faced by our paramedics. Call volume has continued to increase as a result of stress on the health-care system and an aging population. Many programs have been implemented to address increasing demand on Paramedic Services. Some of these programs include community paramedic programs, mental health and addiction diversion protocols and the Designated Offload Nurse (DOLN) dedicated to caring for patients coming to Health Sciences North - Emergency Department by ambulance that otherwise would be on an AOD. These programs have been effective, but call volume continues to increase. Additional factors affecting paramedics are shift overruns and missed meal breaks. In 2019 the daily average shift extension was 4.83 hours and as of July 19, 2022, the daily average shift extension had increased to 7.17 hours which equates to a 48 per cent increase over the past four years. In 2019 the number of missed meals on a daily basis was 12.58 and as of July 19, 2022, the average missed meals on a daily basis is 19.05, which equates to an increase of 51 per cent over the past four years. The increase in workload, shift extensions and missed meals has an impact on paramedics that results in poor work satisfaction, fatigue, increased absenteeism and burnout. These issues make it increasingly difficult to recruit and retain paramedics in an environment where fewer people are seeking postsecondary education in this sector.

How does this align with Council's Strategic Plan?

| | | | |
|---|---|---|--|
| X | Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| | Climate Change | | Economic Capacity and Investment Readiness |
| | Housing | X | Creating a Healthier Community |
| | Strengthen Community Vibrancy | | |

This project addresses two priorities of the Strategic Plan by providing additional emergency resources to respond to the most acute and time sensitive emergency calls. Specifically, it addresses strategic plan initiative 1.5 to demonstrate innovation and cost-effective service delivery by improving service levels. It helps achieve initiative 6.4 in working with health stakeholders in addressing health-care concerns in the community.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

Paramedic Services will continue to evaluate the purchase of ambulances outfitted with hybrid electric drive systems.

IV. Impact Analysis

Qualitative Implications

This change will increase the number of emergency resources in deployment to respond to the most acute and time sensitive calls, reduce the number of zero ambulance occurrences, and keep pace with increasing call volumes and response times. The additional resources will also help address some factors impacting paramedic job satisfaction and wellbeing by reducing shift overruns and missed meal breaks. Improvements in our paramedics' working conditions can improve job satisfaction and can assist with recruitment and retention.

Quantifiable Implications

Operating - Full Year:
 10 additional full time paramedics - \$1,234,082
 2,000 additional part-time paramedic hours - \$105,900
 Medical supplies - \$10,000
 Fuel - \$40,000

Total operating impact is \$1,389,982 which may be eligible for 50/50 provincial funding in future years.

Capital - One Time:
 Two new ambulances - \$440,000
 Medical equipment to equip two new ambulances - \$210,384

Total capital impact is \$650,384 which will come from the EMS Capital Financing Reserve Fund (CFRF) in 2023. The amortization of these assets may be eligible for 50/50 provincial funding in future years.

Implementation date is projected to be April 1, 2023, and costs have been prorated below to reflect this timing.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------------------|----------|----------------|--------------|------|------|------|------|
| EMS Capital Financing Reserve Fund | One-Time | Reserve Fund | \$ (650,384) | \$ - | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ (650,384) | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ (650,384) | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------------|----------|----------------|--------------|--------------|--------------|--------------|--------------|
| Fuel | On-Going | Tax Levy | \$ 30,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| Medical Supplies | On-Going | Tax Levy | \$ 10,000 | | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Ambulances | One-Time | Reserve Fund | \$ 440,000 | | | | |
| Medical Equipment | One-Time | Reserve Fund | \$ 210,384 | | | | |
| Salaries and Benefits | On-Going | Tax Levy | \$ 1,004,989 | \$ 1,366,785 | \$ 1,366,785 | \$ 1,366,785 | \$ 1,366,785 |
| | On-Going | | \$ 1,044,989 | \$ 1,406,785 | \$ 1,416,785 | \$ 1,416,785 | \$ 1,416,785 |
| | One-Time | | \$ 650,384 | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 1,695,373 | \$ 1,406,785 | \$ 1,416,785 | \$ 1,416,785 | \$ 1,416,785 |

Impact to Capital

Ambulances - 2023 - \$440,000
 Medical Equipment for Ambulances - 2023 - \$210,384

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------------|-----------------|-----------|-----------------------|--------------|--------------|--------------|--------------|--------------|
| Advanced Care Paramedic (ACP) | IW | On-Going | Permanent | 5 | | | | |
| Primary Care Paramedic (PCP) | IW | On-Going | Permanent | 5 | | | | |
| ACP PT Hours | IW | On-Going | PT Hours | 750 | 250 | | | |
| PCP PT Hours | IW | On-Going | PT Hours | 750 | 250 | | | |
| | | Permanent | | 10 | - | - | - | - |
| | | PT Hours | | 1,500 | 500 | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 1,044,989 | \$ 1,406,785 | \$ 1,416,785 | \$ 1,416,785 | \$ 1,416,785 |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 1,044,989 | \$ 1,406,785 | \$ 1,416,785 | \$ 1,416,785 | \$ 1,416,785 |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 1,044,989 | \$ 361,796 | \$ 10,000 | \$ - | \$ - |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 1,044,989 | \$ 361,796 | \$ 10,000 | \$ - | \$ - |
| % Levy Increase | | | | 0.33% | | | | |

Implementation

Upon approval, 10 part-time paramedics will be promoted to full-time in the second quarter of 2023. During our annual spring part-time recruitment, the 10 that have been promoted will be replaced. Two ambulances will be ordered. Due to timeline issues, two additional ambulance radio packages have already been requested from the Ministry of Health. We will maintain two older ambulances in the fleet until the new replacements are delivered.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> • Will meet significant year-over-year call volume increases being experienced. • Improve mental and physical wellbeing of paramedics. • Reduced workload on paramedics, thus improving retention and possible increased recruitment. • Improve Council approved response times for high acuity time sensitive calls. • Reduce the frequency of zero ambulance available incidents. • Assist in reducing the service level impact resulting from Ambulance Offload Delays. | <ul style="list-style-type: none"> • Costs for two ambulances, equipment and staff wages. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|---|--|
| <p>Add one additional ambulance 24/7. Promote five part-time paramedics to full-time positions.</p> | <p>Continue to experience emergency resource depletion to meet emergency medical needs that are time sensitive, continued zero ambulances available occurrences, potential for modification of Council - approved Response Time Standards (RTS), increased workload for paramedics, increased missed meal claims and increased shift overrun.</p> | <p>Operating - Full Year - \$694,991</p> <p>Capital - One Time - \$325,192</p> <p>The operating costs above would be prorated for 2023 based on a projected implementation date of April 1, 2023</p> |

Business Case - Service Level Change

| | | | |
|-------------------|--|---------------------------|---------------------------------|
| Title | Reconstruct Fielding Road with Water and Wastewater Improvements | | |
| Department | Growth and Infrastructure | Division | Infrastructure Capital Planning |
| | | Council Resolution | FA2022-46 |

I. Executive Summary

Overview of Proposal

On August 9, 2022, Council passed resolution FA2022-46 directing that staff prepare a business case outlining the costs to reconstruct Fielding Road. This is to proceed as separate from resolution FA2022-45 directing staff to prepare a detailed design for five strategic employment areas, which includes Fielding Road as identified in the Employment Land Strategy*.

The Walden Industrial Park is a major economic hub for the City of Greater Sudbury and is accessed by Fielding Road which connects to Municipal Road 55 at the north and Highway 17 at the south. Properties on Fielding Road are not currently serviced by municipal water or sanitary sewers. Fielding Road currently has an average daily traffic count (AADT) of approximately 1,700 vehicles per day, with 30% of being heavy truck traffic. The road has a rural cross section with ditches and culverts with no curb, sidewalk, paved shoulders, or storm sewer.

Preliminary estimates for the proposed water and wastewater upgrades and road reconstruction of Fielding Road have been completed for the Walden Industrial Park. In order to provide adequate fire flow to the Walden Industrial Park, a looped water distribution system will need to be constructed with connections from Magill Street and Noront Road. In addition, a lift station will need to be constructed at the southern end of Fielding Road with a sanitary force main connection to Patricia Street. The estimated cost in 2023 dollars to complete the described work is approximately \$45 million. This estimate includes engineering costs for detailed design, project management, contract administration and inspection.

The Employment Land Strategy indicates that water and wastewater servicing of Fielding Road would likely have a net neutral return over 25 years in terms of return on the City's infrastructure investment. The option to complete road reconstruction without services would prevent the full development potential of the Walden Industrial Park and negatively impact business growth and retention.

*There are important differences to note between the "Proceed with Detailed Design of Employment Land Strategy" business case and this business case:

- The "Proceed with Detailed Design of Employment Land Strategy" business case requests funding to undertake preliminary detailed design for each of the five strategic employment areas that require infrastructure upgrades. The level of detail captured by these preliminary designs will provide cost estimates similar to those used by Infrastructure Capital Planning staff to prepare the annual capital budget. Additional engineering will be required to bring the projects to the stage of having tender ready drawings. However, once the related Implementation Strategy is completed, this will allow for quick decision-making on where to prioritize capital infrastructure investments.
- This business case, however, provides options for proceeding with infrastructure improvements only for the Fielding Road area (including an interim solution for road improvements) independent of the overall Implementation Strategy.
- It should be noted that if Council elects to not proceed with this business case at this time, there will be a future opportunity to review and approve this infrastructure work as Fielding Road has been identified as one of the five strategic areas for review in the Employment Land Strategy.

II. Background

Current Service Level

Fielding Road is a collector road with an average daily traffic count (AADT) of approximately 1,700 vehicles per day, with 30% being heavy truck traffic. With a posted speed limit of 50 km/h, this road is classified as a Class 5 road under the Minimum Maintenance Standards. As a comparison, Kelly Lake Road is also classified as a collector road with a posted speed limit of 50 km/h, an AADT of 9,500 and would be classified as a Class 3 road.

Under the current pavement condition index, the pavement of Fielding Road is classified as "poor or very poor". The road is a rural section with ditches and culverts with no curbs, sidewalks, paved shoulders, or storm sewer. The underlying soils and drainage for Fielding Road are poor and have contributed to the deteriorated condition of the road. Municipal water and wastewater services are not currently available on Fielding Road.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | |
|-----------------------------------|---|------------------------------------|
| Change to base operating budget | | Change to base FTE allocation |
| Change to fees (unit price) | | Change to revenues (volume change) |
| Investment in project (Operating) | X | Investment in project (Capital) |

Recommendation and Rationale

The \$45 million capital investment is recommended as the preferred alternative to provide water and wastewater servicing to the Walden Industrial Park and reconstruct Fielding Road. These upgrades will improve the City's infrastructure and promote development and growth of the industrial park. This investment will serve to retain and attract new industry as well as increase property values, hence increasing the tax base and creating incremental employment.

Fielding Road is one of eight industrial areas within Greater Sudbury identified and analyzed in the Employment Land Strategy, and represents a significant industrial growth opportunity in terms of business expansion, business retention and investment attraction.

The Fielding Road area is an economic engine of Greater Sudbury with approximately 40 businesses, employment of 1,500 to 1,700 people and revenue of between \$750 to \$800 million. Over several months in late 2021 and early 2022, Economic Development staff conducted a survey of Fielding Road businesses. Approximately 80% of the businesses and landowners in that area were engaged. Observations included:

- The poor state of the road was noted by all businesses as a detriment to the ongoing operation of their business (e.g. trucks and couriers unable or unwilling to navigate Fielding Road along with safety concerns.)
- Lack of water and wastewater services was noted by most as an obstacle to business growth.
- Despite the fact that Fielding Road is zoned M3 (heavy industrial), a zoning type which is in high demand, its ability to attract new investment is negligible given the lack of services.
- The majority of businesses had concerns about the lack of available clean water for operations and employees. The lack of clean water for employees was creating a challenge for some businesses to retain staff (not having potable water available for drinking, showers).
- Significantly, the lack of fire flow is a significant obstacle for building expansion. The few businesses who have developed extensive solutions to mitigate the lack of water and wastewater services have done so at considerable expense. Through consultation it was made clear this is not a viable solution for most businesses and landowners.
- It is estimated that only approximately 5% of the available M3 land has been developed.
- Many businesses did indicate that they may need to explore business expansion elsewhere to be successful, either within or outside of Greater Sudbury, indicating a serious flight risk of some businesses.

Economic Development staff explored the option to enter into cost-sharing for water/wastewater services with the Fielding Road businesses during engagement, but there was no consensus among the owners in terms of agreement to share costs. These infrastructure investments are important considerations for both business retention and growth/investment attraction.

How does this align with Council's Strategic Plan?

| | | | |
|----------|---|----------|--|
| X | Asset Management and Service Excellence | X | Business Attraction, Development and Retention |
| | Climate Change | X | Economic Capacity and Investment Readiness |
| | Housing | | Creating a Healthier Community |
| X | Strengthen Community Vibrancy | | |

Investment in Fielding Road demonstrates the City's commitment to providing serviceable industrial land to industry, thereby assisting in the retention of existing and attraction of new businesses.

In conjunction with the Employment Land Strategy, this project aligns with two of Council's Strategic Priorities: 1) Business Attraction, Development and Retention and 2) Economic Capacity and Investment Readiness. Priority 1.4: Reinforce Infrastructure for New Development, specifically directs the completion of a strategy as follows: B. "Ensure the City has an adequate supply of serviced employment land and incentive framework in place to stimulate investment, development and job creation." The following goals are specifically applicable: 2.2.C, "create plans that leverage the full capacity of the Greater Sudbury and Northern Ontario Mining Cluster to support further integration and expansion", and 4.2.D "ensuring that municipal capital project priorities appropriately consider economic impacts and the potential for private development."

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

This project has a direct relationship to the CEEP goal of creating compact, complete communities. Undertaking the installation of water and wastewater services will help to achieve energy efficiency and emissions reductions by creating compact, complete communities through infill developments and by permitting the expansion and redevelopment of existing industrial sites.

IV. Impact Analysis

Qualitative Implications

Providing improved infrastructure in the Fielding Road area will result in improved business and landowner satisfaction. It will create significant goodwill with these businesses who are currently skeptical about the ability of the City of Greater Sudbury to create and foster a positive business environment with opportunities for job creation. Furthermore, it will provide a welcoming signal to new businesses that we are open to new investment attraction opportunities with increased availability of shovel-ready M3 land.

The safety of Fielding Road has been cited by many businesses as a concern with many noting near-misses and issues with loads becoming loose on trucks due to the poor condition of the road. Businesses that operate with wells and field beds or septic systems have indicated that many are in disrepair, getting towards the end of their useful life, and/or insufficient to meet their business requirements. The lack of fire flow is an added concern for many buildings on Fielding Road.

Providing water services to Fielding Road will assist businesses attract and retain employees where currently they cannot offer basic shower and cleaning facilities. Almost all of the businesses on Fielding Road are reliant on drinking water being delivered regularly.

Quantifiable Implications

Water and wastewater servicing on Fielding Road will have an immediate impact on existing business retention and expansion and provide sorely needed, shovel-ready M3 land for business attraction.

- Approximately only 5% of the M3 land in the Walden Industrial Park has been developed and the lack of services is the primary impediment to growth.
- A repaired road and serviced industrial land will establish a modern industrial park for what is already a significant employment engine within Greater Sudbury.
- Higher land valuations and growth will increase the tax base and incremental employment.
- Failure to do so will almost certainly lead to businesses leaving as they cannot accommodate their growth in the area.

Engineering costs - \$4.5 million

Reconstruction of Fielding Road and other impacted roads - \$9.5 million

Installation of water distribution system - \$13.9 million

Installation of wastewater collection system - \$17.1 million

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------------|-----------------|----------------|----------------|------|-----------------|-----------------|------|
| Water Projects | One-Time | Third Party | \$ (1,500,000) | \$ - | \$ (7,200,000) | \$ (6,700,000) | \$ - |
| Wastewater Projects | One-Time | Third Party | \$ (2,000,000) | \$ - | \$ (8,600,000) | \$ (8,500,000) | \$ - |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ (3,500,000) | \$ - | \$ (15,800,000) | \$ (15,200,000) | \$ - |
| | Total | | \$ (3,500,000) | \$ - | \$ (15,800,000) | \$ (15,200,000) | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------------------|-----------------|----------------|--------------|------|---------------|---------------|--------------|
| Fielding Rd - Roads | One-Time | Tax Levy | \$ 1,000,000 | \$ - | \$ 4,000,000 | \$ 3,500,000 | \$ 2,000,000 |
| Fielding Rd - Water | One-Time | Third Party | \$ 1,500,000 | \$ - | \$ 7,200,000 | \$ 6,700,000 | \$ - |
| Fielding Rd - WW | One-Time | Third Party | \$ 2,000,000 | \$ - | \$ 8,600,000 | \$ 8,500,000 | \$ - |
| Incremental Operating Costs - Water | On-Going | W/WW User Fees | \$ - | \$ - | \$ - | \$ 40,000 | \$ 40,000 |
| | On-Going | | \$ - | \$ - | \$ - | \$ 40,000 | \$ 40,000 |
| | One-Time | | \$ 4,500,000 | \$ - | \$ 19,800,000 | \$ 18,700,000 | \$ 2,000,000 |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | Total | | \$ 4,500,000 | \$ - | \$ 19,800,000 | \$ 18,740,000 | \$ 2,040,000 |

Impact to Capital

If approved, staff will bring a future report forward to confirm the cost sharing formula and development charges to fund the expansion of services (Water and Wastewater) to the Walden Industrial Park as well as confirm the financing strategy for the road reconstruction components of the project.

Yes, cash flows are noted above.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------|-----------------|------------------------|-----------------------|--------------|----------------|--------------|--------------|----------------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| | | | | | | | | |
| | | Yearly Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ 40,000 | \$ 40,000 |
| | | One-Time | | \$ 1,000,000 | \$ - | \$ 4,000,000 | \$ 3,500,000 | \$ 2,000,000 |
| | | Total | | \$ 1,000,000 | \$ - | \$ 4,000,000 | \$ 3,540,000 | \$ 2,040,000 |
| | | | | | | | | |
| | | Net Levy Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ 40,000 | \$ - |
| | | One-Time | | \$ 1,000,000 | \$ (1,000,000) | \$ 4,000,000 | \$ (500,000) | \$ (1,500,000) |
| | | Total | | \$ 1,000,000 | \$ (1,000,000) | \$ 4,000,000 | \$ (460,000) | \$ (1,500,000) |
| | | % Levy Increase | | 0.32% | | | | |

Implementation

The implementation of this project would require the following steps to be undertaken:

- Confirm approval from Vale to expand water services from the Vale owned water treatment plant to the Walden Industrial Park.
- Staff will bring a future report forward to confirm the cost sharing formula and development charges to fund the expansion of services (water and wastewater) to the Walden Industrial Park as well as confirm the financing strategy for the road reconstruction components of the project.
- Complete detailed design and amend the Municipal Class Environmental Assessment as required.
- Tender and complete the construction of the project.

It is anticipated this project can be completed in five years. The first three steps outlined above will require a minimum of two years to complete with the construction of the project occurring over three construction seasons.

Through the Economic Development division, the City will engage potential project partners and funders at both provincial and federal levels of government to explore opportunities to access funding for the project as it advances the City's strategic objectives related to economic capacity and investment readiness including job growth and business expansion priorities, as bolstered by the Employment Land Strategy Council has endorsed.

The cost-sharing option for the water/wastewater infrastructure was discussed with Fielding Road businesses during staff's surveying and engagement; however it became clear that there is no consensus among the owners in terms of agreement to share costs for water and sewer. From an economic development point of view, these infrastructure investments are important from a business retention aspect as well as a business growth and attraction standpoint, a fact that is supported by the Employment Land Analysis which indicates the costs are net-neutral for the municipality.

It is also important to note, property owners will be responsible for coordinating the connecting of buildings with the proposed water and wastewater mains and all of the associated costs.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> • Fosters economic development by properly servicing the area and land to attract new development and keep existing businesses. • Water and wastewater services will be provided to the Walden Industrial Park. • Addresses the condition of Fielding Road. | <ul style="list-style-type: none"> • Does not provide water and wastewater services to Nelson Road. Future funding will have to be allocated to provide servicing to this road. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|--|--|
| Alternative 1: Reconstruct Fielding Road with water and wastewater improvements and include Nelson Road in the project. | Advantages: <ul style="list-style-type: none"> - Would provide water and wastewater services to all lands within the Walden Industrial Park. - The similar concerns of businesses along Nelson Road would also be addressed. | Nelson Road portion is estimated at \$4.9 million Total project cost including Nelson Road is estimated at \$49.9 million |
| Alternative 2: Reconstruct Fielding Road with Water Only Improvements | See Alternative 2 Business Case. Redundant information has been hidden with relevant changes included. | \$25.9 million capital costs \$40,000 incremental operating costs |
| Alternative 3: Reconstruct Fielding Road Only | See Alternative 3 Business Case. Redundant information has been hidden with relevant changes included. | \$8.2 million capital costs |
| Alternative 4: Perform Interim Road Repair | See Alternative 4 Business Case. Redundant information has been hidden with relevant changes included. | \$1.25 million capital costs |
| Alternative 5: Status Quo | Advantage: <ul style="list-style-type: none"> - Provides time to consider funding strategy for all identified employment lands. Disadvantages: <ul style="list-style-type: none"> - Fielding Road will remain in poor condition and ongoing concerns as noted will continue. - Significant flight risk of existing businesses in the area moving out of Sudbury due to constraints on growth in existing locations. | \$ - |

Business Case - Service Level Change

| | | | |
|-------------------|--|---------------------------|---------------------------------|
| Title | Alternative 2 Reconstruct Fielding Road with Water Only Improvements | | |
| Department | Growth and Infrastructure | Division | Infrastructure Capital Planning |
| | | Council Resolution | FA2022-46 |

I. Executive Summary

Overview of Proposal

Preliminary estimates for the proposed water upgrades and road reconstruction of Fielding Road have been completed for the Walden Industrial Park. In order to provide adequate fire flow to the Walden Industrial Park, a looped water distribution system will need to be constructed with connections from Magill Street and Noront Road. The estimate cost in 2023 dollars to complete the described work is approximately \$25.9 million. This estimate includes engineering costs for detailed design, project management, contract administration and inspection.

III. Recommendation

Recommendation and Rationale

The \$25.9 million capital investment is recommended as an alternative to provide water servicing to the Walden Industrial Park and reconstruct Fielding Road. These upgrades will improve the City's infrastructure and promote development and growth of the industrial park. This investment will serve to retain and attract new industry as well as increase property values, hence increasing the tax base and creating incremental employment.

IV. Impact Analysis

Quantifiable Implications

Water servicing on Fielding Road will have an immediate impact on existing business retention and expansion and provide sorely needed, shovel-ready M3 land for business attraction.

- Approximately only 5% of the M3 land in the Walden Industrial Park has been developed and the lack of services is the primary impediment to growth.
- A repaired road and serviced industrial land will establish a modern industrial park for what is already a significant employment engine within Greater Sudbury.
- Higher land valuations and growth will increase the tax base and incremental employment.
- Failure to do so will almost certainly lead to businesses leaving as they cannot accommodate their growth in the area.

Engineering Costs - \$2.5 million
 Reconstruction of Fielding Road and other impacted roads - \$9.5 million
 Installation of Water Distribution system - \$13.9 million

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------------|----------|----------------|----------------|----------------|----------------|------|------|
| Water Projects | One-Time | Third Party | \$ (1,500,000) | \$ (7,200,000) | \$ (6,700,000) | \$ - | \$ - |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ (1,500,000) | \$ (7,200,000) | \$ (6,700,000) | \$ - | \$ - |
| | Total | | \$ (1,500,000) | \$ (7,200,000) | \$ (6,700,000) | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------------------|----------|----------------|--------------|---------------|---------------|--------------|-----------|
| Fielding Rd - Roads | One-Time | Tax Levy | \$ 1,000,000 | \$ 4,000,000 | \$ 3,500,000 | \$ 2,000,000 | \$ - |
| Fielding Rd - Water | One-Time | Third Party | \$ 1,500,000 | \$ 7,200,000 | \$ 6,700,000 | \$ - | \$ - |
| Incremental Operating Costs - Water | On-Going | W/WW User Fees | \$ - | \$ - | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| | On-Going | | \$ - | \$ - | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| | One-Time | | \$ 2,500,000 | \$ 11,200,000 | \$ 10,200,000 | \$ 2,000,000 | \$ - |
| | Total | | \$ 2,500,000 | \$ 11,200,000 | \$ 10,240,000 | \$ 2,040,000 | \$ 40,000 |

Impact to Capital

If approved, staff will bring a future report forward to confirm the cost sharing formula and development charges to fund the expansion of services (water) to the Walden Industrial Park as well as confirm the financing strategy for the road reconstruction components of the project.
 Yes, cash flows are noted above.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------------|-----------|-----------------------|--------------|--------------|--------------|----------------|----------------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ - | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| One-Time | | | | \$ 1,000,000 | \$ 4,000,000 | \$ 3,500,000 | \$ 2,000,000 | \$ - |
| Total | | | | \$ 1,000,000 | \$ 4,000,000 | \$ 3,540,000 | \$ 2,040,000 | \$ 40,000 |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ - | \$ 40,000 | \$ - | \$ - |
| One-Time | | | | \$ 1,000,000 | \$ 3,000,000 | \$ (500,000) | \$ (1,500,000) | \$ (2,000,000) |
| Total | | | | \$ 1,000,000 | \$ 3,000,000 | \$ (460,000) | \$ (1,500,000) | \$ (2,000,000) |
| % Levy Increase | | | | 0.32% | | | | |

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|---|
| <ul style="list-style-type: none"> Fosters economic development by properly servicing area and land to attract new development and keep existing businesses. Water services will be provided to the Walden Industrial Park. Addresses the condition of Fielding Road. | <ul style="list-style-type: none"> Does not provide water services to Nelson Road. Future funding will have to be allocated to provide servicing to this road. Does not provide wastewater services to the Walden Industrial Park. Past experience tells us investors are seeking lands that are ready for development, which includes the expectation that water and wastewater services are available. Without the full infrastructure, we also risk the relocation of existing businesses to other communities for business growth and expansion. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|--|---|--|
| Alternative 3A: Reconstruct Fielding Road with Water Only and Include Nelson Road. | Advantages: <ul style="list-style-type: none"> Would provide water services to all lands within the Walden Industrial Park. The similar concerns of businesses along Nelson Road would also be addressed. | Nelson Road portion is estimated at \$3.9 million Total project cost including Nelson Road is estimated at \$29.8 million |

Business Case - Service Level Change

| | | | |
|-------------------|--|---------------------------|---------------------------------|
| Title | Alternative 3 Reconstruct Fielding Road Only | | |
| Department | Growth and Infrastructure | Division | Infrastructure Capital Planning |
| | | Council Resolution | FA2022-46 |

I. Executive Summary

Overview of Proposal

Preliminary estimates for the reconstruction of Fielding Road have been completed. The estimated cost in 2023 dollars to complete the reconstruction of Fielding Road is approximately \$8.2 million. This estimate includes engineering costs for detailed design, project management, contract administration and inspection.

III. Recommendation

Recommendation and Rationale

The \$8.2 million capital investment is recommended as an alternative to reconstruct Fielding Road. These upgrades will improve the City's infrastructure and promote development and growth of the industrial park. This investment will serve to retain and attract new industry as well as increase property values, hence increasing the tax base and creating incremental employment.

IV. Impact Analysis

Quantifiable Implications

Road reconstruction on Fielding Road will have an immediate impact on existing business retention and expansion and provide sorely needed, shovel-ready M3 land for business attraction.

- A repaired road will demonstrate the City's commitment to what is already a significant employment engine within Greater Sudbury.
- Failure to do so will almost certainly lead to businesses leaving as they have expressed challenges with current road conditions and their ongoing business needs.

Engineering Costs - \$900,000

Reconstruction of Fielding Road - \$7.3 million

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------------|----------|----------------|------------|--------------|--------------|------|------|
| Fielding Rd - Roads | One-Time | Tax Levy | \$ 900,000 | \$ 5,300,000 | \$ 2,000,000 | \$ - | \$ - |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ 900,000 | \$ 5,300,000 | \$ 2,000,000 | \$ - | \$ - |
| | Total | | \$ 900,000 | \$ 5,300,000 | \$ 2,000,000 | \$ - | \$ - |

Impact to Capital

Yes, cash flows are noted above.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------|-----------------|------------------------|-----------------------|--------------|--------------|----------------|----------------|-------------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 900,000 | \$ 5,300,000 | \$ 2,000,000 | \$ - | \$ - |
| | | Total | | \$ 900,000 | \$ 5,300,000 | \$ 2,000,000 | \$ - | \$ - |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 900,000 | \$ 4,400,000 | \$ (3,300,000) | \$ (2,000,000) | \$ - |
| | | Total | | \$ 900,000 | \$ 4,400,000 | \$ (3,300,000) | \$ (2,000,000) | \$ - |
| | | % Levy Increase | | 0.29% | | | | |

Implementation

The implementation of this project would require the following steps to be undertaken:

- Confirm the financing strategy for the project.
- Complete detailed design.
- Tender and complete the construction of the project.

It is anticipated this project can be completed in three years. The detailed design would be completed in one year with construction occurring over two construction seasons.

Through the Economic Development division, the City will engage potential project partners and funders at both provincial and federal levels of government to explore opportunities to access funding for the project as it advances the City's strategic objectives related to economic capacity and investment readiness including job growth and business expansion priorities, and is bolstered by the Employment Land Strategy Council has endorsed.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|---|
| <ul style="list-style-type: none"> • Fosters economic development by properly servicing area and land to attract new development and keep existing businesses. • Addresses the condition of Fielding Road. | <ul style="list-style-type: none"> • Does not provide water and wastewater services to the Walden Industrial Park. This leaves the City open to potentially losing business investment opportunities. Past experience tells us investors are seeking lands that are ready for development. |

Business Case - Service Level Change

| | | | |
|---------------------------|---|-----------------|---------------------------------|
| Title | Alternative 4 Perform Interim Road Repair | | |
| Department | Growth and Infrastructure | Division | Infrastructure Capital Planning |
| Council Resolution | | FA2022-46 | |

I. Executive Summary

Overview of Proposal

Preliminary estimates have been completed for an interim repair of Fielding Road, while an implementation plan for the identified infrastructure upgrades in the strategic employment areas identified in the Employment Land Strategy is developed. The interim road repair would use surface treatment to improve the road surface of Fielding Road for two to five years. The estimated cost in 2023 dollars to complete the interim road repair is \$1.25 million. This estimate includes engineering costs for detailed design, project management, contract administration and inspection.

III. Recommendation

Recommendation and Rationale

The \$1.25 million road repair in 2023 is recommended as the preferred alternative to provide an interim road repair to Fielding Road. This approach will provide adequate time to consider funding strategy for all identified employment lands including Fielding Road, as the interim road repair would improve the road surface for several years while an implementation plan for the identified infrastructure upgrades is developed and funding sources are explored.

IV. Impact Analysis

Quantifiable Implications

An interim repair of Fielding Road will have an immediate impact on existing business retention and expansion and provide sorely needed, shovel-ready M3 land for business attraction.

- A repaired road will demonstrate the City's commitment to what is already a significant employment engine within Greater Sudbury.
- Failure to do so will almost certainly lead to business leaving as they have expressed challenges with current road conditions and their ongoing business needs

The 2023 surface treatment of Fielding Road can be designed using internal resources and constructed for \$1.25 million.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------------|----------|----------------|--------------|------|------|------|------|
| Fielding Rd - Roads | One-Time | Tax Levy | \$ 1,250,000 | \$ - | \$ - | \$ - | \$ - |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ 1,250,000 | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 1,250,000 | \$ - | \$ - | \$ - | \$ - |

Impact to Capital

Yes, cash flows are noted above.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------|-----------------|------------------|-----------------------|---------------------|-----------------------|-------------|-------------|-------------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ 1,250,000 | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 1,250,000 | \$ - | \$ - | \$ - | \$ - |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ 1,250,000 | \$ (1,250,000) | \$ - | \$ - | \$ - |
| Total | | | | \$ 1,250,000 | \$ (1,250,000) | \$ - | \$ - | \$ - |
| % Levy Increase | | | | 0.40% | | | | |

Implementation

The implementation of the interim road repair can be designed using internal resources and constructed during the 2023 construction season.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> Fosters economic development by providing a short-term solution to attract new development and keep existing businesses. Provides adequate time to consider funding strategy for all identified employment lands. Addresses the condition of Fielding Road. | <ul style="list-style-type: none"> The interim road repair will only improve the road surface of Fielding Road for two to five years at which point one of the alternative options will need to be considered or another short-term rehabilitation of the road. A surface-treated road is more susceptible to being damaged during the seasonal load restriction period and by slow-turning heavy vehicles. There is a risk of existing businesses in the area leaving if the City provides this option without a longer term commitment to infrastructure investment. |

Business Case - Service Level Change

| | | | |
|-------------------|--|---------------------------|----------------------------|
| Title | Proceed with Detailed Design of Employment Land Strategy | | |
| Department | Growth and Infrastructure | Division | Planning Services Division |
| | | Council Resolution | FA2022-45/46 |

I. Executive Summary

Overview of Proposal

On August 9, 2022, Staff was directed through resolution FA2022-45 to prepare a business case to undertake detailed design for the strategic employment areas identified in the Employment Land Strategy. The business case proposes an increase of \$4.5 million to the Planning Services Division operating budget (spread over five years) to undertake detailed design for five strategic employment areas that require infrastructure upgrades to support additional development.

A separate Council resolution passed on August 9, 2022, (resolution FA2022-46) which directed the detailed design of Fielding Road proceed as a separate project, however, the detailed design of Fielding Road has also been included within this business case to demonstrate the full cost of detailed design for all of the strategic employment areas covered by the Employment Land Strategy.

The Employment Land Strategy identified that Greater Sudbury has an oversupply of designated industrial land but a lack of serviced industrial lands. The Strategy recommends ensuring a suitable supply of at least 100 net hectares be available to accommodate anticipated vacant land demand and to provide a broad range of options for prospective occupiers in terms of location, land pricing, servicing and planning designation/permitted uses. With this scope, the Employment Land Strategy identifies eight strategic employment areas, five of which require capital improvements to support additional development (Fielding/Duhamel Road Area, LaSalle/Elisabella Area, Valley East Industrial Park, National Street and the Maley East Area). The Employment Land Strategy was developed with the funding support of the Greater Sudbury Development Corporation (GSDC) and with the direction of Council following resolution FA2019-58-A1 which passed in September 2019.

II. Background

Current Service Level

The City's Strategic and Environmental Planning Section currently oversees the development of a full range of planning studies and is responsible for the long-range planning of the City, implemented through the Official Plan. Working in collaboration with the Planning section, the Economic Development division seeks to attract new investment to the community and to support the expansion of existing businesses in Greater Sudbury.

The Employment Land Strategy builds on how population projections, the Economic Development Strategic Plan and the Water Wastewater Master Plan are used by the City to guide strategic infrastructure investments and policy development based on alignment of these studies and data driven recommendations.

Detailed design for infrastructure improvements is overseen by Infrastructure Capital Planning and, in this case, with support from Planning Services and Economic Development.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|--------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input type="checkbox"/> | Change to base operating budget | <input type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

Through resolution FA2022-45, Council has approved the recommendations of the Employment Land Strategy as presented on August 9, 2022, and provided staff with direction to prepare a business case for detailed design for the identified infrastructure upgrades.

The Planning Services Division recommends one-time funding of \$4.5 million be set aside over five years to undertake detailed design for the strategic employment areas identified in the Employment Land Strategy.

The investment in this business case is essential as the first step to ensuring the availability of a broad range of land options in terms of location, size, land pricing and servicing. Investment in water and sewer infrastructure are needed to ensure the City's strategic employment areas are "shovel ready" for future investment and job creation.

How does this align with Council's Strategic Plan?

| | | |
|---|---|--|
| Asset Management and Service Excellence | X | Business Attraction, Development and Retention |
| Climate Change | X | Economic Capacity and Investment Readiness |
| Housing | | Creating a Healthier Community |
| Strengthen Community Vibrancy | | |

The Employment Land Strategy aligns with two of Council's Strategic Priorities:

- 1) Business Attraction, Development and Retention
- 2) Economic Capacity and Investment Readiness

Priority 1.4: Reinforce Infrastructure for New Development, specifically directs the completion of a strategy as follows: "Ensure the City has an adequate supply of serviced employment land and incentive framework in place to stimulate investment, development and job creation." The following goals are applicable: 2.2.C, "create plans that leverage the full capacity of the Greater Sudbury and Northern Ontario Mining Cluster to support further integration and expansion" and 4.2.D "ensuring that municipal capital project priorities appropriately consider economic impacts and the potential for private development."

The main goals of the Employment Land Strategy directly align with these priorities.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

This project has a direct relationship to the CEEP goal of creating compact, complete communities. Undertaking detailed design for the installation or upgrading of water and wastewater services will help to achieve energy efficiency and emissions reductions by creating compact, complete communities through infill developments and by permitting the expansion and redevelopment of existing industrial sites.

IV. Impact Analysis**Qualitative Implications**

Deemed a priority in the City's Strategic Plan 2019-2027, the development of the Employment Land Strategy was informed by stakeholder consultation with local developers, landlords, brokers and appraisers as well as stakeholders such as the Chamber of Commerce. Feedback from stakeholders not only benefitted the development of the Strategy and contributed to the resulting recommendations but will continue to inform its implementation, including the servicing of the strategic employment areas. Implementation of the recommendations, including a servicing strategy, will ensure that the City is well positioned to be investment-ready and able to attract development and job growth over the next 25 years.

With preliminary detailed design as the next step, the implementation of an infrastructure servicing strategy will ensure that the City is able to attract and respond to development and investment opportunities by having serviced and "shovel ready" employment areas. Additionally, the City will be able to retain the existing businesses and enable their expansion through the provision of water and wastewater services.

The attraction of new business investment and the growth of existing businesses creates new job opportunities, attracts workforce and over time, results in an increase in our local tax base.

Quantifiable Implications

A high level return on investment (ROI) analysis was completed as part of the Employment Land Strategy that provides prospective revenue and cost implications of servicing each of the eight identified priority areas. The ROI analysis determined that the cost of the infrastructure investments in the strategic employment areas will have a positive return on investment over the next 50 years through increased development and assessment. It is estimated that the cost of completing preliminary detailed design for the five priority areas considered through this business case will be \$4.5 million. The preliminary detailed design estimates for each of the five priority areas are: National Street - \$134,895, Maley East Area - \$423,937, LaSalle-Elisabella Area - \$850,000, Valley East Industrial Park - \$49,875, and Fielding Road Area - \$3 million.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------|----------|----------------|------------|------------|------------|------------|------------|
| Contribution to Capital | One-Time | Tax Levy | \$ 890,991 | \$ 890,991 | \$ 890,991 | \$ 890,991 | \$ 890,991 |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ 890,991 | \$ 890,991 | \$ 890,991 | \$ 890,991 | \$ 890,991 |
| | Total | | \$ 890,991 | \$ 890,991 | \$ 890,991 | \$ 890,991 | \$ 890,991 |

Impact to Capital

Would increase capital program over the next five years.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------|-----------------|------------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| | | Yearly Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 890,991 | \$ 890,991 | \$ 890,991 | \$ 890,991 | \$ 890,991 |
| | | Total | | \$ 890,991 | \$ 890,991 | \$ 890,991 | \$ 890,991 | \$ 890,991 |
| | | Net Levy Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 890,991 | \$ - | \$ - | \$ - | \$ - |
| | | Total | | \$ 890,991 | \$ - | \$ - | \$ - | \$ - |
| | | % Levy Increase | | 0.28% | | | | |

Implementation

It is recommended that the requested total amount required for detailed design of the five strategic employment areas of \$4.5 million be spread across a five year time period (\$891,000) to reflect the multi-year approach to this project and to minimize the impact on the tax levy. The timing of capital improvements would be informed by the implementation strategy and ultimately prioritized by Council.

Assumptions: Planning Services, Economic Development and Infrastructure Capital Planning will lead the project and procure the required consultant services.

Constraints: Time, technical complexity, multiple perspectives and expectations.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> Aligns with Council's Strategic Plan. Is a key step in implementing the recommendations of the Employment Land Strategy. Provides direction on future capital planning. Increases the availability of serviced industrial employment land for business attraction and retention efforts. | <ul style="list-style-type: none"> Risk of raising false expectations in the community if the recommended capital improvements are not realized. Will require support from a number of internal departments that may impact service delivery in other areas. Potential loss of business investment with less land that is ready for development. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|--|---|
| Status Quo. | <p>Advantage: No impact on budget.</p> <p>Disadvantage: Delays the implementation of the Employment Land Strategy. City would be less prepared to realize additional development potential within the strategic employment areas. Risk of loss of business investment opportunities.</p> | \$ - |
| Provide partial funding for preliminary detailed design for servicing of the strategic employment areas. | <p>Advantage: Preliminary detailed design will be prepared for one or more strategic employment areas.</p> <p>Disadvantage: It is premature to prioritize one area over another prior to development of the implementation plan. Each of the areas demonstrate a neutral to positive return on investment, but have different characteristics. It is also difficult to predict to which area a prospective investor will be interested in locating. If designs were completed in-house it would be more time consuming and resources would be pulled from other projects.</p> | Dependent on which priority area(s) selected (less than \$4,454,958). |
| Provide funding for detailed design for servicing of four of the strategic employment areas (Fielding Road included within "Reconstruct Fielding Road with Water and Wastewater Improvements" business case.) | <p>Advantage: Detailed design will be prepared for four of the strategic employment areas should funding for capital infrastructure improvements in these areas be approved. Will indicate to existing businesses and prospective investors that the City is taking steps to create investment-ready lands.</p> <p>Disadvantage: It is premature to prioritize one area over another prior to development of the implementation plan. Each of the areas demonstrate a neutral to positive return on investment, but have different characteristics. It is also difficult to predict to which area a prospective investor will be interested in locating.</p> | \$ 1,458,708 |

Business Case - Service Level Change

| | | | |
|-------------------|--------------------------------------|---------------------------|---------------------------------|
| Title | Implement Mattress Diversion Program | | |
| Department | Growth and Infrastructure | Division | Environmental Services Division |
| | | Council Resolution | OP2022-17 |

I. Executive Summary

Overview of Proposal

Mattresses and box springs are currently disposed of at landfill sites. This business case proposes that mattresses and box springs be diverted to eliminate key challenges associated with their disposal and save landfill space. By diverting these items, the City will benefit from a net savings in the form of landfill space, which will result in a longer lifespan of the existing landfill assets and contribute to environmental sustainability by reducing greenhouse gas emissions. This program will also assist in meeting our future Community Energy and Emission Plan (CEEP) goal of diverting 90% of solid waste.

II. Background

Current Service Level

Mattresses and box springs are currently collected at the roadside from low density residential units (6 units or less) as part of the City's large furniture, appliance and electronics collection program. Other generators of used mattresses and box springs may dispose of these items by delivering them directly to any waste disposal site. Presently, all mattresses and box springs are disposed of in the City's landfill sites.

The disposal of mattresses and box springs in landfills has always posed challenges. Landfill operations rely on compaction as a way of maximizing landfill space. Since mattresses are made to resist compression, they use more space than regular garbage. Mattresses occupy approximately 400% more space than household garbage of the equivalent weight. Their disposal is a very inefficient use of valuable landfill space. Mattresses tend to pop up during compaction and cause costly damages when they get entangled in equipment. Mattresses decompose very slowly and may take approximately 80 to 120 years to reach full decomposition, over which time they slowly release toxic chemicals. Mattresses can have a negative effect on leachate flow causing it to percolate upwards to the surface of the landfill rather than downwards where it can be captured and treated. Leachate that seeps to the surface can cause nuisance odours.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | <input type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

It is recommended that mattresses and box springs be diverted by shipping them to a private recycling facility. More than 95% of all discarded mattress and box spring materials can be transformed into new products. By diverting mattresses and box springs, the key challenges associated with their disposal will be eliminated and landfill space that would have otherwise been occupied by these materials can be reserved for other waste requiring disposal. Eliminating mattresses from the disposal system will extend the life of the landfill sites and contribute to progress in achieving CEEP goals.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|--------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input type="checkbox"/> | Business Attraction, Development and Retention |
| <input checked="" type="checkbox"/> | Climate Change | <input type="checkbox"/> | Economic Capacity and Investment Readiness |
| <input type="checkbox"/> | Housing | <input type="checkbox"/> | Creating a Healthier Community |
| <input type="checkbox"/> | Strengthen Community Vibrancy | <input type="checkbox"/> | |

Diverting mattresses and box springs will result in a longer lifespan of the existing landfill assets. Over the course of the landfill lifespan, the saved space is equivalent to approximately 10 per cent of the landfill volume which translates to approximately three additional years of usage. Diverting these materials rather than disposing of them at the landfill will reduce greenhouse gas emissions and potential adverse impacts on climate.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

This program will assist in meeting the City's future CEEP goals of diverting 90% of solid waste by 2050. Based on the available data, it is estimated that approximately 325 tonnes of mattresses will be diverted annually and transporting the mattresses to a diversion facility rather than disposing of them at the landfill them could result in a net carbon dioxide emissions savings of over 2.1 million kgs.

IV. Impact Analysis**Qualitative Implications**

Diverting mattresses and box springs will provide a net savings in the form of landfill space resulting in a longer lifespan of the existing landfill assets and contribute to environmental sustainability by reducing greenhouse gas emissions. Saving landfill space delays the need for costly replacements of our landfill sites. This program will also assist in meeting our future CEEP goals of diverting 90% of solid waste by 2050.

Quantifiable Implications

A program for the diversion of mattresses and box springs will increase operational costs by \$425,000 in 2023 for on-site handling, record-keeping, transportation and recycling fees at the receiving facility to divert these items. Future annual costs would be adjusted each year based on inflationary rates and actual program use. If mattresses and box springs are designated under a provincial full producer responsibility system in the future, the City would transition the program at that time and benefit from additional financial savings involved in the recycling of these products. Overall, it is estimated that the implementation of a permanent mattress diversion program would have a potential annual net savings of \$278,828 in the form of saved landfill space. In addition, a permanent mattress and box spring diversion program is estimated to save ten per cent of the landfill volume over the course the expected remaining lifespan which is equivalent to approximately three years of additional usage.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|-----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | | On-Going | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------------------|----------|-----------------|------------|------------|------------|------------|------------|
| Sudbury Landfill | On-Going | Tax Levy | \$ 344,250 | \$ 344,250 | \$ 344,250 | \$ 344,250 | \$ 344,250 |
| Azilda Landfill | On-Going | Tax Levy | \$ 34,000 | \$ 34,000 | \$ 34,000 | \$ 34,000 | \$ 34,000 |
| Valley East Landfill | On-Going | Tax Levy | \$ 46,750 | \$ 46,750 | \$ 46,750 | \$ 46,750 | \$ 46,750 |
| | | | | | | | |
| | | On-Going | \$ 425,000 | \$ 425,000 | \$ 425,000 | \$ 425,000 | \$ 425,000 |
| | | One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | \$ 425,000 | \$ 425,000 | \$ 425,000 | \$ 425,000 | \$ 425,000 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------|-----------------|----------|------------------------|--------------|-------------|-------------|-------------|-------------|
| | | | | | | | | |
| | | | | | | | | |
| | | | Permanent | - | - | - | - | - |
| | | | PT Hours | - | - | - | - | - |
| | | | | | | | | |
| | | | Yearly Impact | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | | On-Going | \$ 425,000 | \$ 425,000 | \$ 425,000 | \$ 425,000 | \$ 425,000 |
| | | | One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | | Total | \$ 425,000 | \$ 425,000 | \$ 425,000 | \$ 425,000 | \$ 425,000 |
| | | | | | | | | |
| | | | Net Levy Impact | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | | On-Going | \$ 425,000 | \$ - | \$ - | \$ - | \$ - |
| | | | One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | | Total | \$ 425,000 | \$ - | \$ - | \$ - | \$ - |
| | | | % Levy Increase | 0.14% | | | | |

Implementation

Pending business case approval, a program for the diversion of mattresses and box springs can be implemented in Q2 2023 through a change order to the existing landfill operations contract (ISD20-30: The Operation of Transfer, Disposal and Waste Diversion Sites).

There will be no impact to residential collection services or direct delivery of these items to the landfill and waste diversion sites. The collection contractor and customers delivering mattresses and box springs directly to the landfill and waste diversion sites will be directed to place the items in a diversion area rather than the tipping face or garbage containers.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> • Mattress and box spring diversion will eliminate key challenges associated with their disposal. • Landfill space that would have been occupied by these materials will be used for disposal of other waste that cannot currently be diverted. • The City will benefit from a net savings in the form of landfill space resulting in longer lifespan of the existing landfill assets and contributing to environmental sustainability by reducing greenhouse gas emissions. • This program will assist in meeting the City's future CEEP goals of diverting 90% of solid waste by 2050. | <ul style="list-style-type: none"> • If the mattress recycler were to cease operations, a new recycler would have to be identified or the mattresses and box springs may need to return to be disposed of at the landfill. • Modest administrative burden to manage a new program • Lower priority work may be delayed while staff balance priorities to assume the additional administration of managing a new program within the existing resources. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|------------------|--|------------------|
| Status Quo | <p>Advantages:</p> <ul style="list-style-type: none"> - No additional administrative or management burden. Staff can focus their limited resources on existing priorities and programs approved by Council. <p>Disadvantages:</p> <ul style="list-style-type: none"> - Continue facing the challenges associated with the disposal of mattresses. - No reduction of greenhouse gas emissions. - Will not benefit from landfill space savings. - Delayed progress towards the CEEP goal of diverting 90% of solid waste by 2050. | \$ - |

Business Case - Service Level Change

| | | | |
|-------------------|---|---------------------------|---------------------------------|
| Title | Hot In-Place Recycled Asphalt Road Rehabilitation Program | | |
| Department | Growth and Infrastructure | Division | Infrastructure Capital Planning |
| | | Council Resolution | OP2022-15 |

I. Executive Summary

Overview of Proposal

This program includes hot in-place recycled asphalt (HIR) projects on paved roads as recommended by an engineering review. HIR was initiated as a pilot project in 2021 to determine its feasibility. As part of the pilot project, the City of Greater Sudbury retained a Geotechnical Consultant with experience in HIR to assist in determining suitable road sections, perform asphalt material testing, give recommendations for roads, and provide specifications for tender documents for the 2021 HIR pilot project.

HIR is an on-site, in-place method that rehabilitates deteriorated asphalt pavements and minimizes the use of new materials. The result is a cost effective method of rehabilitating the surface of the paved road and extending the asset life. The process consists of four steps:

1. Softening of the asphalt pavement surface with heat.
2. Scarification and/or mechanical removal of the surface material.
3. Mixing of the material with recycling agent, asphalt binder, or new mix.
4. Placement of the recycled mix on the pavement surface.

It is expected HIR will provide additional service life of approximately 5 to 10 years. At the May 16, 2022, Operations Committee meeting, resolution OP-2022-15 was approved, directing staff to develop a business case for \$3 million for road rehabilitation using hot in-place recycling as part of the 2023 budget.

II. Background

Current Service Level

A pilot project to determine the effectiveness of HIR was approved in 2021. The successful contractor was unable to complete the work and the pilot project has not been completed. Staff are not able to determine the effectiveness of this treatment. Approximately \$1.8 million remains in the project account to complete the HIR pilot project. In addition, up to \$1 million of the 2022 Supplemental Road Rehab Program was allocated for HIR.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|--------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input type="checkbox"/> | Change to base operating budget | <input type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

Implementation of HIR follows asset management best practices and is an up and coming technology in Ontario, spearheaded by the Ministry of Transportation. The City of Greater Sudbury is one of a small number of municipalities using this innovative technology. Our infrastructure deficit, particularly for roads, continues to grow despite significant capital investments. HIR asphalt treatments are a tool that can help rehabilitate certain roads.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input checked="" type="checkbox"/> | Business Attraction, Development and Retention |
| <input checked="" type="checkbox"/> | Climate Change | <input checked="" type="checkbox"/> | Economic Capacity and Investment Readiness |
| <input type="checkbox"/> | Housing | <input type="checkbox"/> | Creating a Healthier Community |
| <input type="checkbox"/> | Strengthen Community Vibrancy | <input type="checkbox"/> | |

This project supports the Council strategic objective to "Demonstrate Innovation and Cost Effective Service Delivery". Additional road rehabilitation work would be consistent with Council's Strategic Plan as it relates to Asset Management and Service Excellence, as it aims to maximize the value of investments in physical infrastructure and enable continuous reliable service delivery. Improvements to the transportation system will help attract and facilitate development and contribute to the reduction of greenhouse gases.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

Hot in-place asphalt technology reduces and may eliminate the need for supply of new asphalt for a rehabilitation project. This results in a reduction of greenhouse gases through the use of recycled material.

IV. Impact Analysis**Qualitative Implications**

Investment into this program will improve the conditions of roads and help ensure our transportation network is sustainable. HIR is expected to provide additional service life of approximately five to 10 years to treated roads.

Quantifiable Implications

Approximately 15 per cent of the funding will be used for pre-engineering, engineering, contract administration and inspection, while the remaining funding will be used for HIR treatment. The total funding request is \$3 million.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------|----------|----------------|------------|--------------|------|------|------|
| Contribution to Capital | One-Time | Tax Levy | \$ 300,000 | \$ 2,700,000 | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ 300,000 | \$ 2,700,000 | \$ - | \$ - | \$ - |
| | Total | | \$ 300,000 | \$ 2,700,000 | \$ - | \$ - | \$ - |

Impact to Capital

This would add a new project to the capital budget with cash flow as noted above.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------|-----------------|-----------------|-----------------------|-------------|--------------|----------------|-------------|-------------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 300,000 | \$ 2,700,000 | \$ - | \$ - | \$ - |
| | | Total | | \$ 300,000 | \$ 2,700,000 | \$ - | \$ - | \$ - |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 300,000 | \$ 2,400,000 | \$ (2,700,000) | \$ - | \$ - |
| | | Total | | \$ 300,000 | \$ 2,400,000 | \$ (2,700,000) | \$ - | \$ - |
| | | % Levy Increase | | 0.10% | | | | |

Implementation

Pre-engineering and design would occur in 2023, with work completed in 2024. Cash flow is expected to be \$300,000 in 2023 and \$2.7 million in 2024.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> • Lower cost rehabilitation based on previously issued tenders. | <ul style="list-style-type: none"> • HIR treatment can only be used on certain road types. • Extensive asphalt analysis is required to determine feasibility of HIR treatment on potential road segments. This analysis is a sunk cost that may not result in the use of HIR as rehabilitation treatment. • This analysis is a sunk cost that may not result in the use of HIR as rehabilitation treatment. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|--|---|---------------------|
| Use alternative asphalt rehabilitation methods | <p>Carry out road rehabilitation work using treatment methods that require less asphalt analysis.</p> <p>Advantage: Cost effective method to improve and rehabilitate roads with construction techniques that can be completed using a wider selection of qualified contractors and City resources for design.</p> <p>Disadvantage: Lose the opportunity to use innovative asphalt recycling technique at lower cost than other alternatives.</p> | \$3 million in 2023 |

Business Case - Service Level Change

| | | | |
|-------------------|---------------------------------------|---------------------------|----------------------------|
| Title | Complete Nodes and Corridors Strategy | | |
| Department | Growth and Infrastructure | Division | Planning Services Division |
| | | Council Resolution | PL2020-41 |

I. Executive Summary

Overview of Proposal

In March 2020, staff was directed (PL2020-41) to prepare a business case to undertake the remaining phases of the Council-endorsed Nodes and Corridors Strategy in a single, comprehensive land use planning study using external consultants. A business case was presented as part of the 2021 Budget and was deferred to the 2022 and 2023 Budget processes. The business case proposes a one-time \$300,000 increase to the Planning Services Division operating budget to undertake the remaining phases of the Nodes and Corridors Strategy.

This phase of the Study will examine issues, opportunities and constraints to transform the remaining corridors into complete streets, improve the quality and character of the public realm and built form. The study will make use of the new land use planning policies introduced by the LaSalle Boulevard Corridor Study Official Plan Amendment 102, and seeks to develop guidelines and standards for future public/private investment along the corridors. Strategic corridors include LaSalle Boulevard, Notre Dame Avenue, The Kingsway, Barry Downe, Regent Street, Paris Street, Lorne Street and Long Lake Road.

The node component of the Study will lead to the development of a new non-financial incentive Community Improvement Plan (CIP). These types of CIPs engage the public in identifying community priorities and public realm improvements. The City has a number of these types of CIPs, including the West End, Minnow Lake, Capreol 2018, etc. The development of a new CIP would include a review and consolidation of these CIPs. Nodes have been identified in Sudbury, Capreol, Chelmsford, Valley East, Lively, Azilda, Garson/Falconbridge/Coniston, and Levack/Onaping/Dowling.

II. Background

Current Service Level

The Strategic and Environmental Planning section currently oversees the development of a full range of planning studies. Staff is currently implementing Phase 1 of the Nodes and Corridors Strategy, which focuses on LaSalle Boulevard and the Chelmsford Town Centre. The Nodes and Corridors Strategy, adopted in November 2016, originally contemplated a seven-year schedule of study. This work is currently being performed in-house with existing staff and operating budget, leading to a lengthened completion and implementation timeline.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|----------|-----------------------------------|--|------------------------------------|
| | Change to base operating budget | | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| X | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

The Planning Services Division recommends one-time funding of \$300,000 to undertake the remaining phases of the Nodes and Corridors Strategy in a comprehensive study. There is now a separate land use planning framework for LaSalle Boulevard which needs to be considered and implemented across all corridors as soon as possible. Dedicated funding to the project would help expedite the work associated with the implementation of a city-wide framework.

How does this align with Council's Strategic Plan?

| | | | |
|----------|---|----------|--|
| X | Asset Management and Service Excellence | X | Business Attraction, Development and Retention |
| X | Climate Change | X | Economic Capacity and Investment Readiness |
| X | Housing | X | Creating a Healthier Community |
| X | Strengthen Community Vibrancy | | |

Undertaking Phase 2 of the Nodes and Corridors Strategy aligns directly with the seven pillars of the Strategic Plan. Specifically, the Business Attraction Development and Retention pillar includes item 2.4A, which requires the City to complete the existing Nodes and Corridors Strategy to ensure that strategic centres and corridors are ready for investment that complements transit and active transportation strategies.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

Taking the next steps in the Nodes and Corridors Strategy will encourage modes of transportation, such as transit and active transportation, that emit less greenhouse gases. The strategy helps the City get closer to its goals of transit mode share to 25 per cent and active mobility transportation mode share of 35 per cent by 2050, Goals No. 7 and 8, respectively. It also reinforces the goal of compact, complete communities by encouraging infill development, decreasing dwelling size through an increase in multi-family buildings, and increasing building type mix, Goal No.1.

IV. Impact Analysis**Qualitative Implications**

The Nodes and Corridors Phase 2 Study will lead to positive change by leveraging public sector capital and creating an impact in terms of revitalization. Corridor studies typically recommend strategies to create new housing and employment opportunities, improve the pedestrian environment, improve the streetscape, etc. Node studies typically lead to the development of a Community Improvement Plan. These studies can also lead to recommended changes to land use planning policy and regulation. Public and stakeholder engagement through the study process will ensure that study recommendations are relevant and ready for implementation.

Quantifiable Implications

The Planning Services Division estimates expenditures of \$300,000 over a 15-month period, in line with past nodes and corridors studies. The LaSalle Boulevard Corridor Plan and Strategy cost \$200,000, while the Chelmsford Node Study cost \$45,000 (both funded in 2017, exclusive of HST).

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|-----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | | On-Going | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------|----------|-----------------|------------|------|------|------|------|
| Nodes & Corridors Study | One-Time | Tax Levy | \$ 300,000 | | | | |
| | | | | | | | |
| | | On-Going | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | \$ 300,000 | \$ - | \$ - | \$ - | \$ - |
| | | Total | \$ 300,000 | \$ - | \$ - | \$ - | \$ - |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------|-----------------|------------------------|-----------------------|--------------|--------------|-------------|-------------|-------------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| | | | | | | | | |
| | | Yearly Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 300,000 | \$ - | \$ - | \$ - | \$ - |
| | | Total | | \$ 300,000 | \$ - | \$ - | \$ - | \$ - |
| | | | | | | | | |
| | | Net Levy Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 300,000 | \$ (300,000) | \$ - | \$ - | \$ - |
| | | Total | | \$ 300,000 | \$ (300,000) | \$ - | \$ - | \$ - |
| | | % Levy Increase | | 0.10% | | | | |

Implementation

Planning Services will lead the project and procure the required consultant services with the support and involvement of other relevant departments, such as Infrastructure Capital Planning, Building Services, Transit, Linear Infrastructure, etc. This work would be undertaken over 2023/2024. Some of the recommendations of the study, for example the policy and regulation changes, can be implemented as early as 2024.

The timing of other recommendations, such as capital improvements, would be prioritized by City Council during future budget processes.

Constraints associated with a project like this include navigating the technical complexities of various mandates, portfolios, divisions, etc. There are multiple perspectives and expectations, including those of the public. Projects such as these help establish a common vision with clear objectives and implementation timelines.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> Aligns with City Council's Strategic Plan. Builds on momentum of recently-completed Lasalle Corridor Study and Chelmsford Node Study. Builds in community input on future capital planning. | <ul style="list-style-type: none"> Findings of the study may not align with capital planning or priority for improvements. Risk of raising false expectations in the community if the recommended capital improvements are not realized. The complexity of this study would require support from a number of internal departments that may impact service delivery in other areas. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|--|--|-----------------------------|
| Status Quo (use existing staff). | Disadvantage: Delay in implementation of City Council's Strategic Plan and Nodes and Corridors Strategy. Work would be undertaken using existing staff and resources as part of the overall work plan, likely on a corridor by corridor basis or a node by node basis, with a prioritization confirmed by Council. | \$ - |
| Provide ongoing funding for Nodes and Corridors Studies over a defined period. | Advantage: Provides consistent source of funding. Staff can anticipate and plan for future phases of Nodes and Corridors Strategy. This would involve smaller amounts over a longer timeframe | \$60,000 annually 2023-2027 |
| Reduce scope of Nodes and Corridors Strategy. | <p>Advantage: More in-depth study of individual nodes and corridors. Reduces up-front costs and allows staff to return through Budget process for requests for future corridor studies.</p> <p>Disadvantage: longer timeframe and greater long-term cost to complete all corridor and nodes studies.</p> | \$ 250,000 |

Business Case - Service Level Change

| | | | |
|-------------------|---|---------------------------|---------------------------------|
| Title | Complete Roads and Transportation Asset Management Plan | | |
| Department | Growth and Infrastructure | Division | Infrastructure Capital Planning |
| | | Council Resolution | |

I. Executive Summary

Overview of Proposal

The funding request for the Roads and Transportation Asset Management Plan (RTAMP) will allow staff to continue with the next steps, as presented to Council in August 2021. Preparation of asset management plans are a provincial legislative requirement with completion required by July 1, 2025. This phase will include improvements to existing data sets, the development of target service level options, the assessment of risks for various options, a review of the affordability of target service levels, the identification of improvement opportunities for operating and capital program coordination, updated road valuation, the implementation of risk analysis, the development of long-term sustainable financial strategies, and the identification of opportunities for implementation of sustainable technologies. The estimated funds required to complete this study is \$500,000.

II. Background

Current Service Level

Existing service levels are defined in part one of the RTAMP and will be subject to further review. Descriptions of target service levels are not formally established and, through this proposed work, would be prepared for Council's review and approval.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|--------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input type="checkbox"/> | Change to base operating budget | <input type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

The Province has introduced legislative requirements for completion of asset management plans. The development of sustainable service levels is required for long-term viability of our roads assets. Part two of the RTAMP will provide Council with alternatives for target service levels, including associated costs and risks, and long-term financial and asset plans in accordance with Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input checked="" type="checkbox"/> | Business Attraction, Development and Retention |
| <input checked="" type="checkbox"/> | Climate Change | <input checked="" type="checkbox"/> | Economic Capacity and Investment Readiness |
| <input type="checkbox"/> | Housing | <input checked="" type="checkbox"/> | Creating a Healthier Community |
| <input type="checkbox"/> | Strengthen Community Vibrancy | <input type="checkbox"/> | |

The RTAMP achieves Council's priorities of Asset Management and Service Excellence, Climate Change, Business Attraction, Development and Retention, Economic Capacity and Investment Readiness and Creating a Healthier Community. It will improve asset management practices by defining target service levels, achievable asset conditions and long-term viability. The RTAMP service level target options will consider sustainable technologies, development and growth, investment readiness and recommend programs for active transportation asset management.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

As part of this work, environmental scans of different technologies will be completed to reduce greenhouse gas emissions. The evaluations will result in recommendations for technologies in operational and capital programs.

IV. Impact Analysis

Qualitative Implications

The RTAMP will clarify long-term service level expectations for community members and enhance understanding of long-term financial implications.

Quantifiable Implications

The RTAMP will define requirements for key performance indicators, such as road condition, maintenance costs and capital investment.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------|----------|----------------|------------|------------|------|------|------|
| Contribution to Capital | One-Time | Tax Levy | \$ 250,000 | \$ 250,000 | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ 250,000 | \$ 250,000 | \$ - | \$ - | \$ - |
| | Total | | \$ 250,000 | \$ 250,000 | \$ - | \$ - | \$ - |

Impact to Capital

The funds for this project will be added to the capital budget in the amount of \$250,000 in each of 2023 and 2024.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------------|-----------------|-----------------------|------------|------------|--------------|------|------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 250,000 | \$ 250,000 | \$ - | \$ - | \$ - |
| | | Total | | \$ 250,000 | \$ 250,000 | \$ - | \$ - | \$ - |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 250,000 | \$ - | \$ (250,000) | \$ - | \$ - |
| | | Total | | \$ 250,000 | \$ - | \$ (250,000) | \$ - | \$ - |
| | | % Levy Increase | | 0.08% | | | | |

Implementation

A Request for Proposal will be issued in 2023 to retain a consultant to provide asset management expertise in evaluation and recommend improvements to existing data. They will also recommend priorities for future data collection, provide recommendations for target service levels, and complete long-term financial and risk analysis. Part two of the RTAMP would be scheduled for completion in 2024.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|--|
| <ul style="list-style-type: none"> The development of target service levels will define community expectations for road pavement conditions, investment levels and maintenance services. Data collection and updates required for asset management will improve the City's ability to manage road assets. The development of a long-term financial plan to meet the target service levels will ensure the selected service levels are sustainable. Service levels will be established to meet the current needs of the community without compromising future needs. The road assets long-term lifecycle management plan will be refined and clarified for different road classes and types. | <ul style="list-style-type: none"> Capital costs requested are estimates of consultant fees and may be subject to revision. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|--|--|---|
| Defer start of asset plan work to 2024. | <p>Advantage: Deferral of costs to 2024 in the amount of \$250,000.</p> <p>Disadvantages: High risk of not completing work within the legislated deadline. Definition of roads plan target service levels and viable long-term financing will be delayed.</p> | One-time capital cost of \$500k 2024. |
| Use City staff to complete all components of the work associated with part two of the RTAMP. | <p>Advantage: Capital savings would be achieved through completing the RTAMP work with City staff.</p> <p>Disadvantages: The RTAMP study will be prepared without the benefit of experts who specialize in Road Assets Management. Engineering consultants have developed expertise preparing of asset management plans. Consultants have developed proprietary databases and benchmarking, reporting and analysis systems to enable them to deliver asset plans that provide the best value for a municipality. Proceeding with development of an asset plan with staff will require significant staff knowledge development, coordination of interdepartmental resources and reduction of services. Requirements include dedicated staff with expertise in road rehabilitation techniques, performance and history, data management, pavement management software, GIS software, field inspectors, risk analysis, financial analysis, road lifecycle analysis, industry cost benchmarking for maintenance activities and capital expenditures. Resources amongst existing staff in various departments would need to be reprioritized. This would include staff from Infrastructure Capital Planning (ICP), including extensive involvement of Transportation and Innovation Support, Engineering Services, Planning Services - GIS Group and Linear Infrastructure Services (LIS). Resources from IT, Finance and Risk Management would also be required. This work would require the resources of approximately five full-time staff from approximately five to eight positions for 24 months, excluding resources from IT, Finance and Risk (which are not quantified in this business case). The work Engineering, ICP and Transportation and Innovation Support staff would normally perform would fall from existing levels to a range of 0% to 50% for the duration of this project. Additional resources that would be required from LIS have not been quantified, however it is expected there would be some reduction in regular maintenance activities.</p> | Savings of consultant costs will be achieved if City staff is used to complete the work. Miscellaneous project costs of approximately \$50,000 is expected for costs associated with communications, public meetings and limited professional services. |

Business Case - Service Level Change

| | | | |
|---------------------------|---|-----------------|--------------------------------|
| Title | Install Road Weather Information Stations | | |
| Department | Growth and Infrastructure | Division | Linear Infrastructure Services |
| Council Resolution | | N/A | |

I. Executive Summary

Overview of Proposal

This funding request is for the supply and installation of two Full Road Weather Information Systems (RWIS) with the integration of data into the City's existing RWIS weather forecasting network. The City currently operates one Non-Invasive (no ground sensors) RWIS on MR 8 in Levack and one Full (includes ground sensors) RWIS on MR 55 in Whitefish. The Full RWIS will provide real-time information on road conditions, including atmospheric and pavement temperature, wind information, rain and snow accumulation, as well as live video. RWIS data will also be collected and interpreted by the City's weather forecasting service to provide localized weather forecasts (which helps determine micro-climate forecasts). This weather information is used as an important tool for making winter road maintenance decisions on plowing and sand/salting operations. Amec Foster Wheeler prepared a report to the Linear Infrastructure Services Department (formerly known as the Roads and Transportation Department) dated August 17, 2016, recommending minimum requirements for RWIS installations in order to optimize weather forecasting in the City of Greater Sudbury. The Auditor General's report titled "Performance Audit of Winter Maintenance Programs for Roads" on September 17, 2019, supported the utilization of technology that would assist with the effective deployment of winter maintenance resources to manage winter events. The Auditor General's report also recommended that a business case be prepared to seek approval to expand the existing RWIS network to be used as an effective decision-making tool for winter maintenance supervisors.

II. Background

Current Service Level

The City relies on road patrols and weather information as primary decision-making tools for managing winter road and sidewalk conditions in accordance with Council established policies. Weather information services (real-time and forecasted weather) are provided by Wood Weather Systems, which primarily utilize weather data collected from the Sudbury Airport and nearby MTO RWIS. The Wood Weather System's forecast provides a variety of weather-related information including, but not limited to, atmospheric temperature, snow, rain, freezing rain and wind conditions. Through Wood Weather Systems, the City also gains access to nearby MTO RWIS (Benny, Hagar, Webbwood and Hwy. 69/17) that provide localized pavement temperature readings amongst various weather information. The City currently operates one Non-Invasive RWIS on MR 8 at the Onaping River Bridge in Levack that is utilized predominantly by the City's NW Section to respond to localized winter road conditions as necessary. The City also utilizes a recently installed Full RWIS on MR 55 at the Vermillion River Bridge in Whitefish that provides localized real-time and forecasted atmospheric and pavement weather information that can be predominantly utilized by the SW Section to respond to winter road conditions as necessary. Road operations supervisors closely monitor available real-time and forecasted weather information throughout the year but particularly during the winter months, in accordance with Section 3 of O.Reg 239/02 (Minimum Maintenance Standards), which provides minimum forecast monitoring requirements of winter road maintenance to supervisors.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

The recommended change is to enhance the City's local weather monitoring network from two to four RWIS. The Full RWIS will provide interchangeable sensory components that can be updated as technology evolves. Full RWIS are commonly used by the MTO and other municipalities in the Province to provide real-time and forecasted weather information that can be utilized to maintain their respective road networks. Adding two Full RWIS to the City's weather monitoring network will fill in weather information gaps left by the City's several micro-climates. If approved, the two Full RWIS would be installed in the NE Section (Valley/Capreol) and the SE Section (Nickel Centre) of the City's maintenance areas as described in the AMEC Foster Wheeler report dated August 17, 2016. This will be in addition to the existing two RWIS installed in the NW Section (Levack) and SW Section (Whitefish) of the City's maintenance areas. Combined with the MTO RWIS located within the City's South Section (at Hwy. 17 and Hwy. 69), a well rounded data set of weather information would be available through Wood Weather Services such that they could provide the City with focused weather forecasting that can be used very effectively by operations supervisors to maintain roads in each of the City's five maintenance areas.

How does this align with Council's Strategic Plan?

| | | |
|----------|---|--|
| X | Asset Management and Service Excellence | Business Attraction, Development and Retention |
| X | Climate Change | Economic Capacity and Investment Readiness |
| | Housing | Creating a Healthier Community |
| | Strengthen Community Vibrancy | |

The RWIS will improve service delivery by providing an additional decision-making tool for operations supervisors to address micro-climate weather patterns within the City's large geography. This will enable the optimization of winter control materials such as salt, thereby reducing harmful impacts on the surrounding natural environment. Similarly, optimal deployment of personnel and equipment to address specific winter weather conditions will reduce greenhouse gas emissions.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

The RWIS will provide localized current and forecasted weather information services to operations supervisors. This additional decision-making tool is expected to reduce labour/equipment deployment and salt/sand application on nearby roads as a result of the delivery of winter maintenance services that more closely matches the required service standard based on actual weather conditions.

IV. Impact Analysis**Qualitative Implications**

It is widely known that the City of Greater Sudbury has several micro-climates due to its large geographical size. Strategically installing RWIS throughout the City will allow road operations supervisors to obtain more accurate localized real-time weather data and forecasting that can be utilized to optimize winter maintenance service delivery. This will vastly improve obtaining general weather information that primarily relies on weather data recorded at the Greater Sudbury Airport. It is difficult to calculate measurable savings. However, a more focused response to winter events based on accurate localized weather monitoring should result in reduced risk and cost avoidance by ensuring that service delivery matches the service standard required based on actual weather conditions.

Quantifiable Implications

Depending on environmental (wind and salt damage) and physical (vehicular strikes) impacts, Full RWIS have a maximum life span of 15 to 20 years (~\$110,000/unit) and 3 to 5 years for sensory components (~\$2,000/each). Annual maintenance and upkeep of each Full RWIS is ~\$500 to \$600 per year. An annual cellular data fee of \$40 per month per unit can also be expected.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|-----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | | On-Going | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------|----------|-----------------|------------|----------|----------|----------|----------|
| Weather Monitoring | On-Going | Tax Levy | \$ 3,060 | \$ 3,060 | \$ 3,060 | \$ 3,060 | \$ 3,060 |
| Contribution to Capital | One-Time | Tax Levy | \$ 220,000 | | | | |
| | | | | | | | |
| | | On-Going | \$ 3,060 | \$ 3,060 | \$ 3,060 | \$ 3,060 | \$ 3,060 |
| | | One-Time | \$ 220,000 | \$ - | \$ - | \$ - | \$ - |
| | | Total | \$ 223,060 | \$ 3,060 | \$ 3,060 | \$ 3,060 | \$ 3,060 |

Impact to Capital

This business case includes the purchase of two Full RWIS at a cost of \$110,000 each for a total of \$220,000 in 2023.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------------|-----------|-----------------------|------------|--------------|----------|----------|----------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 3,060 | \$ 3,060 | \$ 3,060 | \$ 3,060 | \$ 3,060 |
| One-Time | | | | \$ 220,000 | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 223,060 | \$ 3,060 | \$ 3,060 | \$ 3,060 | \$ 3,060 |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 3,060 | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ 220,000 | \$ (220,000) | \$ - | \$ - | \$ - |
| Total | | | | \$ 223,060 | \$ (220,000) | \$ - | \$ - | \$ - |
| % Levy Increase | | | | 0.07% | | | | |

Implementation

If approved, the two Full RWIS are planned to be installed in the Valley/Capreol area and in the Nickel Centre area as described in the AMEC Foster Wheeler report dated August 17, 2016. Full RWIS can be procured as standalone contracts or as a larger capital roads or bridge project. This installation and commissioning of the RWIS into the City's real-time and weather forecasting services can be implemented as early as 2023.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> Reduced risk that service delivery is not aligned with required winter maintenance based on local weather conditions. Increased efficiency should result in reduced material deposition (sand and salt) and more timely deployment of personnel and equipment. Reduction in greenhouse gas emissions and less impact on local environment. Cost avoidance by closer alignment of winter maintenance with Council approved service standards. | <ul style="list-style-type: none"> Modest increase in risk that resources may not be available when RWIS data indicates need to address change in weather condition. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|-----------------------|--|--|
| Status Quo | Not installing these stations would not meet AMEC's recommendation and therefore the City would not obtain the weather data required to encompass micro-climates in all five maintenance areas. If data encompassing all micro-climates is not obtained, there is a risk that a maintenance area may be over or under serviced during a particular event. | \$ - |
| Install one Full RWIS | Provides more real-time information and predictability of micro-climate weather within the City which would lead to better localized decision making when addressing winter maintenance of roads and sidewalks. / Installing one station would not meet AMEC's recommendation and therefore the City would not obtain the weather data required to encompass micro-climates in all five maintenance areas. If data encompassing all micro-climates is not obtained, there is a risk that a maintenance area may be over or under serviced during a particular event. | One-time \$110,000 On-going \$1,530 |

Business Case - Service Level Change

| | | | |
|-------------------|---|---------------------------|------------------|
| Title | Complete Kalmo Beach 10 Year Plan Preliminary Design and Study Work | | |
| Department | Community Development | Division | Leisure Services |
| | | Council Resolution | CS2022-03 |

I. Executive Summary

Overview of Proposal

This business case, if approved, would provide funding to complete preliminary design and required studies for the Kalmo Beach 10 Year plan. This is the next step following previous Council approvals that directed the creation of the Kalmo Beach plan, including stakeholder and citizen engagement (see resolution CS2019-07). The plan aligns with the recommendations of the Parks, Open Space and Leisure Master Plan.

Council received and approved a report titled Kalmo Beach 10 Year Plan at the May 16, 2022 Community Services Committee meeting. The report included a plan and conceptual design based on community consultation, stakeholder feedback and accessibility requirements intended to guide future improvements and enhancements at Kalmo Beach Park. The plan focused on:

- Circulation, parking and wayfinding
- Addition of tiered decking
- A new vision for the west beach area
- Naturalization of existing park areas
- Improved support facilities
- A formalized trail network

Should the full vision of the Kalmo Beach 10 Year Plan be realized, staff estimate that total project costs would be approximately \$5 to \$6 million. Should Council approve the business case for the completion of related studies, these studies will include a more refined cost estimate for each of the recommended improvements. The full Kalmo Beach 10 Year Plan report is available at: <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=44315>

II. Background

Current Service Level

The City of Greater Sudbury (City) provides a supervised waterfront service at the following locations:

- Bell Park Main Beach
- Capreol Public Beach
- Centennial Park*
- Kalmo Beach
- Moonlight Beach
- Nepahwin Lake Park
- Whitewater Lake Park

*Interim location servicing Walden area following the transfer of Meatbird Lake Park.

Lifeguards are on duty at each location seven days a week from 11 a.m. to 7 p.m. between mid-June and the third week of August.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|--------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input type="checkbox"/> | Change to base operating budget | <input type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

This business case responds to Council Resolution Number CS2022-03 which directed staff to prepare a business case to be presented during the 2023 budget deliberations, to provide funding to conduct all of the preliminary design and study work, as well as cost estimates for the various components, and outline all of the necessary steps needed to bring the Kalmo Beach project forward in accordance with the Kalmo Beach 10 Year Plan.

The business case also responds to the Parks, Open Space and Leisure Master Plan Action Item with respect to municipal beaches which states that the City should: "Continue to maintain municipally supervised beaches and to ensure that beach access routes meet or exceed the technical requirements of the Accessibility for Ontarians with Disabilities Act. Additional public engagement should be undertaken to determine possible areas for improvement to beach areas."

How does this align with Council's Strategic Plan?

| | | |
|---|---|--|
| Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| Climate Change | | Economic Capacity and Investment Readiness |
| Housing | X | Creating a Healthier Community |
| Strengthen Community Vibrancy | | |

This business case supports Priority 6 of the Strategic Plan, which is "Create a Healthier Community," particularly Section 6.2: Invest in Infrastructure to Support Community Recreation with Focus of Quality of Life. It directly aligns with the goal of "Undertake a review of the Parks, Open Space and Leisure Master Plan and consider elevating parks and natural areas status by maximizing natural opportunities and outdoor experience development."

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

The Kalmu Beach 10 Year Plan includes considerations for "green" recreation amenities, with capital investments following CEEP guidelines. The Kalmu Beach 10 Year Plan addresses the City's Community Energy & Emissions Plan in the following areas:

- Goal 3: Retrofit existing buildings using Passive House energy efficiency standards to achieve a minimum of 50% increase energy efficiency
- Goal 8: Assist in achieving 35% active mobility transportation mode through the creation of bike lanes
- Goal 18: Creation of green space and urban forestry requirements for community spaces that have carbon sequestration capacity and participate in the reforestation effort of Sudbury by replanting native species along shoreline

IV. Impact Analysis**Qualitative Implications**

The Kalmu Beach 10 Year Plan includes several recommendations to improve park accessibility and user experience. Key suggested improvements in the plan are:

- Improvements to park circulation, parking and wayfinding to reduce vehicle and pedestrian conflict and increase visitor safety.
- The addition of a tiered decking system to take advantage of views, improve accessibility and support small-sized community events and gatherings.
- Repurposing the current west beach boat launch with the inclusion of a floating boardwalk and using only small craft and paddle craft.
- The naturalization of park areas through the inclusion of native plant materials.
- The addition of off-grid washrooms and change rooms at the west end of the property which are more easily accessed by individuals with accessibility challenges.
- The development of new non-motorized trails to the north of the park, connecting Kalmu Beach to the rest of the community.

Kalmu Beach improvements will meet or exceed the technical requirements of the Accessibility for Ontarians with Disabilities Act as it relates to beach access routes and public spaces. The funding for study work and preliminary design would allow the project to get to the stage where application for external funding and/or partnerships would be possible.

Quantifiable Implications

The estimated budget for required consulting and study work is \$430,000. Services and work included with this budget include:

- Lead consultant/architect fees
- Landscape architect fees
- Geotechnical studies
- Civil engineering
- Hydrogeologist and archeologist services
- Accessibility consultant

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|--------------------------|----------|----------------|------------|------------|------|------|------|
| Design & Consultant fees | One-Time | Capital | \$ 215,000 | \$ 215,000 | \$ - | \$ - | \$ - |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ 215,000 | \$ 215,000 | \$ - | \$ - | \$ - |
| | Total | | \$ 215,000 | \$ 215,000 | \$ - | \$ - | \$ - |

Impact to Capital

The investment required for design work and studies would be considered capital investments.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------|-----------------|-----------|-----------------------|--------------|-------------|--------------|-------------|-------------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ 215,000 | \$ 215,000 | \$ - | \$ - | \$ - |
| Total | | | | \$ 215,000 | \$ 215,000 | \$ - | \$ - | \$ - |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ 215,000 | \$ - | \$ (215,000) | \$ - | \$ - |
| Total | | | | \$ 215,000 | \$ - | \$ (215,000) | \$ - | \$ - |
| % Levy Increase | | | | 0.07% | | | | |

Implementation

A lead consultant/architect would be secured either through existing standing offers or new procurement processes. The lead consultant would be responsible for engaging other subject matter experts to complete the required design and studies. All information will be provided in a final report to the City. It is anticipated all studies and design would take 12 to 18 months to complete.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|---|
| <ul style="list-style-type: none"> The funding for study work and preliminary design would allow the project to get to the stage where applying for external funding and/or partnerships would be possible. The preliminary design would ensure that Kalmo Beach access routes meet or exceed the technical requirements of the Accessibility for Ontarians with Disabilities Act. | <ul style="list-style-type: none"> Other municipal beaches and access routes require similar studies and investment. No identified internal funding source for design work and studies. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|--|------------------|
| Use internal resources to complete design and study work. | Lack of internal capacity and expertise for this type of project and design. | \$ - |

Business Case - Service Level Change

| | | | |
|-------------------|---------------------------------------|---------------------------|--|
| Title | Implement Museums Revitalization Plan | | |
| Department | Executive & Legislative | Division | Strategic Initiatives, Communications and Citizen Serv |
| | | Council Resolution | C2022-31-A1 |

I. Executive Summary

Overview of Proposal

As outlined in previous staff and consultant reports, there is a lack of alignment between service level expectations and available resources for Museum Services. The section operates four community museums within Greater Sudbury with one full-time permanent staff position and up to seven seasonal student positions. This level of resources has been consistent since amalgamation, even though the technical demands for museum operations and the demand for special events and programs have increased while volunteer support has declined. These resource limitations have created challenges in regards to governance, facility renewal and infrastructure needs, artifact conservation and program resources. In order for Museum Services to meet its service level expectations for proper heritage conservation, public programming and industry best practices, two additional full-time permanent staff and an increase to the operational budget are recommended.

II. Background

Current Service Level

Greater Sudbury's four museums are intended to preserve and interpret the City's collections of historical artifacts, to connect residents and visitors with local history in-person and online through tours, historical exhibitions, hands-on programs and assist in hosting large events in partnership with community groups.

The current complement of one permanent full-time position and several seasonal students over the past 20 years has created several challenges for Museum Services to deliver relevant programming to the community in a safe and accessible manner while also meeting evolving industry practices that reflect expectations for governance, artifact management and customer service.

The majority of Greater Sudbury Museums (GSM) artifact storage areas are overfull to the extent the artifacts stored within them are being damaged and have environmental conditions endangering the artifacts stored within them. The City is currently renting external storage space that has proper climate control measures to preserve the collection.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | <input checked="" type="checkbox"/> | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

It is recommended that two additional full-time positions are added so that Museum Services will operate with the following three full-time positions:

- A new non-union Coordinator who will take the lead in administration, supervising summer students, community partnerships, funding applications and liaison with City support services such as facilities maintenance.
- The current Curator position who will be able to focus on public programming, exhibition development and artifact conservation.
- A new permanent Assistant Curator who will assist the Curator and, in particular, make progress on recording and assessing the collection to ensure it is appropriately sized and focused for this community and the Museum's mandate.

A decrease in summer student hours from 3,220 hours to 1,680 hours is also proposed. This will allow for three summer student positions a year to assist with artifact curation and program delivery. Additional students may also be secured through provincial and federal programs.

This change will address the shortfall of permanent skilled resources to meet community expectations, industry standards and perceived service levels. The recommended increase of \$25,000 to the operating budget will address increased costs in maintenance and provide financial support for required external storage, which is a new cost.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|-------------------------------------|--|
| | Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| | Climate Change | | Economic Capacity and Investment Readiness |
| | Housing | <input checked="" type="checkbox"/> | Creating a Healthier Community |
| <input checked="" type="checkbox"/> | Strengthen Community Vibrancy | | |

This aligns with Council's 2019-2027 Strategic Plan Goal Six: Create a Healthier Community by supporting community gathering places to improve social outcomes for its citizens by supporting local culture and Goal Seven: Strengthen Community Vibrancy by strengthening the framework of programs that support culture.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

There are no direct links to the CEEP.

IV. Impact Analysis**Qualitative Implications**

The change of hiring two new full-time employees will support employee satisfaction by addressing work overload issues and will increase customer service by matching service levels with resources, which will allow the organization to meet community service expectations. This is particularly important to support the special events undertaken at both Anderson Farm and the Flour Mill Museum. These events attract the majority of visitors each year but also take staff time away from the care and maintenance of the museums from an industry standards perspective. Additional staff will allow both priorities to be addressed.

The change of increasing the operating budget for museums will demonstrate the City's commitment of protecting and preserving their heritage structures and collections.

Quantifiable Implications

The addition of a full-time Coordinator position and an Assistant Curator position will have a financial impact of \$198,806 in wages and benefits, however the reduction of seasonal students will decrease the budget requirement by \$30,227. Therefore the total net financial impact of hiring two new skilled full-time employees is \$168,579. The change in the operating budget to address increased maintenance costs and provide financial support for the new cost of required external storage is \$25,000.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|--------------------------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
| Salaries and Benefits | On-Going | Tax Levy | \$ 198,806 | \$ 198,806 | \$ 198,806 | \$ 198,806 | \$ 198,806 |
| Wages and Benefits | On-Going | Tax Levy | \$ (30,227) | \$ (30,227) | \$ (30,227) | \$ (30,227) | \$ (30,227) |
| Materials - Operating Expenses | On-Going | Tax Levy | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| | On-Going | | \$ 193,579 | \$ 193,579 | \$ 193,579 | \$ 193,579 | \$ 193,579 |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 193,579 | \$ 193,579 | \$ 193,579 | \$ 193,579 | \$ 193,579 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------|-----------------|-----------|-----------------------|-------------|-------------|-------------|-------------|-------------|
| Museums Coordinator | NMGT | On-Going | Permanent | 1 | | | | |
| Assistant Curator | IW | On-Going | Permanent | 1 | | | | |
| Part Time Student Hours | | On-Going | PT Hours | (1,540) | | | | |
| | | Permanent | | 2 | - | - | - | - |
| | | PT Hours | | (1,540) | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 193,579 | \$ 193,579 | \$ 193,579 | \$ 193,579 | \$ 193,579 |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 193,579 | \$ 193,579 | \$ 193,579 | \$ 193,579 | \$ 193,579 |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 193,579 | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 193,579 | \$ - | \$ - | \$ - | \$ - |
| % Levy Increase | | | | 0.06% | | | | |

Implementation

Once approved, job descriptions would be finalized and recruitment would begin. The aim would have the positions filled by Q2 2023 which will allow the section to realize additional potential for the busier summer season.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> • Increase capacity to develop relevant exhibits, programming and meet community expectations • Increase capacity to assist community partners in hosting community events • Increase capacity to work towards meeting industry standards including maintaining City heritage structures and preserving artifact collections • Will increase municipal investment in cultural sector | <ul style="list-style-type: none"> • Increase annual operating costs |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|---|------------------|
| Status Quo | Continue with one full-time resource and 3,220 student hours. Service levels would need to be adjusted to match available resources. | \$ - |
| Rely on annual internships | By continuing to rely on internships, Museum Services is challenged with the constant requirement to apply and await approvals, then to re-train new staff annually as the programs typically support short-term contracts. This does not support the need to provide more consistent and strategic level of service to meet community expectations and industry standards. | \$ - |
| Seek storage areas for collection with climate controls in City-owned buildings | There is low inventory of City-owned structures that have the proper controls for artifact storage requirements. The most recent facility used for temporary storage was the Falconbridge Arena, where a flood occurred and all artifacts were required to be removed immediately, resulting in the need for external storage rental units. | \$ - |

Business Case - Service Level Change

| | | | |
|---------------------------|---|-----------------|------------------|
| Title | Reintroduce GOVA Service Along Dominion Drive and Elmview Drive | | |
| Department | Community Development | Division | Transit Services |
| Council Resolution | | FA2022-52 | |

I. Executive Summary

Overview of Proposal

On Tuesday, August 9, 2022, through FA 2022-52, Council approved a resolution to "direct staff to present a business case to reintroduce GOVA service along Dominion Drive and Elmview Drive for Council's consideration during the 2023 budget deliberations". Implemented on August 26, 2019, Route 105 and 105B provided transit services to communities of Blezard Valley, Val Caron, Val Therese, Hanmer and Capreol via main thoroughfares. In March 2020, in response to the COVID pandemic and reductions in ridership in excess of 50%, Route 105B was removed from service and adjustments to Route 105 were made to assume several of the areas into the existing route. Further, during the pandemic, the frequency of service was reduced for Route 105 to a service level where a total of 13 trips were provided to the area. Upon the resumption of ridership post-pandemic, with interest to align service level with demand, the incremental frequency was reintroduced to Route 105, where service was not resumed via Dominion Drive and Elmview Drive; this was a result of low ridership. Given the resumption of ridership to approximately 81% of pre-pandemic totals, and considering residential and potential recreational growth in the area, this business case recommends a resumption of transit services to Dominion Drive and Elmview Drive at an annual cost of approximately \$258,000.

II. Background

Current Service Level

Transit services for Valley East is provided by Route 105. Over the course of a service day, there are a total of 28 trips that proceed outbound from the Downtown Transit Hub, extending to Capreol and return. Frequency for this route is 30-minute service at peak times and 60-minute service outside of that. Since implementation, ridership for this route is:

2019 - 5,516/four months; 1,379/month

2020 - 158,651 annual; 13,221/month

2021 - 143,083 annual; 11,924/month

2022 - 119,913 up to August; 14,989/month

Total cost of service for transit service provided via Route 105 in 2021 was approximately \$2,418,056.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | <input checked="" type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input checked="" type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

While maintaining the current service level of Route 105, the recommendation of this business case is to introduce an additional fixed transit route to the system. The additional route would be an express route, with an updated route pattern that would apply the previous frequency used for servicing the specific area. This option would leave the current Route 105 as is to ensure there is no impact on current ridership that depend on transit to travel to/from the community. It would provide an option to travel to/from the community, or within the area of Dominion/Elmview, with shorter ride times. As the lowest additional cost option that ensures the lowest impact on riders, this recommends the implementation of an express route from the Downtown Transit Hub to service Dominion/Elmview, Val Est Mall Hub and back via MR 80 (no Blezard service). Riders would have the option to use Route 105 if they wish to travel to Capreol.

The approximate running time of this proposed route is 45 minutes with a headway of every two hours, weekday frequency outbound being six runs per day with inbound of seven runs per day; weekend frequency is recommended to be five runs per day. As a mirrored frequency and pattern from pre-pandemic routing in this area, the approximate cost of this option is \$258,000.

How does this align with Council's Strategic Plan?

| | | | |
|----------|---|----------|--|
| X | Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| X | Climate Change | | Economic Capacity and Investment Readiness |
| | Housing | X | Creating a Healthier Community |
| | Strengthen Community Vibrancy | | |

The business case supports the achievements of Council's Strategic Plan as it relates to the following pillars:

- Asset Management and Service Excellence, as a continued effort to expand ridership through innovative and responsive system improvements.
- Climate Change as it relates to Community Energy and Emissions Plan goals being realized would demonstrate leadership in the development and promotion of ideas, policies, and actions that positively influence global climate conditions; specific to this business case is Goal 7, which commits to "enhance transit service to increase transit mode share to 25% by 2050".
- Create a Healthier Community as any investments made in Transit Services affect change within the community to improve health, economic and social outcomes for all citizens.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

Community Energy and Emissions Plan goals being realized would demonstrate leadership in the development and promotion of ideas, policies, and actions that positively influence global climate conditions; specific to this business case is Goal 7, which commits to "enhance transit service to increase transit mode share to 25% by 2050". It further supports the Reduce-Improve-Switch Paradigm toward the transition to a low carbon community through transit oriented development.

IV. Impact Analysis**Qualitative Implications**

Offering additional transit service to Valley East, within an area that is currently not serviced, will support an opportunity for increased transit ridership for the community. By removing travel to areas of the community currently serviced by Route 105, this new route is more direct and offers express service. Within an area of the community that hosts recreational facilities and foresees residential growth, this additional route provides the opportunity for the use of the route to travel from connecting neighbourhoods south of Dominion while also connecting to the transit hub for travel north of the community or shopping needs. Forecasting potential opportunities for on-demand transit to integrate with the fixed route system and as an option that promotes increased use of transit, the implementation of an express route allows for a more efficient opportunity to pursue an on-demand pilot.

Quantifiable Implications

With an investment in additional transit in the community, it is anticipated that current ridership may switch between available routes as they align with their travel needs. Coupled with that, and assuming the recruitment of additional incremental ridership, the investment of \$303,500 annually for additional service will produce additional transit revenue toward a forecasted 15% rate of recovery (\$45,500 annually). This results in a net tax levy impact of \$258,000, prorated for 2023 for a 7-month implementation.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------|-----------------|----------------|-------------|-------------|-------------|-------------|-------------|
| Fare Box Revenues | On-Going | User Fees | \$ (26,542) | \$ (45,500) | \$ (45,500) | \$ (45,500) | \$ (45,500) |
| | On-Going | | \$ (26,542) | \$ (45,500) | \$ (45,500) | \$ (45,500) | \$ (45,500) |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ (26,542) | \$ (45,500) | \$ (45,500) | \$ (45,500) | \$ (45,500) |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------------------|-----------------|----------------|------------|------------|------------|------------|------------|
| Salaries and Benefits | On-Going | Tax Levy | \$ 57,307 | \$ 98,240 | \$ 98,240 | \$ 98,240 | \$ 98,240 |
| Diesel Fuel | On-Going | Tax Levy | \$ 30,552 | \$ 52,375 | \$ 52,375 | \$ 52,375 | \$ 52,375 |
| Vehicles Service Cost | On-Going | Tax Levy | \$ 25,014 | \$ 42,881 | \$ 42,881 | \$ 42,881 | \$ 42,881 |
| Shop Supplies | On-Going | Tax Levy | \$ 12,140 | \$ 20,812 | \$ 20,812 | \$ 20,812 | \$ 20,812 |
| Vehicles Repair Materials | On-Going | Tax Levy | \$ 52,029 | \$ 89,192 | \$ 89,192 | \$ 89,192 | \$ 89,192 |
| | On-Going | | \$ 177,042 | \$ 303,500 | \$ 303,500 | \$ 303,500 | \$ 303,500 |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 177,042 | \$ 303,500 | \$ 303,500 | \$ 303,500 | \$ 303,500 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------|-----------------|------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Bus Operator | IW | On-Going | PT Hours | - | 261 | - | - | - |
| Bus Operator | IW | On-Going | Permanent | 1 | - | - | - | - |
| | | Permanent | | 1 | - | - | - | - |
| | | PT Hours | | - | 261 | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 150,500 | \$ 258,000 | \$ 258,000 | \$ 258,000 | \$ 258,000 |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 150,500 | \$ 258,000 | \$ 258,000 | \$ 258,000 | \$ 258,000 |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 150,500 | \$ 107,500 | \$ - | \$ - | \$ - |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 150,500 | \$ 107,500 | \$ - | \$ - | \$ - |
| % Levy Increase | | | | 0.05% | | | | |

Implementation

Aligning with CBA requirements for posting of work assignments, if approved by Council in March 2023, the new service level would be implemented in June 2023.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|---|
| <ul style="list-style-type: none"> • This will support the goals of the CEEP and enhance customer experience • Allows for reduced travel times for commuter transit routes • Allows for future consideration and analysis for on-demand transit in the community • Aligns with Transit Action Plan • Supports community growth related to residential and recreational (twin pad) development | <ul style="list-style-type: none"> • Increased operating cost for department |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|---|------------------|
| Reintroduction of pre-pandemic route pattern and service frequency | Lack of ridership would lead to an inefficient route, the length of the route is long, and this is the highest cost option. | \$ 575,000 |
| Reintroduction of pre-pandemic route pattern with reduced service frequency | In addition to above points, reduced service makes for further inefficiencies. | \$ 355,000 |
| Introduce Bleazard Service to Existing Route 105 | The most cost-effective of all options as it would not add additional time to this route, but would be missing high ridership areas effecting travel patterns of multiple riders along Old Highway 69 to Hanmer Valley Shopping Centre. | \$ - |

Business Case - Service Level Change

| | | | |
|-------------------|---|---------------------------|----------------------|
| Title | Hire Business Development Officer for Workforce Development | | |
| Department | Executive & Legislative | Division | Economic Development |
| | | Council Resolution | CC2022-204 |

I. Executive Summary

Overview of Proposal

As directed by Council by resolution number CC2022-204, this proposal requests funding in support of a full-time permanent Business Development Officer (BDO) for Workforce Development as a demonstration of the municipality's commitment to immigration and workforce capacity in the community. The BDO position is currently a contract.

The BDO plays a crucial role of overseeing the management and administration of workforce development initiatives including the Sudbury Rural and Northern Immigration Pilot (RNIP) program, meeting with employers to provide workforce solutions, developing, hosting and partnering on events and initiatives to improve Greater Sudbury's workforce, contributing to policy development and liaising with different levels of government to communicate challenges and potential solutions on local workforce issues.

In 2019, the City of Greater Sudbury was selected to participate in the RNIP of Immigration Canada, which runs until 2024. For qualified newcomers with confirmed job offers, the program provides a fast track to becoming permanent residents, while at the same time helping to confront Greater Sudbury's labour shortages due to youth outmigration, declining birth rates and aging population, which have consistently been identified as a key barrier to business growth. In 2022, the program has seen great success with over 115 candidates recommended. Since the start of the program in 2020, over 200 primary applicants have been approved through this program, resulting in over 400 individuals joining the Greater Sudbury community including family members. Several local companies have benefitted from the RNIP as a unique program to support their labour market needs. It has been used significantly by the mining supply and service sector in particular, which accounts for one of the largest proportions of candidate recommendations.

We are currently advocating to the federal government to make the RNIP a permanent immigration program in our community. Therefore, creating and funding this position is a crucial demonstration of the municipality's own commitment to immigration and workforce, which is a 30-year challenge that requires dedicated staff resources. This request will also be instrumental in leveraging funding carryover from FedNor in order to cover the position of support staff as well as funding for capacity improvements to support RNIP efforts for the remainder of the pilot period up until 2024.

II. Background

Current Service Level

Since the beginning of the pilot in 2019, two contract positions (one full time and one part time) have been in place in order to develop workforce initiatives and administer the RNIP program in Greater Sudbury. The BDO has focused efforts on working with employers and candidates through the RNIP program, as well as meeting with employers to discuss general hiring needs and workforce solutions. This includes local hiring supports such as engaging with high schools and local post-secondary institutions, local non-profit employment agencies and newcomer talent pools, and international hiring options including both RNIP and other immigration pathways.

Other workforce attraction initiatives that the BDO for workforce has pursued include arranging networking events with employers, attending job fairs, and working on broader collaboration/attraction efforts including regional and international talent promotion such as the Hit Refresh Campaign. The BDO provides multiple presentations to various groups including post-secondary institutions, domestic and international job seekers interested in moving to Greater Sudbury, the Newcomer Centre of Peel, the Greater Sudbury Chamber of Commerce, conference participants, and others. The BDO also focuses on advocacy to higher levels of government, including advocacy for changes to the RNIP program which will make the program run more smoothly in future years. These advocacy efforts are resulting in several federal changes to the program which will be finalized in September 2022.

As of end of August, 124 candidates have now been processed through the RNIP in 2022. When we include family members, this amounts to 217 total newcomers through this program. We successfully advocated to Immigration, Refugees and Citizenship Canada (IRCC) for an increase in allocation room from 165 to 227 for 2022.

- 26 presentations delivered reaching over 2,000 participants, 65 local employers and over 1,900 international workers, local students, local workers, and stakeholders.
- Approximately 120 employers engaged
- Connections for an additional 30 newcomers with unique needs seeking work
- 100 inquiries per week about the RNIP
- 358,000 visitors accessed the RNIP and newcomer sections of the Invest Sudbury website in 2021.
- Organized a networking event for employers and newcomers to meet and discuss potential opportunities.

The BDO is supported by the shared funded Technical Coordinator position which focuses on administrative aspects as well as working with candidates interested in the RNIP program. The technical coordinator position has been shared between the Local Immigration Partnership and the RNIP. The number of RNIP applications have increased significantly in 2022, and with 124 recommendations issued and dozens of daily inquiries from candidates and employers, there is a significant continued need to have dedicated staff managing the program day-to-day along with the BDO that can oversee and manage overall workforce initiatives and the RNIP program.

In the first three years of the Sudbury RNIP pilot (2020-2022), funding from FedNor (\$480,746), the Greater Sudbury Development Corporation (\$346,398), and the City of Greater Sudbury (\$96,182) has allowed staff to support the RNIP and some broader workforce development initiatives, while highlighting the importance of immigration as a viable option for employers.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|----------|-----------------------------------|----------|------------------------------------|
| x | Change to base operating budget | X | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

The recommendation is to proceed with supporting the request for a permanent full-time employee to support the RNIP and broader workforce and talent attraction. This responds to community and employers needs by supporting a labour force program which addresses local labour market challenges and productivity issues, as well as ensuring that long-term staff are in place to support workforce efforts in the region.

This change is also recommended as a strategic demonstration of the City of Greater Sudbury's support and long-term commitment to immigration and strengthens municipal advocacy to the federal government to make the RNIP a permanent program.

The RNIP program has been a great success and has met the needs of many employers in the community, helping them to sufficiently staff local operations. In addition to the RNIP, there are several areas of workforce development that can be enhanced, including Greater Sudbury becoming a referral partner for Immigration Canada's Dedicated Service Channel, long-term talent attraction efforts, and communicating knowledge on a variety of immigration pathways and options available to employers to attract the talent they need. This includes leveraging immigration streams outside of the RNIP such as the Francophone Mobility Stream, Global Skills Strategy, Global Talent Stream, International Experience Canada, Express Entry, and the Ontario Immigrant Nominee Program, and others which may make it easier and faster for employers to hire international talent.

How does this align with Council's Strategic Plan?

| | | | |
|----------|---|----------|--|
| | Asset Management and Service Excellence | X | Business Attraction, Development and Retention |
| | Climate Change | X | Economic Capacity and Investment Readiness |
| | Housing | | Creating a Healthier Community |
| X | Strengthen Community Vibrancy | | |

This funding supports three of the pillars as outlined in Council's strategic plan as well as goals 4.2 (Leverage Greater Sudbury's Public Sector Assets and Intergovernmental Partnerships to Generate New Economic Activity) and 4.7 (Launch New Initiatives to Attract and Retain More Newcomers for Integration into New Economic Development Partnerships and Opportunities).

The BDO for workforce, through the RNIP program and other solutions they provide to employers, increases economic capacity by supporting employers in the community who are struggling to find staff. Several employers have reported the difficulty in taking on new contracts due to limited staffing capacity. Having this position in place increases the possibilities for employers to retain staff they have hired temporarily into more permanent roles, without the need to continue to undergo Labour Market Impact Assessments and work permit renewal processes regularly, which is a requirement for temporary workers. The RNIP program provides an additional unique immigration option for the Greater Sudbury area which assists employers to improve economic capacity by hiring the talent they need, after exhausting local hiring options.

Further to this, the BDO helps to strengthen business attraction, development and retention. Employers are more likely to remain in the community if they have access to sufficient talent and are not experiencing ongoing labour shortages. The ability to provide new workforce solutions has potential to increase the development of businesses into other lines of work, allowing employers to have the staff they need to expand. Further, this initiative strengthens community vibrancy, as it increases multiculturalism and multicultural awareness in the city. Attracting more immigrants, including French-speaking immigrants, to Greater Sudbury helps to support a vibrant economic and social life in many ways. Civic and business groups have a growing pool from which to draw members. Youth sports clubs and leagues around the region benefit from an increasing population of young residents.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

Increasing newcomer attraction to the region could have several positive impacts on the environment. For one, it helps to attract environmentally conscious residents to the area and increases the amount of usage of our surrounding parks and conservation areas. Newcomers to Greater Sudbury want to experience what our community has to offer and contribute to the community in a variety of ways. Increased usage of our local parks and natural assets helps to demonstrate awareness as well as justify the need to keep these areas well maintained. This could leverage funding from our provincial and federal partners for further improvement and sustainability of our natural assets. Newcomers also increase the volunteer and tax bases. An increase to the tax base helps support various city initiatives, including those that are environmentally sustainability.

IV. Impact Analysis

Qualitative Implications

Qualitative implications include: Increased community vibrancy, economic capacity, business retention, employer awareness on immigration as a viable option to fill labour gaps, and awareness on multiculturalism and diversity.

Greater Sudbury has consistently experienced one of the lowest unemployment rates in Canada. Access to available workforce and talent has been a challenge for the community since before COVID-19, which has exacerbated the issue for many local businesses. Workforce continues to be a key priority for economic growth and development, and a dedicated permanent FTE is a strong show of support by the City that recognizes these challenges and will advance the community's opportunity to attract new talent and new residents.

Further qualitative implications include:

- Increased number of newcomers to the community estimated at 50 to 75 newcomers per year, in addition to the estimated 250 through the RNIP program for 2023. This increase would be the result of staff dedicating time towards informing local employers of various immigration options and provide guidance throughout the process, as well as assisting with targeting specific areas of recruitment. The long-term economic benefits of attracting a single newcomer to the community to fill labour shortages are significant.
- 20 to 30 presentations throughout the year for employers, stakeholders, job seekers, students and temporary workers
- Improved connections to local and regional workforce (75 to 100 new connections per year)
- Increased interactions with employers (estimate 150 to 200 interactions/engagements per year), fielding of approximately 10 to 15 inquiries per week from qualified international workers, 2 to 3 job fairs attended per year, 2 to 3 networking events planned per year
- Increased awareness of the City of Greater Sudbury on a global scale
- Increased partnerships between community organizations and the City
- Increased number of regional partnerships with surrounding communities/organizations
- Increased our opportunities to access federal funding for ongoing RNIP operations.

Quantifiable Implications

Provided that the required administrative staffing support is in place for the RNIP, the cost of the BDO position would be \$127,143.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------------|----------|----------------|------------|------------|------------|------------|------------|
| Salary and Benefits | On-Going | Tax Levy | \$ 127,143 | \$ 127,143 | \$ 127,143 | \$ 127,143 | \$ 127,143 |
| | On-Going | | \$ 127,143 | \$ 127,143 | \$ 127,143 | \$ 127,143 | \$ 127,143 |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 127,143 | \$ 127,143 | \$ 127,143 | \$ 127,143 | \$ 127,143 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------------|-----------------|-----------|-----------------------|------------|------------|------------|------------|------------|
| Business Development Officer | NMGT | On-Going | Permanent | 1 | | | | |
| | | Permanent | | 1 | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 127,143 | \$ 127,143 | \$ 127,143 | \$ 127,143 | \$ 127,143 |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 127,143 | \$ 127,143 | \$ 127,143 | \$ 127,143 | \$ 127,143 |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 127,143 | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 127,143 | \$ - | \$ - | \$ - | \$ - |
| % Levy Increase | | | | 0.04% | | | | |

Implementation

The BDO has already been in place as a contract position since the beginning of the RNIP program. Workforce challenges have been projected over the coming decades, hence the need for dedicated resources toward supporting our workforce over the long term. The RNIP Pilot Program will be in place until February 2024 with potential to extend for the long term.

There are several potential synergies with other services and departments. For example, the BDO works closely with the Local Immigration Partnership coordinator to discuss settlement and retention for RNIP clients and other newcomers. The BDO works with settlement organizations in the region to ensure RNIP clients are receiving the settlement support they need. There are also ways in which newcomer clients benefit from other services within the City including library services, transit and leisure. Coordinating and leveraging these services support retention of newcomers in the City.

The City's commitment to a permanent FTE provides a significant signal to our federal partners about our municipality's own commitment to improving workforce capacity in the region. This will help us to secure additional federal funding for RNIP operations over the longer term.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> Funding this position is a crucial demonstration of the municipality's own commitment to immigration and workforce, which is a decades-long challenge that will require dedicated staff resources. The City's support for the BDO position to oversee the RNIP is a signal from the municipality with strategic importance as the Federal Government decides if they will continue the program beyond the pilot period, This may as well signal to other funders such as FedNor to provide additional funding for staffing, marketing and capacity improvement towards workforce over the coming years. Providing funding for the BDO will allow staff to deliver services and initiatives towards workforce capacity improvement in the coming years, which will be a crucial period as labour shortages continue due to ongoing retirements. | <ul style="list-style-type: none"> Increase to FTE staff complement. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|--|--|------------------|
| Status Quo (position is removed once funding ends) | <p>Disadvantages: If this staff position cannot be funded, services to employers would be significantly impacted and the RNIP program would not run efficiently. The RNIP program requires a dedicated staff person to oversee it, and to demonstrate the benefits of the program to local employers. Broader workforce development initiatives including targeted recruitment, presentations, talent attraction efforts, and employer engagements would not be possible.</p> <p>Long-term workforce solutions for employers would not be provided. In order to tackle workforce issues in the Greater Sudbury region, a dedicated person to address and provide alternate solutions to employers, and to advocate for change at higher levels of government, is required.</p> <p>The GSDC and FedNor have already provided funding commitments toward this pilot project. Not receiving support from the City would trigger concerns from other funders and would create more difficulties in leveraging funding in the future.</p> | \$ - |

Business Case - Service Level Change

| | | | |
|-------------------|-----------------------------|---------------------------|-------------------|
| Title | Update Downtown Master Plan | | |
| Department | Growth and Infrastructure | Division | Planning Services |
| | | Council Resolution | PL2022-142 |

I. Executive Summary

Overview of Proposal

Strategic Objective 2.4 of Council's 2019-2027 Strategic Plan seeks to revitalize Downtown Sudbury with public investment that supports and leverages private investment. The objective specifically includes updating and implementing the Downtown Master Plan. As such, staff is recommending that the Downtown Master Plan undergo a 10-year review and update. The estimated cost of \$250,000 includes establishing a steering committee, hiring a consultant, image and custom data production, community consultations, production of reports, etc.

II. Background

Current Service Level

Planning Services Division leads the creation, review and implementation of land use planning documents and initiatives, such as the Downtown Master Plan (DMP). The Downtown Master Plan was endorsed by Council in 2012. Since that time, the City and community stakeholders have initiated or completed a number of projects including the School of Architecture, Place des Arts, Tom Davies Courtyard Improvements, Library and Art Gallery, new financial incentives, the Brady Green Stairs, and a Public Art Strategy. Related background work is currently underway regarding an updated parking strategy, as well as conceptual design of complementary public realm projects in the South District related to the Junction East. As many of the DMP projects are now complete, the 10-year review of the plan is warranted.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|---|-----------------------------------|--|------------------------------------|
| | Change to base operating budget | | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| X | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

Council recently directed staff (CC2022-137) to work with the School of Architecture on amendments to the Official Plan and Downtown Master Plan emanating from the Sudbury 2050 design competition. This work would be complementary to the larger Downtown Master Plan Update, as directed in Council's Strategic Plan.

The City is also currently undertaking the conceptual design of complementary projects to the Junction East development, along with an update to the Downtown Parking Study. These components, once finalized, can also be brought into the Downtown Master Plan Update.

Finally, the City is now in the 11th year of the 10-year implementation plan. Given that many of the major projects and policy initiatives have been completed, an update to the plan is needed to shape the next 10 years.

How does this align with Council's Strategic Plan?

| | | |
|---|---|--|
| Asset Management and Service Excellence | X | Business Attraction, Development and Retention |
| Climate Change | | Economic Capacity and Investment Readiness |
| Housing | | Creating a Healthier Community |
| Strengthen Community Vibrancy | | |

Strategic Objective 2.4 of Council's 2019-2027 Strategic Plan seeks to revitalize Downtown Sudbury with public investment that supports and leverages private investment. The objective specifically includes updating and implementing the Downtown Master Plan.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

The proposed review of the Downtown Master Plan would help achieve Goal 1 of the CEEP regarding compact, complete communities.

IV. Impact Analysis**Qualitative Implications**

An update to the Downtown Master Plan will promote civic engagement in long-term planning of downtown (via steering committee and other engagement methods) and provide direction for public and private downtown investment and policy development for the next 10 years.

Quantifiable Implications

Staff estimates the Downtown Master Plan Update to cost \$250,000. The costs include establishing a steering committee, hiring a consultant, image and custom data production, community consultations, production of reports, etc.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|-----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | | On-Going | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------------------|----------|-----------------|------------|------------|------|------|------|
| Downtown Master Plan Update | One-Time | Tax Levy | \$ 125,000 | \$ 125,000 | \$ - | \$ - | \$ - |
| | | | | | | | |
| | | On-Going | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | \$ 125,000 | \$ 125,000 | \$ - | \$ - | \$ - |
| | | Total | \$ 125,000 | \$ 125,000 | \$ - | \$ - | \$ - |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------|-----------------|------------------------|-----------------------|--------------|-------------|--------------|-------------|-------------|
| | | | | | | | | |
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| | | | | | | | | |
| | | Yearly Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 125,000 | \$ 125,000 | \$ - | \$ - | \$ - |
| | | Total | | \$ 125,000 | \$ 125,000 | \$ - | \$ - | \$ - |
| | | | | | | | | |
| | | Net Levy Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 125,000 | \$ - | \$ (125,000) | \$ - | \$ - |
| | | Total | | \$ 125,000 | \$ - | \$ (125,000) | \$ - | \$ - |
| | | % Levy Increase | | 0.04% | | | | |

Implementation

The timeframe for completion is approximately 24 months. This includes the establishment of a steering committee, the procurement process, the preparation of draft documents, Council and public engagement sessions, the finalization of the plan, and the preparation and adoption of a new 10-year implementation plan.

This business case assumes that 1) all relevant stakeholders will participate in the project, 2) the City will have all the information and resources it needs to produce a new 10-year implementation plan within a 24-month period, and 3) the market will respond to an RFP and produce the new plan on time and within the proposed budget. Constraints include staff time and capacity across many City departments to realize the project.

Synergies include the ongoing conceptual design of existing Downtown Master Plan projects complementary to the Junction East Project, as well as the Downtown Parking Strategy Update.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> Provides new coordinated public/private 10-year vision for Downtown Sudbury Engages public in development of new master plan | <ul style="list-style-type: none"> No foreseen disadvantages. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|--|------------------|
| Do not proceed with Downtown Master Plan Update | Advantages: status quo. Disadvantages: No comprehensive coordination of public and private projects in downtown over the next 10 years. | \$ - |
| Undertake Downtown Master Plan Update completely in-house | Disadvantages: other services in Planning Services Division would be affected over the review period due to limited staff capacity. | \$ - |

Business Case - Service Level Change

| | | | |
|-------------------|---|---------------------------|------------------|
| Title | Construct a Universal Washroom at Tom Davies Square | | |
| Department | Corporate Services | Division | Assets and Fleet |
| | | Council Resolution | CC2022-134 |

I. Executive Summary

Overview of Proposal

Tom Davies Square (TDS) is located at 200 Brady St. and serves as City Hall for the community. In accordance with Council Resolution CC2022-134, this business case is for the addition of a universal washroom in TDS to accommodate those who may require barrier-free washroom facilities.

Currently TDS has two sets of public washrooms (one male and one female) in the main lobby across from council chambers and the customer service counter. Each washroom has two barrier-free stalls, but only one in each has a change table. The two barrier-free stalls are not the same size as a fully universal washroom.

The features of a fully accessible universal washroom may contain:

- An adult change table complete with a lift and sling (600 lb. capacity) that allows an individual to move around the room.
- Waiting area for support workers.
- Emergency buttons to call for help.
- Accessible toilet, sink, soap dispenser, water, and hand dryer.
- Contrasting floor tiles to help those with a visual impairment navigate the facilities.
- Grab bars fastened to walls.
- Ample space for wheelchairs and walkers.

Options that are not mandated, but have been provided by other municipalities/building owners include:

- Privacy curtain.
- Child-sized toilet and child change table.
- Security system that includes guests buzzing in to gain access.

II. Background

Current Service Level

The City completed the installation of a new fully accessible universal washroom on the first floor of 199 Larch St. in 2021. Tom Davies Square (TDS) does not currently have a universal washroom.

The two sets of existing public washrooms in TDS are similar to each other and are original to the building (construction circa 1972). The washrooms contain the following amenities:

- The male washroom has two partitioned toilet stalls that are barrier-free sized, but not sufficiently large enough to meet the universal washroom dimensions.
- Three wall-hung urinals.
- Two hand wash sinks.
- One high-mounted paper towel dispenser.
- Two wall-mounted soap dispensers.
- Standard-height plastic laminate countertop that is not at a height to meet the barrier-free requirements.

The female washroom is of similar construction, except that the three urinals are exchanged for two additional partitioned toilet stalls that are standard size and not barrier-free.

With approval of the business case, the City will proceed to hire an architect to develop conceptual sketches and prepare design drawings for tender in Q3 2023. It is anticipated that work would be completed in 2024.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|----------|-----------------------------------|----------|------------------------------------|
| X | Change to base operating budget | | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| X | Investment in project (Operating) | X | Investment in project (Capital) |

Recommendation and Rationale

The City must adhere to the following legislation:

- Ontario Building Code (OBC). Building Code Act, 1992, S.O. 1992, c. 23; O. Reg. 332/12: Building Code.
- Accessibility for Ontarians with Disabilities Act (AODA). Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11.
- O. Reg. 191/11: Integrated Accessibility Standards.

The City is obligated under O. Reg. 191/11 to develop, implement and maintain policies governing how the organization achieves or will achieve accessibility through meeting its requirements. However, the regulations do not prescribe changes to pre-existing facilities. The OBC allows for continued use of pre-existing function(s) within an existing facility that may be otherwise required to be implemented in a new building.

Although not prescribed, it is recommended to implement a fully accessible universal washroom to lead as example, to provide fully accessible washroom facilities in City Hall, and to ensure there are facilities for those who require accommodations. The City has previously received complaints related to AODA at 199 Larch St. for lack of a fully accessible washroom.

How does this align with Council's Strategic Plan?

| | | | |
|----------|---|----------|--|
| X | Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| | Climate Change | | Economic Capacity and Investment Readiness |
| | Housing | X | Creating a Healthier Community |
| | Strengthen Community Vibrancy | | |

The 2019-2027 City of Greater Sudbury Strategic Plan clearly identifies the need to maintain facility assets under:

- Section 1. Asset Management and Service Excellence.
- Section 1.1 Optimize Asset Service Life Through the Establishment of Maintenance Plans.
- Section 1.2 Establish Sustainable Asset Service Levels to Assess Results from Maintenance and Renewal Efforts.
- Section 6.2 Invest in Infrastructure to Support Community Recreation with Focus on Quality of Life.

Tom Davies Square (TDS) is the most critical municipal facility for citizen needs, provides headquarters for Greater Sudbury Police Services and is the main support facility for all departments. This budget request is for the addition of a universal washroom at TDS to support providing accessible facilities and services for all residents.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

As part of the construction of a universal washroom, a new exhaust fan and domestic hot water connections will be required. The new equipment will be energy efficient models.

IV. Impact Analysis**Qualitative Implications**

This change will improve customer and public service, resident satisfaction and the City's reputation as it promotes inclusivity for people with disabilities, families with young children and transgender and non-binary individuals.

Quantifiable Implications

The addition of a universal washroom will affect the annual operating accounts as it is a net increase in facility service. Operating costs include electricity (lighting, hand dryers and auto door operator), janitorial (increased labour, manpower and materials consumption), and minor increase in security labour.

It is a capital project that is currently unfunded.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|--------------|----------------|-------------|-------------|-------------|-------------|-------------|
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------------------------|-----------------|----------------|-------------------|-----------------|-----------------|-----------------|-----------------|
| Capital New Washroom Construction | One-Time | Tax Levy | \$ 100,000 | \$ - | \$ - | \$ - | \$ - |
| Janitorial | On-Going | Tax Levy | \$ - | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Plumbing | On-Going | Tax Levy | \$ - | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| | On-Going | | \$ - | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| | One-Time | | \$ 100,000 | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 100,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |

Impact to Capital

Yes, \$100,000 in 2023.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------------|-----------|-----------------------|------------|--------------|----------|----------|----------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| One-Time | | | | \$ 100,000 | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 100,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ 4,000 | \$ - | \$ - | \$ - |
| One-Time | | | | \$ 100,000 | \$ (100,000) | \$ - | \$ - | \$ - |
| Total | | | | \$ 100,000 | \$ (96,000) | \$ - | \$ - | \$ - |
| % Levy Increase | | | | 0.03% | | | | |

Implementation

The implementation plan upon approval of the business case is as follows:

- Issue purchase order for architect for concept and preliminary estimate.
- Discussions with TDS maintenance staff.
- CGS to present project to Accessibility Advisory Panel for their comments.
- Upon CGS approval of the conceptual design, the architect will proceed to complete the design of the project and implement concerns/comments identified by the Accessibility Advisory Panel.
- Issue tender call based on finished design package.
- General contractor will confirm overall construction schedule, but the work is estimated to be approximately four months in duration.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|---|
| <ul style="list-style-type: none"> • Provides updated AODA compliant washroom for public use within TDS. • CGS will be leading by example in promoting inclusivity. • Increased service provided to citizens and staff. | <ul style="list-style-type: none"> • Scarce capital allocated to a new washroom results in less capital for existing assets in need of investment. • Some coordination of artifacts within lobby space required. • Loss of space in lobby/corridor adjacent to council chambers. • Lack of user understanding in operating washroom (i.e. auto operator, time delay required for door closing, user does not lock door during use, etc.). |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|---|------------------|
| Status Quo | Advantage - no capital expense Disadvantage - no AODA compliant universal washroom | \$ - |
| Renovate and modernize existing washrooms and include new fully-accessible washroom | Advantages: - Modernizes existing washrooms in lobby of TDS. - Provides AODA compliant washrooms with upgraded fixtures for improved ease of use. Disadvantages: - Will be expensive in relation to providing a "third" washroom in close proximity to the existing washrooms. - Existing washroom area too small to accommodate additional fixtures and required stall area, so additional demolition required to expand area to provide mandatory items for universal washroom. - Existing washrooms will not be available for duration of renovation and there are no alternatives in close proximity. | \$ 150,000 |

Business Case - Service Level Change

| | | | |
|-------------------|--|---------------------------|---------------------------------|
| Title | Implement South End Transportation Study | | |
| Department | Growth and Infrastructure | Division | Infrastructure Capital Planning |
| | | Council Resolution | FA2021-24-A13 |

I. Executive Summary

Overview of Proposal

The capital funding request for this project represents the request for transportation studies identified in the Transportation Master Plan (TMP). The TMP was prepared to support and inform the vision of the City's Official Plan as a modern and vibrant city that is healthy, sustainable and green. The TMP presents background information, policy changes and network improvements to be considered through the development of a sustainable, multi modal transportation system. These funds are requested to initiate the South End Transportation Study. This study will review alternatives for improvements recommended in the TMP which include a review of access to Laurentian University, Paris Street/Regent Street intersection capacity and active transportation, Southview Drive, and development driven projects such as the Martilla Drive extension to Paris Street, and Remington Road extension to Long Lake Road. The study will follow the requirements of the Municipal Class Environmental Assessment (EA) process as approved under the Ontario Environmental Assessment Act required for municipal road projects. Through this process, various alternatives for each improvement will be reviewed and associated opportunities, challenges, and environmental and community issues will be evaluated. These alternatives will also be evaluated with consideration to the Community Energy and Emissions Plan (CEEP). The recommendations of the Class EA will be presented to Council for adoption into the Official Plan, and any recommended improvements will form part of the budget process for Council's consideration. The preliminary estimate for funds required to complete this study is \$500,000. Improvements to service levels will be realized when recommendations of the study are constructed.

II. Background

Current Service Level

The Transportation Master Plan recommends study of this area to accommodate the long-term service levels for intersection performance, active transportation facilities and road capacity. Current service levels of some intersections within the study area are close to or at capacity.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|--------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input type="checkbox"/> | Change to base operating budget | <input type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

The studies recommended in the TMP support the Official Plan's vision of the City and are required to provide an opportunity to initiate improvements to the transportation system. Improvements to the transportation system will maintain or improve service levels, attract and facilitate development, contribute to reduction of greenhouse gases and create a healthier community through promotion and provision of viable active transportation alternatives. Transportation studies are an integral step of the transportation planning process and are required to complete improvements to the transportation network.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input checked="" type="checkbox"/> | Business Attraction, Development and Retention |
| <input checked="" type="checkbox"/> | Climate Change | <input checked="" type="checkbox"/> | Economic Capacity and Investment Readiness |
| <input type="checkbox"/> | Housing | <input checked="" type="checkbox"/> | Creating a Healthier Community |
| <input type="checkbox"/> | Strengthen Community Vibrancy | <input type="checkbox"/> | |

Improvements to the transportation system will maintain or improve service levels, attract and facilitate development, contribute to reduction of greenhouse gases and create a healthier community through promotion and provision of viable active transportation alternatives.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

Implementation of the South End Transportation Study will contribute toward Goals 7 and 8 of the CEEP listed in the Low Carbon Transportation Strategy. Work includes route planning, reduction of travel times and improvements to transit reliability, potentially leading to increased ridership. Improvements to active transportation routes will increase the number of users who walk or cycle to these areas.

IV. Impact Analysis

Qualitative Implications

Completion of the proposed study will demonstrate the City is looking to the future in accommodating development, maintaining service levels with growth and improving active transportation options.

Quantifiable Implications

Increased operating costs associated with the proposed improvements will be established when the construction details are identified. The estimated one-time investment is \$500,000, less the \$75,000 contribution from Health Sciences North (HSN) for the environmental assessment of Ramsey Lake Road.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|--------------------|----------|--------------------|-------------|------|------|------|------|
| Site Plan Deposits | One-Time | Obligatory Reserve | \$ (75,000) | \$ - | \$ - | \$ - | \$ - |
| | | | | | | | |
| | | On-Going | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | \$ (75,000) | \$ - | \$ - | \$ - | \$ - |
| | | Total | \$ (75,000) | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|--------------------------------|----------|--------------------|------------|------------|------|------|------|
| South End Transportation Study | One-Time | Tax Levy | \$ 75,000 | \$ 350,000 | \$ - | \$ - | \$ - |
| South End Transportation Study | One-Time | Obligatory Reserve | \$ 75,000 | \$ - | \$ - | \$ - | \$ - |
| | | On-Going | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | \$ 150,000 | \$ 350,000 | \$ - | \$ - | \$ - |
| | | Total | \$ 150,000 | \$ 350,000 | \$ - | \$ - | \$ - |

Impact to Capital

This project adds funds to the capital budget in the amounts of \$150,000 (\$75,000 from HSN site Plan Deposits) in 2023 and \$350,000 in 2024.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------|-----------------|------------------------|-----------------------|--------------|-------------|--------------|-------------|-------------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| | | | | | | | | |
| | | Yearly Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 75,000 | \$ 350,000 | \$ - | \$ - | \$ - |
| | | Total | | \$ 75,000 | \$ 350,000 | \$ - | \$ - | \$ - |
| | | | | | | | | |
| | | Net Levy Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 75,000 | \$ 275,000 | \$ (350,000) | \$ - | \$ - |
| | | Total | | \$ 75,000 | \$ 275,000 | \$ (350,000) | \$ - | \$ - |
| | | % Levy Increase | | 0.02% | | | | |

Implementation

A request for proposal will be issued in 2023 for initiation of the South End Transportation Study. The study will follow the Municipal Class Environmental Assessment (EA) process and these approvals will be required prior to commencement of construction. Completion of the study is expected by 2025.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> Ramsey Lake Road EA work will commence with a view to work toward a resolution of improved access to Laurentian University and area. City will be well positioned for development in the South End when proposed transportation improvements are identified. Improvements to active transportation facilities identified in the TMP are expected to be included in study recommendations. | <ul style="list-style-type: none"> Capital costs requested are estimates of consultant fees and may be subject to revision. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|---|------------------|
| Do not proceed with the proposed study. | <p>Advantage: No capital investment required.</p> <p>Disadvantages: Improved access to Laurentian University and area will remain unresolved. The City will not be well positioned for development and growth in the South End and future service levels may be negatively affected. The review of active transportation facilities recommended in the TMP in the South End will remain incomplete.</p> | \$ - |

Business Case - Service Level Change

| | | | |
|-------------------|---|---------------------------|---------------------------------|
| Title | Implement Gateway Speed Limits in Residential Areas | | |
| Department | Growth and Infrastructure | Division | Infrastructure Capital Planning |
| | | Council Resolution | OP2022-14 |

I. Executive Summary

Overview of Proposal

At the May 16, 2022 Operations Committee meeting resolution OP2022-014 was carried asking staff to prepare a business case for consideration during the 2023 budget process to fund the Gateway Speed Limit pilot project and that an option be presented in the business case that updates the 2019 cost estimates to introduce gateway speed limits across the municipality. Gateway speed limits allow municipalities to post a lower speed limit for large sections of the municipality through the use of gateway speed limit signs. Prior to this amendment, a municipality which wanted to post a speed limit other than 50 km/h for an area was required to install speed limit signs on all roads within the area. With the amendment to the Highway Traffic Act, a municipality is now only required to post a new type of speed limit sign at all the entrance/exit points to the area they have designated and the speed limit would apply to all roadways within the area.

II. Background

Current Service Level

Currently if a speed limit other than 50 km/h is posted for an area then the requirement is to install signs on all roads in that area. A gateway speed limit was implemented within an area of Ward 8 and the effectiveness of the signs is being evaluated.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|--|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| <input checked="" type="checkbox"/> | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

An amendment to the Highway Traffic Act allows municipalities to lower speed limits in an area by only posting signs at entry/exit points. By implementing gateway speed limits, the speed limits can be lowered to 40 km/h in all residential areas and 30 km/h in school zones where staff receive a large number of concerns for speeding in their neighbourhoods. The pilot project will determine the effectiveness of the program and whether or not it should be expanded to the entire city.

How does this align with Council's Strategic Plan?

| | | |
|---|-------------------------------------|--|
| Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| Climate Change | | Economic Capacity and Investment Readiness |
| Housing | <input checked="" type="checkbox"/> | Creating a Healthier Community |
| Strengthen Community Vibrancy | | |

This report refers to the Create a Healthier Community strategic initiative as identified in the Strategic Plan.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

This business case links to Goal 8: Achieve 35% active mobility transportation mode share by 2050 in the Community Energy and Emissions Plan. Traffic calming measures will further advance the healthy streets goal by lowering the operating speeds of vehicles on residential roadways and making them more cyclist and pedestrian friendly.

IV. Impact Analysis

Qualitative Implications

By implementing the pilot project, staff can use speed studies to determine the effectiveness of gateway speed limits throughout the entire city and whether or not to continue the program .

Quantifiable Implications

1. Installing new signs in one area of each ward: \$65,000.
2. Removing signs if it is determined the project will not continue past 2024: \$26,500.
3. Increased costs for sign maintenance - \$6,500.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------|----------|----------------|-----------|-----------|----------|----------|----------|
| Sign installation | One-Time | Tax Levy | \$ 65,000 | \$ - | \$ - | \$ - | \$ - |
| Sign maintenance | On-Going | Tax Levy | \$ 6,500 | \$ 6,500 | \$ 6,500 | \$ 6,500 | \$ 6,500 |
| Sign removal | One-Time | Tax Levy | \$ - | \$ 26,500 | \$ - | \$ - | \$ - |
| | On-Going | | \$ 6,500 | \$ 6,500 | \$ 6,500 | \$ 6,500 | \$ 6,500 |
| | One-Time | | \$ 65,000 | \$ 26,500 | \$ - | \$ - | \$ - |
| | Total | | \$ 71,500 | \$ 33,000 | \$ 6,500 | \$ 6,500 | \$ 6,500 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------|-----------------|-----------------|-----------------------|-----------|-------------|-------------|----------|----------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| | | Yearly Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ 6,500 | \$ 6,500 | \$ 6,500 | \$ 6,500 | \$ 6,500 |
| | | One-Time | | \$ 65,000 | \$ 26,500 | \$ - | \$ - | \$ - |
| | | Total | | \$ 71,500 | \$ 33,000 | \$ 6,500 | \$ 6,500 | \$ 6,500 |
| | | Net Levy Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ 6,500 | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 65,000 | \$ (38,500) | \$ (26,500) | \$ - | \$ - |
| | | Total | | \$ 71,500 | \$ (38,500) | \$ (26,500) | \$ - | \$ - |
| | | % Levy Increase | | 0.02% | | | | |

Implementation

If the business case is approved, the new signs will be installed in 2023. As part of the evaluation process, speed studies will be conducted in 2023 and 2024. Finally, in the third quarter of 2024 a report will be brought back to Operations Committee with a recommendation on whether or not to continue the program.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> By implementing the pilot project staff will be able to determine if the program should be continued and expanded to other areas of the city. | <ul style="list-style-type: none"> Residents who live outside of the pilot project areas may question why their area was not chosen. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|--|---|
| Implement gateway speed limit areas across the entire city. Staff recommend this be phased-in over a four year period in order to use internal resources. | If gateway speed limits are implemented across the city without a pilot project, the effectiveness of the program will not be evaluated and a budget over four times the cost of the pilot project will be required. | \$320,000 (ongoing annual operating costs \$32,000) |

Business Case - Community Grant

| | | | |
|-------------------|--|---------------------------|----------------------|
| Title | Increase Operating Grant to Place des Arts | | |
| Department | Executive & Legislative | Division | Economic Development |
| | | Council Resolution | FA2021-90-A27 |

I. Executive Summary

Overview of Proposal

At the Finance and Administration Committee meeting of December 15, 2021, resolution FA2021-90-A27 was passed requesting a business case for the increase of Place des Arts (PdA) annual operating funding, with \$60,000 provided from the 2022 budget and an additional \$50,787 deferred for consideration as part of 2023 Budget deliberations. This follows a request made by the Board of Directors of Place des Arts dated August 31, 2021 requesting an increase to the municipal operating grant.

Place des Arts is a large project supported by the City of Greater Sudbury since 2016, following Council direction. The City of Greater Sudbury has contributed to the Place des Arts project since its early stages, and has provided funding of \$5 million as well as the contribution of land to support the capital construction of the facility. The City also contributes \$209,213 annually as a grant for operational costs. Place des Arts has previously indicated in 2016 and updated in 2018 that the facility will require annual operational funding of \$260,000 from the City, which represents an increase of \$50,787 annually. The organization has also stated that the municipal contributions to operating costs will be a crucial component to their success in securing ongoing operational funding from the federal and provincial governments as well as other funding agencies. The facility opened to the public in April 2022 and has been running programming from tenant organizations as well as external organizations in the community.

II. Background

Current Service Level

Following completion of construction, Place des Arts opened its doors in April 2022. Place des Arts has received \$5 million plus the provision of land from the City for the capital construction of the facility, and currently receives \$209,213 as an annual operating grant from the City for operations. The organization's tenant partners also receive annual funding through the Arts & Culture grant program through the operating grant stream.

For additional context, the City and Place des Arts have signed a Capital Contribution Agreement that states that "Provision of the Funds in no way commits the City to provide other or additional funding for the Project or to contribute to any costs of the Project in excess of the Estimated Cost of the Project or to provide operational funding for the Project once constructed."

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|---|-----------------------------------|--|------------------------------------|
| | Change to base operating budget | | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| X | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

An annual operating grant of \$260,000 reflects an increase of \$50,787 to the current annual contribution of \$209,213. Place des Arts has also noted that this municipal contribution provides key leverage for the organization to access funding from senior levels of government. It also helps to protect the investment the City has already made in the capital project of Place des Arts, and supports job creation in the downtown core.

How does this align with Council's Strategic Plan?

| | | | |
|---|---|---|--|
| | Asset Management and Service Excellence | X | Business Attraction, Development and Retention |
| | Climate Change | X | Economic Capacity and Investment Readiness |
| | Housing | | Creating a Healthier Community |
| X | Strengthen Community Vibrancy | | |

Now that it is fully operational, these operating grant dollars help Place des Arts realize its goals of becoming the cultural hub for Franco-Ontarian culture in Greater Sudbury and northern Ontario. The centre will also support downtown revitalization by offering programming that will increase foot traffic in the core, increase real estate values downtown, help to raise awareness of the City's cultural identity and create tourism opportunities by attracting new audiences and out of town visitation.

IV. Impact Analysis

Qualitative Implications

Support for Place des Arts operations will advance goals related to downtown revitalization, tourism and culture. The facility helps to increase foot traffic downtown and provide space with potential for events and festivals. The project also enhances work being done by YES Theatre on the Refettorio project as well as Downtown Sudbury's seasonal patio program. Operational dollars also help to support the creation of 20 full-time and 17 part-time employees at the facility. As noted by Place des Arts, benefits include:

- Growth in employment in the professional arts and culture sector.
- Growing number of specialized, qualified workers.
- Better positioning for Greater Sudbury to take advantage of opportunities in the arts and culture sector.
- Development of new commercial partnerships in the tourism sector including cultural tourism.
- Increase in major events bringing people to Greater Sudbury.
- High occupancy rate of rentable space within the venue, strengthening the centre's viability, and creating a more vital "lived in" downtown.
- Meet the needs of the Greater Sudbury community for a medium-sized specialized venue for arts and cultural programming.
- Increase number of visitors downtown and increase support for local businesses.
- Develop partnerships with organizations that support the integration of francophone newcomers (professional immigration, post-secondary institutions).
- Attract medium-sized conferences, forums, and meetings to Greater Sudbury.
- Increased synergy and collaboration amongst Place des Arts and its seven founding members (performance, production, programming, and back office) as well as new partnerships with other community arts and cultural groups.

Quantifiable Implications

Place des Arts currently receives \$209,213 as a municipal grant for operational costs, which includes a \$60,000 increase approved for 2022 through the tax levy. Prior to 2022, Place des Arts received an operating grant of \$149,213. The requested increase of \$50,787 will bring this total to \$260,000 and will support staffing and administrative costs incurred in running Place des Arts as an arts and culture hub for Greater Sudbury.

Place des Arts will retain management of the facility with the professional staff required for its operations and strengthen the capacity of the arts and culture sector, building on current expertise to ensure the sector's continued growth and development. Once further along in its operations, Place des Arts will generate over 60% of its own revenues (along with office and venue rentals, sales of services). The balance of its operating costs (30 to 40 per cent of overall budget) will be subsidized by public funders, including Heritage Canada, Canada Council for the Arts, Ontario Arts Council, and the City of Greater Sudbury. These operating grants are standard for organizations such as Place des Arts which operates in Canada's cultural sector. What is unique about PdA's situation is the relative strength of its business model and diverse revenue sources. Comparable organizations typically only achieve the 30 per cent mark in terms of self-generated revenues.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------------------|----------|----------------|-----------|-----------|-----------|-----------|-----------|
| Place des Arts Grant | On-Going | Tax Levy | \$ 50,787 | \$ 50,787 | \$ 50,787 | \$ 50,787 | \$ 50,787 |
| | | | | | | | |
| | On-Going | | \$ 50,787 | \$ 50,787 | \$ 50,787 | \$ 50,787 | \$ 50,787 |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 50,787 | \$ 50,787 | \$ 50,787 | \$ 50,787 | \$ 50,787 |

| Yearly Impact | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------|-----------|-----------|-----------|-----------|-----------|
| On-Going | \$ 50,787 | \$ 50,787 | \$ 50,787 | \$ 50,787 | \$ 50,787 |
| One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 50,787 | \$ 50,787 | \$ 50,787 | \$ 50,787 | \$ 50,787 |

| Net Levy Impact | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------|------|------|------|------|
| On-Going | \$ 50,787 | \$ - | \$ - | \$ - | \$ - |
| One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 50,787 | \$ - | \$ - | \$ - | \$ - |
| % Levy Increase | 0.02% | | | | |

Business Case - Service Level Change

| | | | |
|-------------------|---|---------------------------|-------------------|
| Title | Increase Resources for the Regreening Program | | |
| Department | Growth and Infrastructure Services | Division | Planning Services |
| | | Council Resolution | FA2021-24-A13 |

I. Executive Summary

Overview of Proposal

Increasing the Regreening Program's base budget by \$50,000 will allow the purchase and planting of an additional 50,000 conifer tree seedlings. Planting additional trees on Greater Sudbury's formerly barren areas allows an increase in carbon sequestration, which is the process of capturing and storing atmospheric carbon dioxide to offset greenhouse gas emissions. Carbon sequestration is one means of reducing the amount of carbon dioxide in the atmosphere with the goal of reducing global climate change.

II. Background

Current Service Level

Each year, the Regreening Program spreads crushed limestone, a grass and legume seed mix, and fertilizer to provide a healthy growing environment for the annual planting of approximately 80,000 tree seedlings. Based on recent published research by Laurentian University, the carbon sequestered as a result of the Regreening Program is estimated at 650,000 tonnes since the program began in 1978. Additional land reclamation and tree planting by Vale and Glencore brings the total carbon sequestered to one million tonnes over the same period.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|--|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

In May 2019, the City declared a Climate Emergency with a target of becoming a net-zero greenhouse gas (GHG) community by 2050. Carbon sequestration by planting additional trees as part of the Regreening Program is one means of becoming a net-zero GHG community by 2050.

Increasing the Regreening Program's base budget by \$50,000 will allow the purchase and planting of an additional 50,000 conifer tree seedlings. The additional tree seedlings represent an additional 125 tonnes of carbon dioxide equivalent (CO₂e) sequestered per year (50,000 conifer seedlings resulting in a carbon sequestration rate after about 20 years of 2.5 tonnes CO₂e per hectare per year based on a density of 1,000 stems per hectare).

This is 63 per cent of current levels based on an average of 80,000 tree seedlings planted per year by the Regreening Program (50,000 conifer seedlings at a carbon sequestration rate of 1.7 tonnes of CO₂e per hectare per year and 30,000 deciduous tree seedlings at a carbon sequestration rate of 0.5 tonnes of CO₂e per hectare per year based on a density of 500 stems per hectare).

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|-------------------------------------|--|
| | Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| <input checked="" type="checkbox"/> | Climate Change | | Economic Capacity and Investment Readiness |
| | Housing | <input checked="" type="checkbox"/> | Creating a Healthier Community |
| <input checked="" type="checkbox"/> | Strengthen Community Vibrancy | | |

Planting additional tree seedlings helps achieve the City's climate emergency target of net-zero GHG emissions by 2050 sooner, helps improve Greater Sudbury's image, and creates a healthy community by improving ecosystem health and lake water quality through watershed improvement.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

Planting extra tree seedlings is directly related to Goal No. 18 of the Community Energy and Emissions Plan (CEEP) to increase the reforestation efforts of the Regreening Program and increase opportunities for carbon sequestration. Increasing reforestation will increase carbon sequestration, which will help meet the 156,000 tonnes of CO₂e shortfall in annual GHG emission reduction required to achieve net-zero by 2050. Over 27 years, from 2023 to 2050, planting an additional 50,000 conifer seedlings per year results in a cumulative carbon sequestration rate of 3375 tonnes of carbon dioxide equivalent (tCO₂e) per year or 2.2 per cent of the 156,000 tCO₂e shortfall. The shortfall is intended to be met by a combination of four approaches, including tree planting.

IV. Impact Analysis**Qualitative Implications**

Planting extra tree seedlings helps achieve the City's climate emergency target of net-zero GHG emissions by 2050 sooner, helps improve Greater Sudbury's image and creates a healthy community by improving ecosystem health and lake water quality through watershed improvement.

Quantifiable Implications

An additional \$50,000 to the Regreening Program's base budget will allow a roughly 1.5 times increase in the amount of carbon sequestered per year through the program's activities. Over 27 years, from 2023 to 2050, planting an additional 50,000 conifer seedlings will result in a total carbon sequestration of 3,375 tonnes of carbon dioxide equivalent (tCO₂e) per year or 2.2 per cent of the 156,000 tCO₂e shortfall. Although this is a small percentage, the shortfall is intended to be met by a combination of approaches, including tree planting.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------|----------|----------------|-----------|-----------|-----------|-----------|-----------|
| Materials and Equipment | On-Going | Tax Levy | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| | | | | | | | |
| | On-Going | | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------|-----------------|-----------------|-----------------------|-----------|-----------|-----------|-----------|-----------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| | | | | | | | | |
| | | Yearly Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| | | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| | | | | | | | | |
| | | Net Levy Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ 50,000 | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | | \$ 50,000 | \$ - | \$ - | \$ - | \$ - |
| | | % Levy Increase | | 0.02% | | | | |

Implementation

The business case would be implemented through the annual purchase of tree seedlings. Year-to-year seedling choice can vary widely, but this does not pose a constraint to implementation. Vale's aerial liming program is assumed to continue at a rate of at least 50 hectares per year. There is a need to find and assess at least 50 hectares of suitable land to accommodate 50,000 additional tree seedlings in areas where fire hazard will not pose a high risk to habitations and in areas where biological diversity is deemed to remain low for decades.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> An additional \$50,000 to the Regreening Program's base budget will allow a roughly 1.5 times increase in the amount of carbon sequestered per year through the program's activities. | <ul style="list-style-type: none"> The activities proposed in this business case do not achieve the full carbon sequestering anticipated in the CEEP. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|--|---|------------------|
| Status quo (plant an average of 80,000 seedlings per year) | Roughly 30 per cent less carbon sequestered annually than if additional trees were planted. | \$ - |
| Seek external funding (e.g., the federal 2 Billion Trees Commitment) | <p>Advantages: Greater Sudbury was successful in obtaining \$50,000 for each of 2021 and 2022 through the federal 2 Billion Trees Commitment and will apply for multi-year funding when this option becomes available in the fall of 2022.</p> <p>Disadvantages: Subject to external funding program cancellations.</p> | \$ - |

Business Case - Community Grant

| | | | |
|-------------------|---|---------------------------|----------------------|
| Title | Provide Operating Grant for Sudbury Multicultural and Folk Arts Association | | |
| Department | Executive & Legislative | Division | Economic Development |
| | | Council Resolution | CC2022-173 |

I. Executive Summary

Overview of Proposal

As directed by Council at the July 12, 2022 meeting and resolution CC2022-173, this proposal would provide a City grant for annual operational funding to Sudbury Multicultural and Folk Arts Association (SMFAA).

This organization provides support and services for the settlement of newcomers in the community with programming that includes adapting to life in northern Ontario, language training, translation services, cross-cultural education and vocational counselling.

SMFAA is also a member of the Local Immigration Partnership (LIP) and a part of Greater Sudbury's extensive network of organizations, agencies and institutions providing settlement services and supports for immigrants and newcomers to the City. The services of SMFAA along with other LIP partners has also been integral to the City's success with the Rural and Northern Immigration Pilot Program of Immigration Canada.

II. Background

Current Service Level

This is an external request from SMFAA to assist with their ongoing operational costs in the form of an annual grant from the City. They have noted the need for permanent, sustainable funding to enable their operations to continue more consistently.

This organization also receives an annual contribution from the City specifically for their Canada Day event, which is distributed as part of the Community Grant Program administered by Leisure Services each year.

In 2020 SMFAA also received a one-time grant of \$30,000 from the City to support its operations through Bylaw 2020-19, which was administered by Leisure Services as part of the Community Grant Program and managed through a Funding Agreement with the organization. This agreement outlines reporting requirements and deliverables.

A similar approach would be recommended for the 2022 contribution if approved.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | <input type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

The City is being asked to consider permanent annual funding to support SMFAA operations and enable the organization to continue offering settlement supports such as language training, translation, cultural programming and more. These services are part of the settlement resources that increase Greater Sudbury's ability to attract, retain and support newcomers to stay in the community over the long term. SMFAA is part of the Local Immigration Partnership network and an important part of the City's participation in the Rural and Northern Immigration Pilot Program. Immigration is an integral part of the community's efforts related to attraction and retention of talent and addressing our workforce shortages.

Council resolution CC2022-173 includes the stipulation that SMFAA must provide a business plan for their organization "that illustrates its approach for organizational and financial sustainability." Final approval of this grant should be conditional upon staff receiving and reviewing the SMFAA business plan. The Economic Development division can assist with this review process and the grant itself would be authorized through the annual grant process administered by Leisure Services.

The annual operating grant to SMFAA should also include requirements for service planning and annual results reporting as well as regular updates to the organization's business plan and strategic objective. A grant agreement outlining eligible expenses, deliverables and reporting agreements would accompany the grant.

How does this align with Council's Strategic Plan?

| | | | |
|---|---|---|--|
| | Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| | Climate Change | X | Economic Capacity and Investment Readiness |
| | Housing | | Creating a Healthier Community |
| X | Strengthen Community Vibrancy | | |

This proposal aligns with strategic objectives under Economic Capacity and Investment Readiness including:

- Support the attraction, integration and retention of a highly skilled workforce.
- Launch new initiatives to attract and retain more newcomers for integration into new economic development partnership and opportunities.

It also supports Community Vibrancy objectives:

- Strengthen the framework of programs that support the artistic, cultural and creative expression of local citizens and groups.

IV. Impact Analysis**Qualitative Implications**

Immigration is a municipal priority and a crucial component of the community's workforce development, talent attraction and investment attraction goals. Newcomers must be supported in their integration process into the community and the successful retention of these new residents depends on a strong network of settlement organizations and service providers. This grant will help provide operational support for SMFAA to continue its work over the long term.

SMFAA provides the following supports:

- Coordinates a number of cultural events each year including Canada Day events.
- Provides ongoing data on cultural community groups. This has helped a large number of newcomers reunite with their cultural groups within the community.
- Offers basic English and French lessons to individuals not able to attend federally-funded classes.
- Provides document translation support to all community members, including locals.
- Has developed a strong network of volunteers that are able to translate a large number of languages.

As noted in the Council resolution, the SMFAA business case will provide a baseline of information on the organization's activities that would be supported by annual reporting requirements captured in an operational grant agreement. This annual reporting should be a condition of each year's grant contribution from the City to SMFAA going forward.

Quantifiable Implications

Annual operating costs include the \$30,000 grant.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|-----------|-----------|-----------|-----------|-----------|
| Grant | On-Going | Tax Levy | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| | On-Going | | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |

| Yearly Impact | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------|-----------|-----------|-----------|-----------|-----------|
| On-Going | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |

| Net Levy Impact | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------|------|------|------|------|
| On-Going | \$ 30,000 | \$ - | \$ - | \$ - | \$ - |
| One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | \$ 30,000 | \$ - | \$ - | \$ - | \$ - |
| % Levy Increase | 0.01% | | | | |

Business Case - Service Level Change

| | | | |
|-------------------|---|---------------------------|---------------------------------|
| Title | Expand Temporary Flexible Bollard Traffic Calming Program | | |
| Department | Growth and Infrastructure | Division | Infrastructure Capital Planning |
| | | Council Resolution | CC2022-43-A1 / OP2022-06 |

I. Executive Summary

Overview of Proposal

Further to a request at the March 2022 Council meeting this business case would increase the number of locations for temporary traffic calming bollards from the current 10 locations, to 28 locations at the end of two years from now, for a capital cost of \$30,000 and an additional annual operating cost of approximately \$27,000. The temporary traffic calming program installs bollards at the top 10 locations with curbs in the ranked traffic calming list. There are only sufficient resources to complete one permanent traffic calming project a year. The temporary traffic calming bollard program is a short-term measure until permanent traffic calming can be installed.

The business case will result in an increase from 10 locations to 28 locations over a 2 year time frame. To expand the program to the additional 18 locations, \$30,000 in capital costs will be required as well as an additional \$27,000 in ongoing costs annually. The costs for the program will vary from year to year as locations are added and removed from the traffic calming ranking.

Staff are recommending the remaining locations be phased in over a two-year period to ensure there are adequate resources to implement the temporary traffic calming bollards on new roads.

II. Background

Current Service Level

The temporary traffic calming bollard program is currently approved for 10 locations. The current operating funds allocated to the installation and removal of temporary traffic calming bollards at these locations is \$30,000.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

The enhancement to the temporary traffic calming program will ensure all locations on the ranked traffic calming list have temporary traffic calming.

How does this align with Council's Strategic Plan?

| | | | |
|--|---|-------------------------------------|--|
| | Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| | Climate Change | | Economic Capacity and Investment Readiness |
| | Housing | <input checked="" type="checkbox"/> | Creating a Healthier Community |
| | Strengthen Community Vibrancy | | |

The implementation of traffic calming supports the Council strategic priority of Creating a Healthier Community.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

The implementation of traffic calming will reduce vehicle operating speeds in the community, in turn reducing greenhouse gas emissions. This supports the goals of the Community Energy and Emissions Plan.

IV. Impact Analysis

Qualitative Implications

The temporary traffic calming program will help reduce speeds on all roads waiting for permanent traffic calming infrastructure.

Quantifiable Implications

The additional temporary traffic calming bollard locations incurs a one-time cost of \$30,000 to purchase the bollards and \$27,000 for ongoing maintenance. The costs for the program will vary from year to year as locations are added and removed from the traffic calming ranking.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|--------------------|----------|----------------|-----------|-----------|-----------|-----------|-----------|
| Maintenance | On-Going | Tax Levy | \$ 13,500 | \$ 27,000 | \$ 27,000 | \$ 27,000 | \$ 27,000 |
| Equipment Purchase | One-Time | Tax Levy | \$ 15,000 | \$ 15,000 | | | |
| | On-Going | | \$ 13,500 | \$ 27,000 | \$ 27,000 | \$ 27,000 | \$ 27,000 |
| | One-Time | | \$ 15,000 | \$ 15,000 | \$ - | \$ - | \$ - |
| | Total | | \$ 28,500 | \$ 42,000 | \$ 27,000 | \$ 27,000 | \$ 27,000 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------|-----------------|-----------------|-----------------------|-----------|-----------|-------------|-----------|-----------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| | | Yearly Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ 13,500 | \$ 27,000 | \$ 27,000 | \$ 27,000 | \$ 27,000 |
| | | One-Time | | \$ 15,000 | \$ 15,000 | \$ - | \$ - | \$ - |
| | | Total | | \$ 28,500 | \$ 42,000 | \$ 27,000 | \$ 27,000 | \$ 27,000 |
| | | Net Levy Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ 13,500 | \$ 13,500 | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 15,000 | \$ - | \$ (15,000) | \$ - | \$ - |
| | | Total | | \$ 28,500 | \$ 13,500 | \$ (15,000) | \$ - | \$ - |
| | | % Levy Increase | | 0.01% | | | | |

Implementation

Eighteen additional locations will have bollards installed. Due to the amount of work required to deploy the bollards, nine locations would have bollards installed in 2023 with nine locations to follow in 2024.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> All roads in the ranked traffic calming list will have temporary traffic calming. | <ul style="list-style-type: none"> Based on the number of years a location would have to wait to receive permanent traffic calming, the accrued annual costs for the temporary bollards could exceed the cost of the permanent traffic calming solution. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---------------------------------------|--|---------------------------------------|
| Install all traffic calming bollards. | By installing bollards in all 18 locations in 2023, residents will not have to wait another year. However, installing the temporary traffic calming bollards takes a lot of time and resources. This would affect Transportation and Innovation staff's ability to implement aspects of their work plan completed during Q2 and Q3, such as the traffic count program. | One-time \$30,000 Ongoing \$27,000 |

Business Case - Service Level Change

| | | | |
|-------------------|----------------------------------|---------------------------|---------------------------------|
| Title | Install Attlee Avenue Speed Hump | | |
| Department | Growth and Infrastructure | Division | Infrastructure Capital Planning |
| | | Council Resolution | OP2022-23 |

I. Executive Summary

Overview of Proposal

At the July 2022 Operations Committee meeting, a motion was presented that directed staff to submit a business case for the 2023 Budget for the addition of a speed hump on Attlee Avenue between Lexington Court and Beatrice Crescent. This section of Attlee Avenue currently ranks 35 on the ranked traffic calming list which ranks all locations that qualify for traffic calming. Each year the number one ranked location is selected for permanent traffic calming measures. Approval of this business case will result in additional traffic calming measures being installed on Attlee Avenue in advance of locations with a higher priority.

II. Background

Current Service Level

Currently there are traffic calming measures on Attlee Avenue which were installed in 2013 and 2019. A speed study was conducted in 2021 and an 85th percentile speed of 51 km/h was recorded. The speed limit of Attlee Avenue is 50 km/h.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|--------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input type="checkbox"/> | Change to base operating budget | <input type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

The motion for a speed hump was submitted in response to concerns received regarding speeding on Attlee Avenue.

How does this align with Council's Strategic Plan?

| | | | |
|--------------------------|---|-------------------------------------|--|
| <input type="checkbox"/> | Asset Management and Service Excellence | <input type="checkbox"/> | Business Attraction, Development and Retention |
| <input type="checkbox"/> | Climate Change | <input type="checkbox"/> | Economic Capacity and Investment Readiness |
| <input type="checkbox"/> | Housing | <input checked="" type="checkbox"/> | Creating a Healthier Community |
| <input type="checkbox"/> | Strengthen Community Vibrancy | <input type="checkbox"/> | |

The implementation of traffic calming supports the achievement of strategic objectives under the Create a Healthier Community strategic initiative.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

The implementation of traffic calming will reduce vehicle operating speeds in the area and in turn reduce the total amount of greenhouse gases emitted by vehicles which supports the goals of the Community Energy and Emissions Plan.

IV. Impact Analysis

Qualitative Implications

The speed hump will reduce the operating speeds of vehicles on this section of Attlee Avenue.

Quantifiable Implications

Funding the installation of the speed hump will cost approximately \$10,000.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------|----------|----------------|-----------|------|------|------|------|
| Contribution to Capital | One-Time | Tax Levy | \$ 10,000 | \$ - | \$ - | \$ - | \$ - |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ 10,000 | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 10,000 | \$ - | \$ - | \$ - | \$ - |

Impact to Capital

The design and installation of the speed hump can be completed within the 2023 construction season.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------------|-----------------|-----------------------|-----------|-------------|------|------|------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 10,000 | \$ - | \$ - | \$ - | \$ - |
| | | Total | | \$ 10,000 | \$ - | \$ - | \$ - | \$ - |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ 10,000 | \$ (10,000) | \$ - | \$ - | \$ - |
| | | Total | | \$ 10,000 | \$ (10,000) | \$ - | \$ - | \$ - |
| | | % Levy Increase | | 0.00% | | | | |

Implementation

The speed hump can be designed using internal resources and installed during the 2023 construction season.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|--|
| <ul style="list-style-type: none"> Traffic speed will be reduced in the immediate area of the speed hump. | <ul style="list-style-type: none"> By installing additional permanent traffic calming measures, this section of Attlee Avenue will receive traffic calming before other higher ranked locations. Operating speeds on Attlee Avenue have been recorded at 51 km/h. Staff do not anticipate the installation of an additional speed hump to impact operating speeds beyond the immediate vicinity of the speed hump. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|--|--|------------------|
| Do not install additional traffic calming measures on Attlee Avenue. | Operating speeds on Attlee Avenue will not change. | \$ - |

Business Case - Service Level Change

| | | | |
|-------------------|----------------------------|---------------------------|---------------------------------|
| Title | Host an Open Streets Event | | |
| Department | Growth and Infrastructure | Division | Infrastructure Capital Planning |
| | | Council Resolution | OP2020-29, OP2021-15 |

I. Executive Summary

Overview of Proposal

This business case responds to Council's direction to host an Open Streets Event. Open street events are unique programs that have been held in over 100 cities across North America. They involve temporarily repurposing municipal streets into car-free spaces for people to walk, cycle, or participate in other programmed activities. These types of events can be held on a single day or can be recurring on a weekly, monthly, or annual basis; they have also been shown to help encourage physical activity, civic engagement, economic activity, and transportation behaviour changes.

A report was presented to the Operations Committee in November 2020 outlining the successful Beat the Traffic Event held in October 2019 to celebrate the opening of the Maley Drive Extension. The report further described the components of a successful open streets program and committed staff to continue working with internal partners to refine the full cost of delivering an expanded open streets program. Staff were to report back with these details to the Operations Committee by the fourth quarter of 2021 and in advance of the 2022 budget deliberations.

A report outlining the approach that staff took to assemble this current business case, as requested by Council, to outline costs associated with how the City could host an Open Streets Event in 2022 was presented to the Operations Committee on August 16, 2021. At the Operations Committee meeting, on August 16, 2021 staff were directed to submit a business case for an Open Streets Event and were asked to consider opportunities for funding as part of the 2022 business case submission.

During the 2022 budget deliberations, the Open Streets Event business case was deferred to be included during the 2023 budget deliberations.

II. Background

Current Service Level

Currently, the City does not host any regularly scheduled open streets events.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|--|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| <input checked="" type="checkbox"/> | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

It is recommended that the City commit to funding and hosting a large scale Open Streets Event in 2024, on the proposed route outlined in the report presented to the Operations Committee on August 16, 2021. This business case directly responds to the request from Council to explore the opportunity to host such an event.

It is recommended that the event be held in 2024 due to the City being awarded funding for the phase of the Paris Notre Dame Bikeway which is within the proposed route for the Open Streets Event.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|-------------------------------------|--|
| | Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| <input checked="" type="checkbox"/> | Climate Change | | Economic Capacity and Investment Readiness |
| | Housing | <input checked="" type="checkbox"/> | Creating a Healthier Community |
| <input checked="" type="checkbox"/> | Strengthen Community Vibrancy | | |

Planning and carrying out an open streets event supports Council's Strategic Plan by contributing to the pillar of "Strengthen Community Vibrancy". This can be achieved by strengthening the framework of programs that support the artistic, cultural and creative expression of local citizens and groups by providing an opportunity for these groups to showcase themselves and their work as part of the festival. An open streets event also supports the pillar of "Creating a Healthier Community", by investing in community infrastructure to support community recreation with a focus on quality of life. This event would promote Greater Sudbury's great northern lifestyle and strengths and help to celebrate the City's diverse lifestyles, culture and successes.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

The Council approved Community Energy and Emissions Plan puts forth an ambitious goal to achieve a modal split target of 35% of residents using primarily active transportation modes by the year 2050 as part of the effort to make Greater Sudbury a net-zero emissions community. Investing in events encouraging car-free travel has been shown to affect people choosing to travel by foot, bike or transit. As more people are encouraged to change how they travel, this will directly result in a reduction in local greenhouse gas emissions and support the City's efforts to become more resilient to the effects of climate change locally.

IV. Impact Analysis**Qualitative Implications**

Hosting an open streets event in Greater Sudbury would provide both residents and visitors with accessible, free recreation, leading to improved public health. These types of events are excellent for encouraging social integration, connecting neighbourhoods and allowing all residents to use the streets equitably. Local businesses will be provided with opportunities to showcase their wares to new potential customers without the outside vendors that typically accompany street festivals and events of this magnitude. This is truly an opportunity to experience the city streets in a whole new way, encourage greater civic participation, build support for more transportation mode choices and showcase what the Greater Sudbury community has to offer for both residents and visitors.

Quantifiable Implications

The total cost to host an annual open streets event in Greater Sudbury would be approximately \$185,000. This cost includes all event planning and management, traffic control, waste management and sanitation, public health and safety and event promotion and marketing. It is anticipated that a percentage of this total cost could be offset by creating a corporate sponsorships program for the event or through the successful application to potential grant programs from other levels of government. The grants shown in the operating revenues table below represent the maximum funding available for each program and have not been secured at this time. Should sponsorship revenue and funding from grants be realized, the net cost to the City would be approximately \$85,000.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------------|-----------------|----------------|------|--------------|------|------|------|
| Sponsorship Revenue | One-Time | Third Party | | \$ (10,000) | | | |
| Tourism Development Fund | One-Time | Grant | | \$ (75,000) | | | |
| NOHFC Community Events Stream | One-Time | Grant | | \$ (15,000) | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ (100,000) | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ (100,000) | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------------|-----------------|----------------|------|------------|------|------|------|
| Salaries and Benefits | One-Time | Tax Levy | | \$ 52,850 | | | |
| Special Events | One-Time | Tax Levy | | \$ 132,000 | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ 184,850 | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ 184,850 | \$ - | \$ - | \$ - |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------|-----------------|------------------------|-----------------------|-------------|-------------|-------------|-------------|-------------|
| Event Coordinator | NMGT | One-Time | PT Hours | | 910 | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | 910 | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ - | \$ 84,850 | \$ - | \$ - | \$ - |
| | | Total | | \$ - | \$ 84,850 | \$ - | \$ - | \$ - |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ - | \$ 84,850 | \$ (84,850) | \$ - | \$ - |
| | | Total | | \$ - | \$ 84,850 | \$ (84,850) | \$ - | \$ - |
| | | % Levy Increase | | 0.00% | | | | |

Implementation

If approved, a new contract staff position would be created, and that role would be responsible for planning and coordinating all aspects of this large-scale event. The staff member would also be responsible for recruiting and coordinating a steering committee or working group comprised of staff from various departments and members from relevant community agencies to assist with the planning.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|---|
| <ul style="list-style-type: none"> Aligns with Council Strategic Plan Supports encouraging non-motorized travel for residents and tourists Potential for external funding through corporate sponsorships or grants Capitalize on momentum created for recreation opportunities by the COVID-19 pandemic Meaningfully supports the shift from vehicular travel to active transportation as part of the goal of achieving a 35% mode share by 2050 (CEEP) Supports implementation of recommendations within the Transportation Master Plan and Transportation Demand Management Plan | <ul style="list-style-type: none"> A relatively high degree of coordination and complexity is required to achieve the desired community goals, which will only be realized by residents attending the event. Cost recovery relies upon revenues from corporate sponsorships and grants. It may be difficult to justify the level of effort required for the benefits realized particularly in the early years of this program. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|------------------|---|------------------|
| Status quo. | <p>Advantage: No impact on budget</p> <p>Disadvantages: Benefits or advantages of the project, as described above, would not be realized.</p> | <p>\$ -</p> |

Business Case - Service Level Change

| | | | |
|---------------------------|----------------------------------|-----------------|------------------|
| Title | Revitalize Municipal Campgrounds | | |
| Department | Community Development | Division | Leisure Services |
| Council Resolution | | | CS2022-07 |

I. Executive Summary

Overview of Proposal

This business case would fund the estimated costs involved to change municipal trailer park operation from full recovery of operational expenses, to cost recovery of operational expenses and future capital improvements. The three municipal trailer parks do not offer modern amenities that meet the expectations and requirements of current recreational vehicle (RV) enthusiasts. Currently, Ella Lake Trailer Park is operating at its site density capacity while Centennial Trailer Park and Whitewater Trailer Park are not operating at maximum capacity of trailer sites related to density of tent and trailer sites per acre. This business case includes future capital improvements such as upgraded electrical systems from 15 amp service to 30 amp service, upgrade of greywater disposal system and sewage disposal systems, upgrade of washroom/shower facilities, Wi-Fi availability, cost to increase to maximum number of campsites at Centennial and Whitewater Trailer Parks, addition of formal laundry facilities, increased marketing initiatives and improved reservation processes. These capital improvements will be funded through increased trailer park user fees, over the life of the capital asset (18 years) to ensure a zero tax levy impact.

II. Background

Current Service Level

The City of Greater Sudbury operates three seasonal trailer parks located at Centennial Park, Ella Lake Campground and Whitewater Lake Park. The management of municipal trailer parks is contracted out under purchase of service agreements. Under normal operating conditions, trailer parks are open from mid-May through mid-September annually. Currently, Centennial Trailer Park's seasonal capacity is 52, Ella Lake Trailer Park is 14, and Whitewater Trailer Park is 20. Current services include 15 amp electrical services, public washrooms, common shower areas, manual disposal of grey-water and sewage. All trailer parks have access to seasonal trailer sites, daily trailer sites or tent sites. All three municipal trailer park locations have onsite access to municipal waterfront areas, playground equipment and nearby public boat launches.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | | Change to base FTE allocation |
| <input checked="" type="checkbox"/> | Change to fees (unit price) | <input checked="" type="checkbox"/> | Change to revenues (volume change) |
| | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

Council has received a report regarding a feasibility study of municipally operated campgrounds. At the Community Services Committee meeting of July 11, 2022, the following motion was passed:

THAT the City of Greater Sudbury directs staff to prepare a business case for the 2023 budget process that contemplates revitalization and rationalization of our municipal RV campgrounds and takes into consideration the following:

1. Expanding the number of camping sites available at Centennial Park to 60 and at Whitewater Lake Park to 48;
2. Centennial Park and Whitewater Lake Park continue their operation starting with a 60/40 split of seasonal versus daily campers;
3. A phased improvement program to prioritize potential capital investments into electrical, water, wastewater, Wi-Fi, and other amenities be implemented;
4. Staff be directed to work with economic development and tourism to determine the potential benefits of the increased number of daily camping sites;
5. The potential for Centennial and Whitewater Lake Parks' septic systems to be used by the general public for RV dumping on a fee-per-use basis be investigated;
6. Information regarding the impact to the municipal tax levy for the continued operation of Ella Lake Campground and compare this impact with the costs associated with converting the campground to staff's recommended alternative uses; and
7. With the added benefit to the community as a whole, the potential user fees for RV campgrounds in the business case reflect the "less community/primarily individual" category of benefits in Council's adopted User Fee Framework.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input checked="" type="checkbox"/> | Business Attraction, Development and Retention |
| | Climate Change | | Economic Capacity and Investment Readiness |
| | Housing | <input checked="" type="checkbox"/> | Creating a Healthier Community |
| | Strengthen Community Vibrancy | | |

This business case supports Council's Strategic Plan in the area of Create a Healthier Community, as it aligns with Priority 6.2 - Invest in Infrastructure to Support Community Recreation with Focus on Quality of Life.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

The business case considers capital investments related to electrical improvements which could lead to greater energy efficiencies related to CEEP.

IV. Impact Analysis**Qualitative Implications**

This change will achieve modern service level provisions for RV customers and increase customer satisfaction. Changes will also highlight and positively increase tourism to Greater Sudbury. There are anticipated energy savings through upgraded electrical and water amenities. This change will create alignment with the "less community/primarily individual" category of benefits in Council's adopted User Fee Framework.

Quantifiable Implications

The total estimated capital investment is \$1.98 million over three years which includes \$146,000 for an additional 36 units (28 at Whitewater and eight at Centennial Trailer Park). There is an estimated additional annual operating cost of \$84,000 for the new units and to upgrade the existing electrical system to 30 amps. Revenues are calculated based on a 60/40 split between seasonal and other type of fees. Expected additional revenues are \$108,000 from new units based on average daily, weekly, monthly, and seasonal 2022 user fee rates at full utilization.

The annual debt repayment is \$170,000 for a \$1.98 million investment over 18 years at a five per cent interest rate. Therefore, there is a need to increase the overall user fee by approximately 10.8 per cent in 2023 to achieve no tax levy impact. This is based on maintaining a 60/40 split between seasonal and other type of fees at 100 per cent utilization. There will be a negative impact if full utilization is not achieved in any year. This may require an increase to user fees to mitigate future financial risk if demand falls in the future. Another risk is the increasing construction consumer price index (CPI) although included within the construction estimate is a 20 per cent contingency equating to \$330,000. Future year user fees may increase or decrease, based on actual construction costs.

The estimated economic impact through tourism is \$1,207,916 based on the following assumptions:

- Total operating season of 125 days .
- Operated 132 days.
- Seasonal allocation of 60 per cent and others 40 per cent.
- 36 additional units.
- Full utilization of units.
- Average rate for daily, weekly, monthly, and seasonal users.
- Interest rate of 5 per cent over 18 years.
- Probability of usage daily, weekly and monthly are 70 per cent, 20 per cent and 10 per cent, respectively.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------------|----------|----------------|----------------|--------------|--------------|--------------|--------------|
| User Fees | On-Going | User Fees | \$ (95,968) | \$ (95,968) | \$ (95,968) | \$ (95,968) | \$ (95,968) |
| User Fees | On-Going | User Fees | \$ (32,186) | \$ (32,186) | \$ (32,186) | \$ (32,186) | \$ (32,186) |
| User Fees | On-Going | User Fees | \$ (125,816) | \$ (125,816) | \$ (125,816) | \$ (125,816) | \$ (125,816) |
| Long-term Debt | One-Time | Debt | \$ (1,982,000) | | | | |
| | On-Going | | \$ (253,970) | \$ (253,970) | \$ (253,970) | \$ (253,970) | \$ (253,970) |
| | One-Time | | \$ (1,982,000) | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ (2,235,970) | \$ (253,970) | \$ (253,970) | \$ (253,970) | \$ (253,970) |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------|----------|----------------|--------------|------------|------------|------------|------------|
| Contribution to Capital | One-Time | Debt | \$ 1,982,000 | \$ - | \$ - | \$ - | \$ - |
| Annual Debt Payment | On-Going | User Fees | \$ 169,553 | \$ 169,553 | \$ 169,553 | \$ 169,553 | \$ 169,553 |
| Hydro | On-Going | User Fees | \$ 37,050 | \$ 37,050 | \$ 37,050 | \$ 37,050 | \$ 37,050 |
| Water | On-Going | User Fees | \$ 9,398 | \$ 9,398 | \$ 9,398 | \$ 9,398 | \$ 9,398 |
| Repair & Maintenance | On-Going | User Fees | \$ 10,371 | \$ 10,371 | \$ 10,371 | \$ 10,371 | \$ 10,371 |
| Operator Cost | On-Going | User Fees | \$ 3,960 | \$ 3,960 | \$ 3,960 | \$ 3,960 | \$ 3,960 |
| Hydro | On-Going | User Fees | \$ 20,770 | \$ 20,770 | \$ 20,770 | \$ 20,770 | \$ 20,770 |
| Water | On-Going | User Fees | \$ 855 | \$ 855 | \$ 855 | \$ 855 | \$ 855 |
| Maintenance | On-Going | User Fees | \$ 978 | \$ 978 | \$ 978 | \$ 978 | \$ 978 |
| Hydro | On-Going | User Fees | \$ 1,035 | \$ 1,035 | \$ 1,035 | \$ 1,035 | \$ 1,035 |
| | On-Going | | \$ 253,970 | \$ 253,970 | \$ 253,970 | \$ 253,970 | \$ 253,970 |
| | One-Time | | \$ 1,982,000 | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 2,235,970 | \$ 253,970 | \$ 253,970 | \$ 253,970 | \$ 253,970 |

Impact to Capital

Yes, this will add a new capital project. Cash outflow: \$594,600 in 2023, \$693,700 in 2024, and \$693,700 in 2025.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------------|-----------|-----------------------|-------|------|------|------|------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| % Levy Increase | | | | 0.00% | | | | |

Implementation

The municipal campground season begins in mid-May and concludes in mid-September. The trailer park operation only allows for a construction season from mid-September through end of November, pending weather. In the spring, the municipal trailer park locations often experience a high amount of standing ground water that would not be conducive to any type of capital work prior to the opening of the trailer park season in mid-May. Assuming no disruption to current service levels at the three municipal trailer parks, it is anticipated the capital work would likely require a phased approach. The number of phases required is dependent on the design of the RFP and whether three specific contracts are offered by site or one contract for all three locations. In the interests of consistency in design and installation, there may be a preference in procuring one vendor for this project. Length of project completion will be dependent on the final scope of work, relative to utility access and the resulting project design. It is anticipated a phased approach for this project would be from one to three years due to the short construction season available (eight to 10 weeks) after the trailer parks close in mid-September.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> • Increase in customer satisfaction through modern service level provisions • Increase in capacity (number of sites) at Centennial Trailer Park and Whitewater Trailer Park • Upgrades to electrical and water systems provide potential for increased operational efficiency and cost savings • Anticipated increase in tourism • Increase in revenue potential from fee-for-use public RV dumping at municipal trailer parks • Ability to create consistency in service delivery through capital improvements at all municipal trailer parks | <ul style="list-style-type: none"> • Length of time (18 years) to achieve full capital cost recovery • Significant user fee increase may be a barrier to the customer • Short construction season may cause challenges in scheduling project as the September to November construction period is weather dependent • Financial risk if demand decreases or utilization is less than 100 per cent |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|--|------------------|
| Status Quo | Capital repair requirements would not be met. The 2016 Building Condition Assessment indicates \$1,339,200 is required to maintain municipal trailer park facilities for the next five to ten years. Customers are unsatisfied with current service level. No opportunity to attract new customers or increase tourism for camping at municipal campgrounds. | \$ - |
| Convert trailer parks to community/regional parks | No offsetting revenue for operating as a regional park. Impact on levy estimated at \$84,000 annually. | \$ 84,000 |

Business Case - User Fee Change

| | | | |
|-------------------|---|---------------------------|----------------------------|
| Title | Implement Changes to Development Application Fees | | |
| Department | Growth and Infrastructure | Division | Planning Services Division |
| | | Council Resolution | N/A |

I. Executive Summary

Overview of Proposal

This business case proposes a change in development application fees to reflect alignment with fees in similar-sized municipalities and move closer to full cost recovery, consistent with Council's previous approved direction and following a comprehensive study of development application fees (Resolution OP2018-14). The study found that the City currently subsidizes approximately 70 per cent of the costs of processing development applications. Moving to a full cost recovery model would result in fees well above northern municipal comparators, and at the higher end among similarly sized cities, so this business case proposes a 15 per cent increase.

II. Background

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|---|-----------------------------------|--|------------------------------------|
| | Change to base operating budget | | Change to base FTE allocation |
| X | Change to fees (unit price) | | Change to revenues (volume change) |
| | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

Staff recommends increasing development application fees by 15 per cent to move closer to Council's goal of a full cost recovery model and align with fees in similar sized municipalities (subject to Council approval of a revised Miscellaneous User Fees By-Law). The increase would enable the City to continue to provide the same level of service. By undertaking the Development Fee Review, the City now has the ability to raise fees to a full cost recovery model under the Planning Act. However, even with a 15 per cent fee increase, the City will continue to subsidize the majority of the costs of processing development applications. Any increase in user fees will shift the funding of municipal services towards the user and away from property taxes. Proposed revenue has been calculated based on a 15 per cent increase over the 2022 budget.

How does this align with Council's Strategic Plan?

| | | |
|---|---|--|
| Asset Management and Service Excellence | X | Business Attraction, Development and Retention |
| Climate Change | | Economic Capacity and Investment Readiness |
| Housing | | Creating a Healthier Community |
| Strengthen Community Vibrancy | | |

Section 2.1(A) of the Strategic Plan states that the City will manage development fees to make Greater Sudbury a competitive place to establish or grow a business. The Development Fee Review Study found that the City currently subsidizes approximately 70 per cent of the costs of processing development applications. The City's current planning application fees are generally on par with other northern Ontario cities, but are on the low end in terms of similar sized municipalities across the province. Moving to a full cost recovery model is not recommended. However, staff are recommending that increasing fees by 15 per cent will align with fees in similar sized municipalities.

IV. Impact Analysis

Qualitative Implications

Any fee increase will generally support Council's intention to move towards a full cost recovery model for services where appropriate. The increase will also help to ensure that the same level of service can be maintained.

Quantifiable Implications

A 15 per cent increase in development application fees is expected to result in increased revenue of approximately \$120,000, which would decrease the tax levy by 0.04 per cent. The 15 per cent fee increase in the base fee and public notice fee amounts to, for example, \$154 for a minor variance application, \$246 for a land severance application, and \$614 for a major rezoning application.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|----------|----------------|--------------|--------------|--------------|--------------|--------------|
| Committee Fees | On-Going | User Fees | \$ (42,750) | \$ (42,750) | \$ (42,750) | \$ (42,750) | \$ (42,750) |
| Costs Rec'd - Legal Notices | On-Going | User Fees | \$ (6,000) | \$ (6,000) | \$ (6,000) | \$ (6,000) | \$ (6,000) |
| Costs Rec'd - Legal Notices | On-Going | User Fees | \$ (4,200) | \$ (4,200) | \$ (4,200) | \$ (4,200) | \$ (4,200) |
| MOE Trans Prog Appl Fee | On-Going | User Fees | \$ (1,110) | \$ (1,110) | \$ (1,110) | \$ (1,110) | \$ (1,110) |
| Potable Water Agreements | On-Going | User Fees | \$ (630) | \$ (630) | \$ (630) | \$ (630) | \$ (630) |
| Pre-Consultation - Rezoning and Subdvsn | On-Going | User Fees | \$ (27,600) | \$ (27,600) | \$ (27,600) | \$ (27,600) | \$ (27,600) |
| Peer Review - Rezoning and Subdivision | On-Going | User Fees | \$ (375) | \$ (375) | \$ (375) | \$ (375) | \$ (375) |
| Rezoning and Subdivision | On-Going | User Fees | \$ (27,750) | \$ (27,750) | \$ (27,750) | \$ (27,750) | \$ (27,750) |
| S.P.C. Application Fee | On-Going | User Fees | \$ (8,700) | \$ (8,700) | \$ (8,700) | \$ (8,700) | \$ (8,700) |
| S/W Capacity Review | On-Going | User Fees | \$ (825) | \$ (825) | \$ (825) | \$ (825) | \$ (825) |
| Sale of Services | On-Going | User Fees | \$ (278) | \$ (278) | \$ (278) | \$ (278) | \$ (278) |
| Site Inspection Fees | On-Going | User Fees | \$ (360) | \$ (360) | \$ (360) | \$ (360) | \$ (360) |
| Revised Plan Review - Subdvsn Admn Fee | On-Going | User Fees | \$ (975) | \$ (975) | \$ (975) | \$ (975) | \$ (975) |
| Subdivision Admin. Fee | On-Going | User Fees | \$ (1,598) | \$ (1,598) | \$ (1,598) | \$ (1,598) | \$ (1,598) |
| On-Going | | | \$ (123,150) | \$ (123,150) | \$ (123,150) | \$ (123,150) | \$ (123,150) |
| One-Time | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | \$ (123,150) | \$ (123,150) | \$ (123,150) | \$ (123,150) | \$ (123,150) |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------|----------|----------------|--------------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| On-Going | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Levy Impact | | | | | | | |
| On-Going | | | \$ (123,150) | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | \$ (123,150) | \$ - | \$ - | \$ - | \$ - |
| % Levy Increase | | | -0.04% | | | | |

Business Case - Service Level Change

| | | | |
|---------------------------|---|-----------------|--|
| Title | Enhance Security Services - Greater Sudbury Housing Corporation | | |
| Department | Housing Operations and Corporate Services | Division | Housing Operations/Corporate Security and By-Law |
| Council Resolution | | | N/A |

I. Executive Summary

Overview of Proposal

Council approval is being sought to modify the current service delivery model for the provision of security services for City facilities and Greater Sudbury Housing Corporation (GSHC) facilities and increase the overall level of security services dedicated to Housing Operations. The new service level would have contractor-monitored security cameras throughout the GSHC portfolio with monitoring from the security room at 720 Bruce Street on a 24/7 basis. Corporate Security and By-Law would convert its four permanent part-time (PT) Municipal Law Enforcement Officer (MLEO) staff to five permanent full-time (FT) MLEOs, increasing its FT complement from three to eight staff. The additional MLEOs would provide 24/7 patrols of housing facilities and be able to effectively respond to incidents at any hour of the day.

II. Background

Current Service Level

2022 Budgeted Service Level:
 GSHC direct recovery CGS MLEOs \$200,000 for Roving Team - 16 hours per day/7 days a week (8:30am to 12:30am)
 GSHC contracted security \$250,000
 Contracted security roving teams - 8 hours per day/7 days per week (12:30am to 8:30am)
 Video surveillance - 16 hours per day/7 days a week
 City facilities including Transit and Parks \$259,000 - three permanent FT and four permanent PT employees
 2023 Budget \$709,000 (MLEO \$459,000 + GSHC \$250,000 contracted services)

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | <input checked="" type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

During 2022, Housing temporarily increased security patrols and hours as a result of some serious incidents at 720 Bruce Avenue, an increased number of homeless individuals and GSHC tenants requiring support services, increased complaints, disturbances in larger GSHC buildings, and findings of the Crime Prevention through Environmental Design (CPTED) Audit at 720 Bruce Ave. Also, due to significant staffing issues with the current security contractor, a pilot project with MLEO replacing contract security for night shift patrols has been implemented. In addition, the security office at 720 Bruce Street has been expanded and now includes a wall of monitors to enable security to watch multiple locations and cameras simultaneously. Effective mid-June 2022, contracted security guards are monitoring these cameras 24/7. The 2022 temporary service level changes and capital costs for the enhanced security office are anticipated to be funded from Housing operating budget/reserves as approved by the Service Manager. If approved, this business case would allow for funding to make the temporary security service level changes permanent and includes the conversion of MLEO PT to permanent FT staff to be able to sustain the new service level.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|-------------------------------------|--|
| <input type="checkbox"/> | Asset Management and Service Excellence | <input type="checkbox"/> | Business Attraction, Development and Retention |
| <input type="checkbox"/> | Climate Change | <input type="checkbox"/> | Economic Capacity and Investment Readiness |
| <input checked="" type="checkbox"/> | Housing | <input checked="" type="checkbox"/> | Creating a Healthier Community |
| <input type="checkbox"/> | Strengthen Community Vibrancy | <input type="checkbox"/> | |

This recommended service level change is in line with the strategic plan for Housing and will improve access for all citizens, especially vulnerable populations, to safe housing options. The City is a direct provider of social housing, funds housing-related programs, facilitates development and regulates building safety. The service level supports creating a healthier community. There is partnership with Greater Sudbury Police Services to establish a community safety plan for housing projects.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

This initiative will reduce the requirement for roving patrols by contractors that were often seen idling on GSHC sites. CGS MLEOs have access to electric vehicles.

IV. Impact Analysis

Qualitative Implications

MLEOs are trained in communication, de-escalation and incident response. They respond quickly to conflict between neighbours or visitors at housing locations and contribute to a feeling of safety as well as customer satisfaction. Extra patrols, dispatch for security concerns, and employee escorts for GSHC staff increase employee safety while conducting inspections or daily tasks within tenant units. Employees will remain more engaged when they feel safe and supported at work. The service level achieves a safer environment at City facilities and properties, therefore minimizing risk and exposure to the municipality and its employees. Specific to 720 Bruce Street, there has been a decrease in calls for service to Greater Sudbury Police Service by 10% in 2022 compared to 2021 and 12% compared to 2020 as a result of the pilot project and in-year service level changes. MLEOs being present and available to deal with security concerns, trespassing, minor disturbances, and tenant issues maintains a feeling of safety and security for staff and tenants and creates availability for Greater Sudbury Police to respond to other emergency situations in the Greater Sudbury area.

Quantifiable Implications

Overall cost for security services would increase by \$354,000 to \$1,082,000 (MLEO \$832,000 + GSHC contracted services \$250,000). The increased annual cost of MLEO service would be funded through increased levy contributions from: Housing (\$300,000), Transit and Leisure (\$50,000), Security and By-Law (\$23,000).

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------------|----------|----------------|--------------|--------------|--------------|--------------|--------------|
| Salaries and Benefits | On-Going | Tax Levy | \$ 511,118 | \$ 511,118 | \$ 511,118 | \$ 511,118 | \$ 511,118 |
| Wages - PT | On-Going | Tax Levy | \$ (157,090) | \$ (157,090) | \$ (157,090) | \$ (157,090) | \$ (157,090) |
| | | | | | | | |
| | On-Going | | \$ 354,027 | \$ 354,027 | \$ 354,027 | \$ 354,027 | \$ 354,027 |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 354,027 | \$ 354,027 | \$ 354,027 | \$ 354,027 | \$ 354,027 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------------|-----------|-----------------------|------------|------------|------------|------------|------------|
| MLEO | IW | On-Going | PT Hours | (4,739) | | | | |
| MLEO | IW | On-Going | Permanent | 5 | | | | |
| | | Permanent | | 5 | - | - | - | - |
| | | PT Hours | | (4,739) | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 354,027 | \$ 354,027 | \$ 354,027 | \$ 354,027 | \$ 354,027 |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 354,027 | \$ 354,027 | \$ 354,027 | \$ 354,027 | \$ 354,027 |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 354,027 | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 354,027 | \$ - | \$ - | \$ - | \$ - |
| % Levy Increase | | | | 0.11% | | | | |

Implementation

The service level change is currently in place as a pilot project. Four additional PT MLEOs have been hired on a limited basis. The service level and service delivery model changes were created in response to the changing environment in 2022. There has been an increase in MLEO-focused patrols at housing locations since the onset of the pilot program. In April, pre-pilot, MLEOs conducted 155 focused patrols in housing locations. In May, there were 601; in June, there were 527; and in July, there were 461. Focused patrols are meant to be a preventative measure against crime and social disorder. During these patrols, MLEOs also come across situations they can address or refer to service agencies or police if required. The increase in presence also creates a feeling of safety for tenants and staff. There has been a noticeable decrease in calls to police. As a result of the pilot program, staff are able to call on MLEO staff to escort them to units that have been identified as health and safety concerns, creating a safer work environment for staff and better living environment for residents. Moving from contract security to City MLEO staff allows the City to ensure that the Security staff are well trained and able to meet the service level standard expectations.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|--|
| <ul style="list-style-type: none"> • Ability to recruit and retain high caliber employees for security as opposed to challenges with limited staffing and training control for contractors. • Reduces gap between police and security for an effective response. • When using contracted security for overnight patrols, many shifts were left unfilled and patrols were not being conducted. • Offers an enforcement response if there are violations under the By-Laws or Trespass to Property Act. • Provides support to City staff that currently deal with issues beyond their scope of work when considering incidents of documented drug use and associated unpredictable behaviours of intoxicated individuals. • Contributes to a safe working environment for CGS staff. Responds to safety concerns brought forward by housing staff, tenants and stakeholders. | <ul style="list-style-type: none"> • An internal service is more costly than a contracted service, with the City having higher per hour wages and associated operating costs. • More forward approach to stopping offensive behaviours creates possible health and safety risks, which will have to be managed by existing management. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|------------------|--|------------------|
| Status Quo | <p>Advantage: The overall cost for security is reduced.</p> <p>Disadvantage: The pre-pilot level of service was insufficient to deal with incidents as they occurred, impacting the safety of residents, staff and stakeholders. The contracted vendor for security services experienced significant staff shortages and thus was unable to provide the contracted level of service. Contracted guards are paid less, per hour and the loyalty and ownership of the position are less than an internal employee. Challenges have been experienced within the municipality when contractors issue offence notices under By-law.</p> | \$ - |

Business Case - Service Level Change

| | | | |
|-------------------|---|---------------------------|---------------|
| Title | Adopt Mobile Responder - Cellular Paging System | | |
| Department | Community Safety | Division | Fire Services |
| | | Council Resolution | N/A |

I. Executive Summary

Overview of Proposal

This introduction of Mobile Responder (MR) would result in enhanced technology for volunteer (part-time) firefighter paging. MR is an innovative software provided by Hexagon Safety and Infrastructure to integrate dispatching of emergency incidents with smart phones. MR will allow a direct link to the Computer Aided Dispatch system (CAD) at 911. This would allow instant smart phone notification to volunteer (part-time) firefighters of incidents for their station so they can quickly report to their location, respond to the CAD system with their status of attending or unavailable, provide the responder with incident updates or status changes, allow for GPS directions from their location to the incident, and provide a tool to ensure first responder safety while attending at an emergency incident. Smart phones with data plans and the Mobile Responder application installed will be provided to the volunteer (part-time) firefighters as a direct enhancement and addition to their pagers.

II. Background

Current Service Level

Volunteer (part-time) firefighters currently use a one-way digital pager that only allows voice transmissions from the 911 Dispatch Centre to the responder. This one-way transmission only alerts the firefighter once, through an audible tone and proceeding voice message, that there is an emergency incident which requires response. There is no opportunity to request additional information and no follow up transmissions can occur as the 911 Dispatch Centre then becomes involved with the occurring emergency. There is no location or availability data, no updating of information when received, and no opportunity to route to the incident.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | <input type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input checked="" type="checkbox"/> | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

The recommendation is to change from the current emergency dispatch model of digital paging where dispatch is sent to and received by individual pager assigned to each volunteer (part-time) firefighter, to a Mobile Responder cellular paging model where dispatch is sent and received by individual cellphone provide to staff. Paging technology is limited and does not allow for two-way communication between the firefighter, captain, Incident Commander and dispatch. Certain areas within Greater Sudbury can experience difficulties receiving pages depending on the location of the pager at the time of the dispatch. This can be attributed to the number and locations of radio towers in the response area. Failure to receive pages could lead to volunteer (part-time) firefighters not being able to receive and acknowledge the page and delay the response to an emergency. The recommendation is to purchase 275 smart phones and Mobile Responder licences for each volunteer (part-time) firefighter.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|--------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input type="checkbox"/> | Business Attraction, Development and Retention |
| <input type="checkbox"/> | Climate Change | <input type="checkbox"/> | Economic Capacity and Investment Readiness |
| <input type="checkbox"/> | Housing | <input type="checkbox"/> | Creating a Healthier Community |
| <input type="checkbox"/> | Strengthen Community Vibrancy | <input type="checkbox"/> | |

Council requested a report related to volunteer (part-time) firefighters and the modernization of their response. This approval of this business case aligns with the resources and assets within this report. It aligns with the Strategic Plan priority of Asset Management and Service Excellence under the goal of optimizing service life through the establishment of maintenance plans.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

This business case improves operations and has no connection to the Community Energy and Emissions Plan.

IV. Impact Analysis

Qualitative Implications

Upon successful completion, the Mobile Responder project will allow Fire Services to dispatch incidents over smart phones, obtain real time data on volunteer firefighter availability and number of firefighters responding to an incident, allow GPS location data of responders, provide instant two-way transfer of Computer Aided Dispatch information, and give staff access to City email and resources. This modernized dispatch technology will allow the sharing of important call information and lead to a more effective and efficient process for dispatching volunteer (part-time) firefighters to incidents, in turn expanding our understanding of available resources to emergencies. This real-time information sharing can lead to improved deployment of resources to incidents. This modern dispatch enhancement improves our real-time understanding available resources and allows better resource decision-making by Incident Commanders.

Quantifiable Implications

One-time purchase of cellular phones - \$154,000
Annual software costs - \$154,000
Annual cellular cost - \$5,500

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------------------|----------|----------------|------------|------------|------------|------------|------------|
| Annual Cellular Data | On-Going | Tax Levy | \$ 5,500 | \$ 5,500 | \$ 5,500 | \$ 5,500 | \$ 5,500 |
| Software | On-Going | Tax Levy | \$ 154,000 | \$ 154,000 | \$ 154,000 | \$ 154,000 | \$ 154,000 |
| Cellular Phones | One-Time | Tax Levy | \$ 154,000 | | | | |
| | On-Going | | \$ 159,500 | \$ 159,500 | \$ 159,500 | \$ 159,500 | \$ 159,500 |
| | One-Time | | \$ 154,000 | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 313,500 | \$ 159,500 | \$ 159,500 | \$ 159,500 | \$ 159,500 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------------|-----------|-----------------------|------------|--------------|------------|------------|------------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 159,500 | \$ 159,500 | \$ 159,500 | \$ 159,500 | \$ 159,500 |
| One-Time | | | | \$ 154,000 | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 313,500 | \$ 159,500 | \$ 159,500 | \$ 159,500 | \$ 159,500 |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 159,500 | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ 154,000 | \$ (154,000) | \$ - | \$ - | \$ - |
| Total | | | | \$ 313,500 | \$ (154,000) | \$ - | \$ - | \$ - |
| % Levy Increase | | | | 0.10% | | | | |

Implementation

Fire Services will acquire the smart phones and licenses which will then be set up and tested by City and Greater Sudbury Police Services (GSPS) IT staff. GSPS is the custodians of the CAD/MR system. Each device will be assigned to a volunteer firefighter along with a usage agreement. The device will immediately become active. With this information, updates to the response protocol for effective firefighting complement and fire truck resources can be made. Response capacity can be immediately known and managed once the smart phone devices are implemented. Expected device acquisition phase will be from January to March, 2023, with configuration and testing from March to May. Devices will be phased in by fire district from June to August. Full implementation will be complete by September 2023. The implementation schedule is based on the ability to receive hardware. The availability of hardware may delay the overall implementation schedule.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|--|
| <ul style="list-style-type: none"> • Immediate firefighter response availability • Real-time data acquisition • GPS location data • CGS email and web access • Cellular communications via voice and online • Deployment opportunities | <ul style="list-style-type: none"> • Cost |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|------------------|--------------------------|------------------|
| N/A | | |

Business Case - Service Level Change

| | | | |
|---------------------------|--|-----------------|------------------------|
| Title | Enhanced Downtown Sudbury Roadside Litter Abatement Services | | |
| Department | Growth and Infrastructure | Division | Environmental Services |
| Council Resolution | | | N/A |

I. Executive Summary

Overview of Proposal

This business case, with an annual operating cost of \$186,111, provides resources that sustain the enhanced roadside litter abatement services provided in downtown Sudbury since 2020 during the pandemic response. This service level change will enable demand to be met by providing regular and consistent service Monday through Friday in downtown Sudbury without delaying service obligations in other areas. Litter abatement services play a vital role in the health, well-being and beautification of the city. Available resources are deployed to the highest priority areas such as the downtown and City-owned major arterial roads and high traffic secondary roads in different areas of the community. In 2022, a temporary budget of \$149,780 was allocated to provide these enhanced services without impacting service to other areas.

Annual operational funding of \$186,111 would fund two full-time employees, equipment and fuel.

II. Background

Current Service Level

Environmental Services is responsible for seasonal roadside litter abatement along City-owned major arterial roadways and secondary roads with heavy traffic flow. For the most part, the roads and laneways within downtown Sudbury are not major arterial or secondary roads and have historically required limited litter abatement services. Prior to the COVID-19 pandemic, litter abatement in downtown Sudbury typically consisted of a spring clean-up after the snow melt and occasional complaint driven call-outs.

As part of these services, Environmental Services also provides for the installation, maintenance and collection of roadside litter containers throughout Sudbury. At present, there are 61 in downtown Sudbury. Prior to COVID-19, the service level for the collection of these litter containers consisted of collection provided by the City's waste collection contractor every Tuesday and Friday evening.

During the pandemic, additional temporary funds were allocated to allow Environmental Services to provide collection services and emptying of roadside litter containers in downtown Sudbury from Tuesday to Friday without delaying service in other areas. The additional temporary funds are not included in the 2023 base budget therefore roadside litter abatement resources will revert to pre-pandemic levels and service will be delivered to balance priority demand within the limitations of the allocated resources.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | <input checked="" type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

It is recommended that the base operating budget be increased to allow for permanent resources to provide enhanced roadside litter abatement services in downtown Sudbury from Monday to Friday. The need for daily services in downtown Sudbury continues and is likely to remain for the foreseeable future. The temporary services provided during the pandemic have contributed to keeping downtown Sudbury an aesthetically pleasing place to visit and conduct business.

How does this align with Council's Strategic Plan?

| | | |
|---|---|--|
| Asset Management and Service Excellence | X | Business Attraction, Development and Retention |
| Climate Change | | Economic Capacity and Investment Readiness |
| Housing | X | Creating a Healthier Community |
| Strengthen Community Vibrancy | | |

This business case seeks to provide a permanent enhancement to roadside litter abatement services which supports the pillars of Council's Strategic Plan for business attraction, development and retention as well as creating a healthier community.

Enhanced services will enable regular servicing in downtown Sudbury without impacting other service areas. The expected result is improved aesthetics to attract and retain business and customers alike. A clean business area contributes to the overall health of the community and assists with tourism initiatives.

This recommendation also aligns with related objectives including the Greater Sudbury Development Corporation's Economic Recovery Strategic Plan priority of Downtown Revitalization to support retention, attraction and tourism efforts in the downtown core.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

Providing enhanced roadside litter abatement in downtown Sudbury will improve the area's environment and attractiveness by ensuring it is kept clean of waste and loose litter. This business case refers to operational matters and has no connection to the Community Energy and Emissions Plan.

IV. Impact Analysis**Qualitative Implications**

Implementing enhanced roadside litter abatement in downtown Sudbury will assist with the revitalization of the area. In addition, the regular removal of litter will help retain business and consumer interest in downtown Sudbury and assist in attraction efforts and tourism initiatives.

Quantifiable Implications

On average, there are three full-time employees assigned to roadside litter abatement for major arterial roads and high traffic secondary roads from Tuesday to Friday however, this number may be reduced as required to support residential roadside garbage and leaf and yard trimming collection. From May to August, one of the full-time employees is assigned to lead a seasonal crew comprised of three students.

Approving a permanent enhancement to these services in downtown Sudbury will increase the average number of employees typically assigned to litter abatement from three to five full-time employees. Approval of this enhancement will result in an increase in annual operating costs of \$186,111 in 2023 for two full-time permanent employees, equipment and fuel.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------------|----------|----------------|------------|------------|------------|------------|------------|
| Vehicle Lease | On-Going | Tax Levy | \$ 19,755 | \$ 19,755 | \$ 19,755 | \$ 19,755 | \$ 19,755 |
| Fuel | On-Going | Tax Levy | \$ 5,616 | \$ 5,616 | \$ 5,616 | \$ 5,616 | \$ 5,616 |
| Salaries and Benefits | On-Going | Tax Levy | \$ 160,741 | \$ 160,741 | \$ 160,741 | \$ 160,741 | \$ 160,741 |
| | On-Going | | \$ 186,111 | \$ 186,111 | \$ 186,111 | \$ 186,111 | \$ 186,111 |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 186,111 | \$ 186,111 | \$ 186,111 | \$ 186,111 | \$ 186,111 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 | |
|----------------------|-----------------|-----------------|-----------------------|------|------------|------------|------------|------------|------------|
| Waste Servicepersons | OW | On-Going | Permanent | 2 | | | | | |
| | | Permanent | | 2 | - | - | - | - | |
| | | PT Hours | | - | - | - | - | - | |
| | | Yearly Impact | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | | \$ 186,111 | \$ 186,111 | \$ 186,111 | \$ 186,111 | \$ 186,111 |
| | | One-Time | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | | | \$ 186,111 | \$ 186,111 | \$ 186,111 | \$ 186,111 | \$ 186,111 |
| | | Net Levy Impact | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | | \$ 186,111 | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | | | \$ 186,111 | \$ - | \$ - | \$ - | \$ - |
| | | % Levy Increase | | | 0.06% | | | | |

Implementation

After hiring two full-time employees and acquiring a leased a vehicle, the enhanced roadside litter abatement service in downtown Sudbury can be implemented Monday to Friday.

Due to supply constraints created by the pandemic, there is a risk that there is a longer than anticipated wait to obtain a leased vehicle.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|--|
| <ul style="list-style-type: none"> A clean environment and healthier community. Create a more attractive business area in which to invest and demonstrate the City's commitment to the downtown core. Retain existing business and consumer interest in downtown Sudbury Attraction of new businesses and consumers. Establishment of an enhanced roadside litter abatement service level in downtown Sudbury Avoid delays in providing roadside litter abatement service in downtown Sudbury. | <ul style="list-style-type: none"> Approving this business case would add a modest administrative burden to implement the reporting and supervision of two employees to a manager on Mondays. Lower priority work may be delayed to balance priorities as a result of the additional administration and supervision of employees reporting directly to the manager on Mondays. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|--|--|------------------|
| Use part-time employees instead of full-time employees to enhance roadside litter abatement services. There is a small cost savings (\$4,000) if part-time employees are used to provide this service enhancement. | <p>Advantages:</p> <ul style="list-style-type: none"> The advantages listed in the main business case above are still expected if the enhancement is delivered with part-time employees. Easier to manage potential service level reductions in the future. Using part-time employees, the variable costs (salaries, benefits and fuel) of the proposed enhancement can be scaled back to accommodate any enhancement in service approved by Council. <p>Disadvantages:</p> <ul style="list-style-type: none"> The ability to retain part-time employees is challenging and may impact the ability to provide the service on a regular and consistent basis. If the enhancement is scaled back, the benefits of the proposed enhancement will be only partially realized. | \$ 182,111 |
| Roadside litter abatement resources and services return to pre COVID-19 levels. | <p>Advantage:</p> <ul style="list-style-type: none"> No additional administrative burden, therefore staff can focus limited resources on existing priorities and programs approved by Council. <p>Disadvantages:</p> <ul style="list-style-type: none"> Possible delays in maintaining the cleanliness of downtown Sudbury. Reduced interest in downtown Sudbury and increases risk of existing businesses leaving the downtown. Increased complaints from the public and businesses. Roadside litter abatement services could be delayed as existing resources are redeployed to manage highest priority areas. | \$ - |

Business Case - Service Level Change

| | | | |
|---------------------------|---|-----------------|--|
| Title | Hire Learning Design and Development Specialist | | |
| Department | Corporate Services | Division | Human Resources and Organization Development |
| Council Resolution | | | N/A |

I. Executive Summary

Overview of Proposal

This business case proposes hiring 1 full-time employee to increase capacity for employee training/development from supporting an average of 110 unique learners per year to over 250 learners per year, and increase learning opportunities from the current six per year to over 20 per year. Delivering effective learning programs is a key driver of achieving results. Organizations with strong employee learning opportunities are more productive and innovative and have greater employee engagement. In today's competitive job market, the role that organizations play in creating value for current and prospective employees makes the focus on learning and development even more critical.

In order to facilitate the development of a robust learning program for staff, create consistency with respect to the full learning cycle and resulting tools, and ensure staff have the knowledge and abilities to navigate the corporation's objectives, a full-time permanent resource that specializes in content development and delivery is required.

II. Background

Current Service Level

The current state of learning and development at CGS generally involves the following process:

1. Needs assessment is completed through a talent benchmarking exercise.
2. Learning opportunities identified through the needs assessment are prioritized and an external resource (vendor) is identified to deliver training that addresses the need.

Breakdown of process

1. Needs assessment

A talent benchmarking exercise takes place every 18 - 24 months on all non-union employees. The discussions focus on the current performance of non-union employees, and the future potential of each of the employees. Through this series of discussions, development needs are identified, addressing areas of opportunity that employees have to enhance to their current performance level.

The benefit of engaging in this exercise is that the organization embarks upon a consistent process to explore the development needs of employees and can frame an enterprise-wide learning and development program that specifically targets the needs of the City's non-union staff.

The challenge with the current state of this process is that unionized staff are not included in this process and the skills and abilities needed for future objectives are not necessarily considered for each employee. However, employees who are identified through this process as someone who has high potential will have future learning needs included in their assessment.

2. Learning opportunities identified through the needs assessment are prioritized and an external resource (vendor) is identified to deliver training that addresses the need.

The learning needs are prioritized by identifying the top five specific skills that were identified most often throughout the talent benchmarking discussions. The skills that were identified but did not form part of the top five skills are shelved until such time that budget allows the organization to pursue those opportunities.

Once the top five skills are identified, a vendor is researched and secured to deliver the training.

The benefit of the current state is that with different vendors delivering the different training modules, there is a positive flow of new perspectives and insight with respect to approaching the learning topic.

The challenge with the current state is that we have no consistency with the vendors, which means employees are using different tools when attempting to achieve the same thing. The difference in tools results in a variation in the approach that employees use to navigate the same situation.

Challenges with the Current State

1. There is only minimal adaptation that an external vendor can do to reflect a municipal environment and the more specific cultural nuances of the City. The material, while it is informative, is generic and therefore causes learners to struggle in adapting a general approach to our specific environment.
2. There are limited vendors available which often causes scheduling conflicts with significant CGS activity (e.g., budgeting, winter control, summer students, etc.).
3. Vendors provide tools that are not always applicable or practical. Additionally, we often change vendors year-over-year, so learners are receiving different guidelines and tools that pertain to the same subject. This creates an inconsistent approach in how staff navigate specific situations.
4. There are significant limits to the number of learners that can be engaged annually due to financial constraints. This results in a disjointed learning approach for staff, reducing their ability to form peer networks/mentors.
5. Securing internal resources that are not seconded to deliver specific learning modules is difficult, as individuals are generally busy with the workload associated with their role. Additionally, using different people to develop content results in a lack of consistency, quality, and tools for learners.
6. The return on investment is minimized significantly when one factors in the total cost of securing a vendor to deliver one specific learning module, versus what the same funds could produce if dedicated to securing a full-time internal resource.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | <input checked="" type="checkbox"/> | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

It is recommended that a full-time Learning Design and Delivery Specialist is added in Human Resources & Organizational Development.

This change is driven by the opportunities identified through the Human Capital Management Plan. This enterprise-wide plan has a number of deliverables that are contingent upon this resource: the design and delivery of a leadership development program, the design and implementation of an effective performance evaluation tool, the design and delivery of a learning strategy, a program centering around diversity and equity, core training for all employees, onboarding, and a strategy to deal with difficult to recruit roles by providing prospective employees with a rich learning environment.

Securing an internal resource to deliver this work on a full-time basis is essential as each one of the aforementioned deliverables are entirely dependent on the ongoing and permanent presence of this full-time resource. The resource will align training opportunities and developmental needs across the organization and support an increase in confidence and effectiveness of City staff.

While the opportunity exists to secure an external vendor to deliver individual learning modules, this increases the cost while simultaneously decreasing our return on investment. The training delivered by an external resource will not serve to create a cohesive learning strategy that is both responsive to needs identified by individual teams, and proactive in aligning learning opportunities with future needs of the organization.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input checked="" type="checkbox"/> | Business Attraction, Development and Retention |
| | Climate Change | | Economic Capacity and Investment Readiness |
| | Housing | <input checked="" type="checkbox"/> | Creating a Healthier Community |
| <input checked="" type="checkbox"/> | Strengthen Community Vibrancy | | |

The critical success factors to achieve the pillars identified in the Human Capital Management Plan and the organization's ability to deliver excellent service to the community rests upon the engagement, skills and abilities of City staff executing this work.

Staff need to be empowered with the knowledge to drive through the work that is required to achieve these pillars, and the City needs to have the ability to attract the talent required to deliver the work. A robust learning and development program, onboarding program and a core set of training will set up staff with the necessary skills and enhance the development of skills, abilities and competencies to ensure we continue to deliver excellent service now and into the future.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

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

IV. Impact Analysis

Qualitative Implications

Pre-pandemic employee survey data identified the need for training and development opportunities. While this has been addressed, the extent to which it has been addressed was thwarted by COVID-19. We can increase our employee engagement levels by solidifying development opportunities through learning.

Further, the rate and scale of changes to the workplace are resulting in rapid changes to what are considered essential skills. It is making leadership and change-supportive competencies such as managing performance, coaching, resilience, change management, and creative/innovative problem-solving more important than ever.

With tight labour markets a reality across the province and country, hiring for aptitude and training for skills is a critical way to keep the City moving forward. It is critical that the City create a workplace where employees feel engaged, empowered, and invested so that we can retain the employees we have and attract the candidates we need to meet our future objectives. Employee turnover rates, including retirements, for the City are higher than benchmark municipalities. Enhancing the ability to deliver high-quality customized development opportunities will result in higher retention rates, improve attraction of key talent and enhance the employee value proposition by having a positive learning culture.

Quantifiable Implications

The additional employee would result in an annual cost of approximately \$115,000.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------------|----------|----------------|------------|------------|------------|------------|------------|
| Salaries and Benefits | On-Going | Tax Levy | \$ 113,358 | \$ 113,358 | \$ 113,358 | \$ 113,358 | \$ 113,358 |
| | | | | | | | |
| | On-Going | | \$ 113,358 | \$ 113,358 | \$ 113,358 | \$ 113,358 | \$ 113,358 |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 113,358 | \$ 113,358 | \$ 113,358 | \$ 113,358 | \$ 113,358 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|--|-----------------|-----------|-----------------------|------------|------------|------------|------------|------------|
| Learning Design and Development Specialist | NMGT | On-Going | Permanent | 1 | | | | |
| | | | | | | | | |
| | | Permanent | | 1 | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 113,358 | \$ 113,358 | \$ 113,358 | \$ 113,358 | \$ 113,358 |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 113,358 | \$ 113,358 | \$ 113,358 | \$ 113,358 | \$ 113,358 |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 113,358 | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 113,358 | \$ - | \$ - | \$ - | \$ - |
| % Levy Increase | | | | 0.04% | | | | |

Implementation

A full-time permanent position would be posted using the current job description for the contract/temporary role. The work coming from the Human Capital Management Plan will drive the activity of this position. The Human Capital Management Plan will result in several new/bolstered programs that support learning and development, onboarding and a learning strategy. The ongoing work generated by these programs will be immediately undertaken by this full-time permanent resource.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|---------------|
| <ul style="list-style-type: none"> Significant increase to return on investment. Specifically curated learning objectives that align with corporate needs. Full cycle learning strategy can be designed and maintained through this resource. A full-time permanent role will attract quality candidates, boosting the effectiveness of the deliverables associated with the ongoing nature of this position. Will start to transform the City into a dynamic learning environment, which will assist in both retention and attraction of candidates. | |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|--|------------------|
| Secure external resource to deliver similar content | <p>Disadvantages</p> <ol style="list-style-type: none"> 1. Lack of consistent approach to delivering content. 2. Limited-to-no adaptation to City culture and municipal government. 3. More costly; 37 learning modules delivered annually. This matches the current design of the Leadership Development Program versus \$118,000 for an internal resource to deliver the program. 4. Unable to conduct quality checks on the content until after the learning session is complete. 5. Limited seating in each learning session. 6. Number of sessions per learning module is limited, unless significant cost is incurred for additional sessions. 7. Challenges with scheduling. | \$ 232,000 |
| Second an internal employee for a full year to deliver the required content | <p>Disadvantages</p> <ol style="list-style-type: none"> 1. Lack of consistency in approach to deliver content from one term of secondment to the next. 2. Can not assure that an appropriately qualified candidate trained in adult learning principles, exists within the current staff base at CGS. 3. Can not assure that an appropriately qualified candidate could be made available for the required period, if one exists within the current staff base at CGS. 4. \$44,000 cost difference estimated between the wage group level of an internally seconded employee versus wage group level 11 for a permanent internal resource. | \$ 44,000 |

Business Case - Staffing Classification Change

| | | | |
|---------------------------|--|-----------------|---------------------|
| Title | Convert Animal Shelter Attendant Position to Full Time | | |
| Department | Corporate Services | Division | Security and By-law |
| Council Resolution | | N/A | |

I. Executive Summary

Overview of Proposal

This business case would convert one part-time position to a full-time lead position, at a cost of \$31,879, in response to the significantly changed service needs of the Greater Sudbury Animal Shelter since it was incorporated into the municipal administration. There is a requirement for more interaction with the community, veterinarian clinics, fosters and rescue organizations. A full-time Lead Animal Shelter Attendant (LASA) is required to facilitate these partnerships and ensure the best care for animals in our community. The LASA will provide on-site training of staff, administer animal care as directed by a veterinarian and assist with on-site veterinarian visits. Partnerships with local veterinarian clinics benefit the shelter by reducing costs associated with the transport of animals and reduction in vet fees. The shelter requires on-site supervision of volunteers and rescue groups, including the monitoring of animals in foster homes to ensure the City's standard of care. The shelter currently employs five part-time Animal Shelter Attendants. This presents a challenge with providing a consistent standard of operation and communication with partner organizations, rescues and vets. There is also a lack of consistent oversight of the volunteer program at the shelter. Other responsibilities of the LASA will include coordinating facility maintenance (lawn cutting, snow removal, and minor repairs as needed), administrative duties, medical and dietary care plans, disease management and triaging sick and injured animals.

II. Background

Current Service Level

The Greater Sudbury Animal Shelter provides a temporary home for cats and dogs that are found injured, abandoned or roaming at large in the community. The goal is to reunite pets with their owners. If owners cannot be found or decline to recover their pet, dogs and cats can be adopted directly from the shelter or through a network of animal rescue and welfare partners. Staffing levels currently consist of five part-time Animal Shelter Attendants who are overseen by an off-site By-Law Coordinator/Animal Care and Control. Hours of work at the shelter are 8:30 a.m. until 5:30 p.m., seven days a week. The shelter is open to the public 38 hours per week, from 10 a.m. to 4 p.m. on weekdays and 10 a.m. to 2 p.m. on weekends. Shelter staff administer animal control and shelter services for the City of Greater Sudbury and collaborate with local rescue and animal welfare organizations and veterinarians. Animals are provided with medical care ranging from basic to extensive. There is a minimum 72 hour redemption period until the point of adoption. Shelter attendants take in over 900 stray and surrendered animals annually. In 2021, there were 624 adoptions performed and 258 owner redemptions. Aside from providing care for the animals, staff is also expected to maintain the facility, remain up to date on training and animal handling practices, transport animals to and from appointments, medicate and vaccinate all intakes and perform a variety of administrative functions. To maintain a low-kill animal shelter service for the City of Greater Sudbury, staff must collaborate regularly and effectively with veterinarians and partner agencies.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | <input checked="" type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

The recommended change is converting 1,248 part-time staff hours from the Greater Sudbury Animal Shelter and replacing those with a full-time LASA, largely for health and safety purposes. There is a need for daily oversight of part-time staff for the purpose of training, animal care and control and providing extensive health care and medication to animals. Existing part-time staff have been the subject of several occupational incident reports that could have been mitigated with more consistent oversight and training, ensuring best practices and use of personal protective equipment. From an employee engagement perspective, a LASA will mitigate stress in the workplace. Animal Shelters are known to have high levels of occupational stress injuries, and a new lead position would allow for more focused support on the shelter, allowing the By-law Coordinator/Animal Care and Control to provide more support to the By-law Services. Many of the tasks that the By-law Coordinator is currently completing for the shelter would be taken over by the LASA, such as scheduling, administrative tasks, inventory, ordering supplies, training, assisting with operating procedures, coordinating volunteer programs, acting as point person for transfer of care between attendants and vets, and refunds. The LASA will provide consistent oversight and knowledge of daily operations and will report directly to the By-law Coordinator. The change will create efficiencies for both the shelter and By-law Services, where there have been significant increases to the number of by-law complaints and service levels.

IV. Impact Analysis

Qualitative Implications

This change will achieve increased employee engagement at the shelter with staff feeling more supported in their role. Having consistent oversight of day-to-day operations at the shelter will also increase customer satisfaction and enhance the City's reputation with customers and stakeholders. Currently, staff at the shelter do not have oversight of volunteer programs, which the shelter relies on to maintain animal welfare and enrichment. At present the By-law Coordinator attends the shelter located in Wahnapiatae in order to facilitate volunteer programming and daily oversight. Hiring a LASA will create efficiencies and positive impacts on both By-law Services and Animal Care and Control Services as it will allow for these activities to be led by the lead staff on-site and allow the By-law Coordinator oversee daily operations of the department as a whole. This will assist in creating service level efficiencies and improving the City's reputation with the community and stakeholders.

Quantifiable Implications

The removal of 1,248 part time hours will save the department approximately \$40,000. The cost for a Lead Animal Shelter Attendant is \$72,000. The impact to the levy is expected to be approximately \$32,000.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
| Salaries and Benefits | On-Going | Tax Levy | \$ 71,663 | \$ 71,663 | \$ 71,663 | \$ 71,663 | \$ 71,663 |
| Wages and Benefits | On-Going | Tax Levy | \$ (39,784) | \$ (39,784) | \$ (39,784) | \$ (39,784) | \$ (39,784) |
| | | | | | | | |
| | On-Going | | \$ 31,879 | \$ 31,879 | \$ 31,879 | \$ 31,879 | \$ 31,879 |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 31,879 | \$ 31,879 | \$ 31,879 | \$ 31,879 | \$ 31,879 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------------|-----------------|-----------|-----------------------|-----------|-----------|-----------|-----------|-----------|
| Lead Animal Shelter Attendant | IW | On-Going | Permanent | 1 | | | | |
| Animal Shelter Attendants | IW | On-Going | PT Hours | (1,248) | | | | |
| | | Permanent | | 1 | - | - | - | - |
| | | PT Hours | | (1,248) | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 31,879 | \$ 31,879 | \$ 31,879 | \$ 31,879 | \$ 31,879 |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 31,879 | \$ 31,879 | \$ 31,879 | \$ 31,879 | \$ 31,879 |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ 31,879 | \$ - | \$ - | \$ - | \$ - |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ 31,879 | \$ - | \$ - | \$ - | \$ - |
| % Levy Increase | | | | 0.01% | | | | |

Business Case - Service Level Change

| | | | |
|-------------------|---|---------------------------|------------------------|
| Title | Hire an Additional Client Services Technician | | |
| Department | Corporate Services | Division | Information Technology |
| | | Council Resolution | N/A |

I. Executive Summary

Overview of Proposal

This is a proposal to add a permanent full-time position to perform information technology service desk work which has required a limited contract for the past four years. The sole goal of this proposal is to continuously and proactively ensure the operational support and service to the City's technology users, hardware and systems.

The volume of service desk requests has increased due to the increased implementation and use of technology as per the Corporate Information Technology Strategic Plan, however the full-time employee complement for the service desk has remained the same. To meet service levels, a limited contract staff has been hired to assist with the increased volume of requests and incidents over the past four years. These costs have been covered within Information Technology (IT) division budget.

The request is to make this historically filled, limited contract position into a full-time permanent position. Wages and benefits will be funded from savings within the IT budget with no tax levy impact.

Additionally, the labour market for IT staff is very competitive, and changing from a limited contract to full-time hiring will assure we recruit and retain quality staff.

II. Background

Current Service Level

Client Services, which includes the IT service desk, currently employs four full-time Client Services Technicians (CST), and in the previous four years it also included one CST on a limited contract.

During 2022, section 11:01(5)(a) of the current Collective Bargaining Agreement prevented Client Services from securing the Client Services Technician limited contract, reducing the staff complement to four. The four CSTs work to provide support to the entire City, including all affiliates, with a focus on maintaining service levels. With the current staff level of four CSTs, the increasing emphasis on technology and digitization has exposed the risk of not being able to deliver solutions within the established service level expectations.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | <input checked="" type="checkbox"/> | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

In previous years, the complement of five CSTs would consistently support and maintain approximately 1,200 requests and incidents, for over 7,500 connected devices and 3,500 City users. That equated to approximately 240 requests or incidents per month, per CST. With the staff complement reduced to four, using the same figures above, the result is an additional 60 end-user requests or incidents being assigned to each CST per month. This is an increase of over 720 requests or incidents per CST in 2022.

As the City continues to see a steady increase in enterprise systems and licensed users, it is expected that the number of connected devices will also increase, and so too will the number of requests and incidents being submitted to Client Services.

It is recommended to create one permanent full-time employee (FTE) allocation within Client Services for a Client Services Technician, with funding for wages and benefits to be provided by the IT Division, offset by savings incurred by reducing the cost and/or number of City phone lines.

| Yearly Impact | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------|------|------|------|------|------|
| On-Going | \$ - | \$ - | \$ - | \$ - | \$ - |
| One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - |

| Net Levy Impact | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-------|------|------|------|------|
| On-Going | \$ - | \$ - | \$ - | \$ - | \$ - |
| One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| % Levy Increase | 0.00% | | | | |

Implementation

Over the course of the next 4-6 months:

- 1) Identify the number of Bell phone lines that can be eliminated or migrated to a new service provider at a significantly lower rate (i.e. Agilis).
- 2) Post the Client Services Technician position and hire the successful candidate.

The City has experienced some difficulty recruiting experienced technology staff. A contingency is to make this a development position as a means to recruit a quality candidate who would have the skillset but may lack the years of experience.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> • Alleviate the pressures on Client Services staff by balancing the volume and workload for the Client Services Division. • Increase customer satisfaction by consistently meeting service level agreements (SLAs). • Support the success of future technology projects by improving the capability of fully supporting and maintaining the infrastructure. | <ul style="list-style-type: none"> • Cost savings from optimizing phone lines could be used for other initiatives or to reduce the overall tax levy. However, these savings require and are constrained by limited Client Services manpower to implement them. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|------------------|---|------------------|
| Status Quo | <p>Advantages:</p> <p>a. Avoid salary and benefit costs.</p> <p>Disadvantages:</p> <p>a. Inefficiency for other City departments due to delayed IT service.</p> <p>b. The IT department will not be able to sustain key initiatives identified in the Corporate IT Strategic Plan.</p> <p>c. Client Services Division continues to operate at full capacity, running the risk of "burn out" at the Service Desk.</p> | \$ - |
| Contract Out | <p>Advantages:</p> <p>a. The City will not be as committed to ongoing costs, however given the continuing increase in volume and demand to the Service Desk, it is unlikely that we could end this service.</p> <p>b. Provide resources to implement the phone cost savings of \$97,228.</p> <p>Disadvantages:</p> <p>a. This will be more expensive, as full time contracted services are expensive, at a rate of about \$150 per hour, the expectation is a cost close to \$108,000.</p> <p>b. The City will consume internal resource time for the interactions and knowledge transfer between the contracted employee and City staff.</p> | \$ 10,722 |

Business Case - Service Level Change

| | | | |
|-------------------|--|---------------------------|-----------------------------------|
| Title | Implement an IT Security Awareness Training Platform | | |
| Department | Information Technology | Division | Technical Infrastructure Services |
| | | Council Resolution | N/A |

I. Executive Summary

Overview of Proposal

Implementing a new security awareness training and testing platform would mitigate the City's cybersecurity risk. Security awareness is the ability of staff to defend themselves from a variety of malicious security attacks, including but not limited to phishing, spoofing and impersonation attacks.

Implementing the proposed technology will improve the City's ability to train staff on current popular industry attacks while also providing improved ability to test the City's response. In addition, this platform would improve on the current malicious email reporting processes. The proposed platform also includes a pre-built training curriculum curated to Canadian organizations. Access to pre-built training materials will result in a significant avoidance of staff hours for Information Technology (IT) who would alternately need to custom build training modules and update them on a regular basis.

The platform will enable improved risk assessment and identify the type of training that will be the most valuable to the organization. This will be progressively implemented and tested over two years. The initiative would be funded from committed funds for cybersecurity in the Tax Rate Stabilization (Committed) Reserve since this directly mitigates cybersecurity risk. In the third year, it would become part of the ongoing security program.

II. Background

Current Service Level

Current security awareness training is created by staff once per year and delivered in a few sessions. Researching and developing the training requires a significant amount of staff time. There has also been a significant increase over the last two years of attempts to leverage social engineering techniques to gain access to City staff resources and accounts. With 90 per cent of attacks delivered via email, improving security awareness for City staff remains an essential strategy for reducing the risk to the City's IT infrastructure.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|--|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | | Change to base FTE allocation |
| | Change to fees (unit price) | | Change to revenues (volume change) |
| | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

Cybersecurity attacks increasingly focus on municipalities, as they have access to a significant amount of high value personal information. In the City's own environment these attacks have moved from a monthly occurrence to a near daily occurrence. There is also an increase in attacks against operational technologies used in municipal command and control technologies. Attackers specifically target Smart City or industrial control systems such as water/wastewater, traffic and building automation control systems. Cybersecurity awareness and training is part of the cybersecurity plan set out in the Corporate IT Strategic Plan to improve security and reduce the risk of these types of events occurring at the City.

The City's ability to defend itself against these attacks is important to its reputation. These types of attacks typically bypass all types of security technology that the City has in place. Implementation of such a program is the only way to defend the organization sufficiently in a key area of the IT Strategic Plan.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| | Climate Change | <input checked="" type="checkbox"/> | Economic Capacity and Investment Readiness |
| | Housing | | Creating a Healthier Community |
| | Strengthen Community Vibrancy | | |

This project protects the efficient operation of IT infrastructure and any other operational technology across the City that connects to that IT infrastructure. In addition, improving cybersecurity is a strategic business driver to demonstrate the City's ability to protect all assets and maintain a stable business environment within which to operate.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

The failure of any connected operational technology at the City due to a cybersecurity event can affect the environment. For example, any inability to monitor and control water/wastewater systems could result in a significant environmental impact. A failure of building automation or traffic control systems can have an impact on carbon emissions.

IV. Impact Analysis**Qualitative Implications**

This change will mitigate and lower the City's risk of a security event occurring. A security event could involve anything from the loss of personal information to extended service outages in the event of ransomware or other malware.

By providing targeted training for new and existing staff, The City can reduce the likelihood that staff are victims of attackers attempting to deceive staff into providing access to sensitive City technology. The ongoing testing tools can more accurately measure the success of the training platform and can directly enroll users in refresher training when they do not pass the periodic testing.

Quantifiable Implications

In year one, the platform would be rolled out to the 2,500 users that use technology at the City on a daily basis, for a net cost of \$16,500 per year. In year two, an additional 1,000 users would be added to the testing platform. The additional cost would be \$10,000 per year. These costs would be funded from the committed funds for cybersecurity in the Tax Rate Stabilization Reserve as a risk mitigation initiative in years one and two. In 2025, if the project is successful, annual operating costs of \$26,500 would be funded from the tax levy.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|--------------------------------|----------|----------------|-------------|-------------|------|------|------|
| Tax Rate Stabilization Reserve | One-Time | Reserve | \$ (16,500) | \$ (26,500) | \$ - | \$ - | \$ - |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ (16,500) | \$ (26,500) | \$ - | \$ - | \$ - |
| | Total | | \$ (16,500) | \$ (26,500) | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------|----------|----------------|-----------|-----------|-----------|-----------|-----------|
| Cyber Security Platform | One-Time | Reserve | \$ 16,500 | \$ 26,500 | | | |
| Cyber Security Platform | On-Going | Tax Levy | | | \$ 26,500 | \$ 26,500 | \$ 26,500 |
| | On-Going | | \$ - | \$ - | \$ 26,500 | \$ 26,500 | \$ 26,500 |
| | One-Time | | \$ 16,500 | \$ 26,500 | \$ - | \$ - | \$ - |
| | Total | | \$ 16,500 | \$ 26,500 | \$ 26,500 | \$ 26,500 | \$ 26,500 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------|-----------------|-----------|-----------------------|-------------|-------------|-------------|-------------|-------------|
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ - | \$ 26,500 | \$ 26,500 | \$ 26,500 |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ - | \$ - | \$ 26,500 | \$ 26,500 | \$ 26,500 |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ - | \$ 26,500 | \$ - | \$ - |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ - | \$ - | \$ 26,500 | \$ - | \$ - |
| % Levy Increase | | | | 0.00% | | | | |

Implementation

Implementation of this business case would mean a significant improvement in the City's security awareness and education platform which relates to the newly approved Cybersecurity Plan. This platform would be gradually phased in over a two-year period before transitioning to an ongoing process allowing the City to continue to evolve and adapt with any new social engineering security attacks.

In the first year the platform would be purchased and rolled out to 2,500 technology users at the City. Since the platform includes the testing and training tools, the City can eliminate the existing testing tool used to perform phishing tests. In the second year the City would add an additional 1,000 users to the testing platform. This would provide email accounts to all City staff and facilitate access to new systems to access pay stubs/T4s and the COMPASS time reporting system.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|---------------|
| <ul style="list-style-type: none"> • Increased cybersecurity resiliency. • Development of staff security defense techniques. • Lowered business risk. • Requires less IT staff time by supporting more automation. • Improved reporting metrics. • Addresses key goal in Cybersecurity Plan. | |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|---|------------------|
| Hire Full-time Security Testing IT Position | <ul style="list-style-type: none"> - Would allow the City to create custom content. - Would allow for a backup IT security person in the department. - Would be labour intensive. - The cost is substantially higher. | \$ 108,222 |
| Alternative Product (Provides Training but no Phishing Testing) | <ul style="list-style-type: none"> - There are very few platforms that only provide content without linking it to phishing tests. - Cost for a training-only platform is higher than the platform recommended in this business case. - There would be no way of linking performance in the testing to the training required which would diminish the effectiveness of the program. | \$ 56,000 |

Business Case - Staffing Classification Change

| | | | |
|-------------------|---|---------------------------|---------------------------------|
| Title | Create a Permanent Linear W/WW Condition Assessment & Analytics Section | | |
| Department | Growth and Infrastructure | Division | Infrastructure Capital Planning |
| | | Council Resolution | N/A |

I. Executive Summary

Overview of Proposal

There will be ongoing revisions to the Water and Wastewater (W/WW) Master Plan and Asset Management Plans, which will continue to have recommendations beyond the capacity of the current permanent full-time employees (FTE) for implementation. In 2018, Council approved a business case that created a five-year Task Force to work on the recommendations from the Master Plan and Asset Management Plan. With a better understanding of the workload needed to complete the projects identified in the Plans, it has become apparent that the work is ongoing and will continue beyond the projected five-year timeframe of the task force. Staff is recommending that certain positions within the task force be made permanent. This would require the conversion of three long-term contracts into permanent positions. Making the best use of capital funding available requires ongoing implementation of both leakage loss and extraneous flow management programs along with asset management strategies, asset inspection/condition assessment, data analysis, data analytics, asset performance monitoring, evaluating, reporting, deterioration modeling, lifecycle cost analysis, and optimized decision making based on risk to support rehabilitation and replacement planning. The work has just begun as it relates to creating and supporting modernized business processes to help facilitate this work using the City's enterprise GIS and Cityworks systems, so this type of information is integrated in business processes, forming a sole source record for collaboration across divisions who use water and wastewater linear data.

II. Background

Current Service Level

The services are currently underway and provided by way of a five-year capital project with a timeframe of 2021 to 2026.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | |
|-----------------------------------|---|------------------------------------|
| Change to base operating budget | X | Change to base FTE allocation |
| Change to fees (unit price) | | Change to revenues (volume change) |
| Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

Through various initiatives to improve the condition information and data reliability for asset management, the Water and Wastewater Task Force has found additional revenues of approximately \$55,000 per year in user fees, and a cost avoidance of \$1 million over the next 10 years in leak reduction. There are additional cost offsets identified in the program areas of leak reduction and inflow and infiltration reduction that cannot be quantified at this time. The Water and Wastewater Task Force has developed business processes using our enterprise GIS tools to improve data collection and accuracy. These tools are estimated to save the City a few hundred hours per year in manual entries, while at the same time making information available to more people, faster. Additionally, the work that has been done in our enterprise GIS system will ultimately reduce risk in decision-making, resulting in additional cost savings. The Water and Wastewater Task Force is creating a solid foundation to continue to make best use of the City's enterprise systems to create modernized business processes, while finding efficiencies for asset management. With the continuation of the team, it is anticipated that further opportunities to optimize and find savings will be achieved, along with having the capacity to respond to ever changing regulatory requirements in this area.

Qualitative Implications

Quantifiable Implications

| Operating Revenue - Per Year | |
|------------------------------|------|
| 2019 | 2020 |
| 2021 | 2022 |
| 2023 | 2024 |
| 2025 | 2026 |
| 2027 | 2028 |
| 2029 | 2030 |
| 2031 | 2032 |
| 2033 | 2034 |
| 2035 | 2036 |
| 2037 | 2038 |
| 2039 | 2040 |
| 2041 | 2042 |
| 2043 | 2044 |
| 2045 | 2046 |
| 2047 | 2048 |
| 2049 | 2050 |
| 2051 | 2052 |
| 2053 | 2054 |
| 2055 | 2056 |
| 2057 | 2058 |
| 2059 | 2060 |
| 2061 | 2062 |
| 2063 | 2064 |
| 2065 | 2066 |
| 2067 | 2068 |
| 2069 | 2070 |
| 2071 | 2072 |
| 2073 | 2074 |
| 2075 | 2076 |
| 2077 | 2078 |
| 2079 | 2080 |
| 2081 | 2082 |
| 2083 | 2084 |
| 2085 | 2086 |
| 2087 | 2088 |
| 2089 | 2090 |
| 2091 | 2092 |
| 2093 | 2094 |
| 2095 | 2096 |
| 2097 | 2098 |
| 2099 | 2100 |

| Operating Expenditures - Per Year | |
|-----------------------------------|------------|
| 1. Depreciation | 100 |
| 2. Repairs | 50 |
| 3. Fuel | 20 |
| 4. Insurance | 10 |
| 5. Maintenance | 10 |
| 6. Other | 10 |
| Total | 200 |

Impact to Capital

Yearly Impact

Net Levy Impact

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|---|------------------|
| Make Senior GIS Analyst position the only permanent position | This is the most difficult role on the team to recruit, retain and train. Converting this to permanent position will ensure that there is consistency in project deployment and analytics and ensure a larger volume of high-priority projects are completed. The City does not have the ability to recruit for this role again after August 2023 as per limitations defined by the Collective Bargaining Agreement (CBA). This would result in a permanent reduction in capital of \$91,178 in 2027. | \$ - |
| Continue with existing temporary staffing until project completion in 2026 | Inability to recruit unionized staff for the duration of the project. This creates inefficiencies as training and recruitment takes a considerable amount of time for these specialized roles. This will result in completing a smaller scope than a permanent staff would be able to achieve. This will have no impact on the contribution to capital in 2027. | \$ - |
| Make Senior GIS Analyst and Manager positions permanent and continue until 2026 with the Technical Coordinator in a contract position | This option allows for the program to continue long-term and use additional resources from the capital program after 2026 to support programs. The disadvantage is that the Technical Coordinator role is an entry-level engineering role, which is one of the few routes the organization can use to recruit new graduates out of school to feed into roles requiring more experience in the organization. The absence of this role long-term would likely result in using more engineering consulting services. This would result in a permanent reduction in capital of \$216,161 in 2027. | \$ - |

Business Case - Service Level Change

| | | | |
|-------------------|---------------------------------------|---------------------------|-------------------|
| Title | Install New Exterior Columbarium Wall | | |
| Department | Community Development | Division | Cemetery Services |
| | | Council Resolution | N/A |

I. Executive Summary

Overview of Proposal

The proposed project will add a new exterior columbarium wall and foundation at St. Stanislaus Cemetery in Lively. A columbarium is a structure with recesses that store urns. In order to meet demand, the proposal is to install a total of 84 units based on historical average sales per year and remaining inventory on hand. The total required capital investment for installing the exterior wall and foundation is estimated at \$192,000 including a 10 per cent contingency. Based on historical sales and current/future user fees, total projected revenues are estimated at \$255,000. It is proposed that the project would borrow through the Care and Maintenance Trust Fund (CMTF) for the full cost of the project with annual repayment from the sale of niche units, therefore having no impact to the tax levy. The anticipated payback period is 15 years or less.

II. Background

Current Service Level

An exterior columbarium wall contains individual niches, which provide an above ground interment option for cremated remains. The City has provided this interment option for approximately 25 to 30 years with a very positive response from the community. The cremation rate in our City has increased approximately 20 per cent over the past 10 to 15 years, which has created increased demand for columbarium niche spaces. There is a positive demand for niches in the community. St. Stanislaus Cemetery in Lively will require inventory replenishment in 2023. Investment in exterior niche walls is required to meet customer expectations and maintain service levels. The project also has a positive financial return over the life of the asset, as columbariums have minimal maintenance requirements.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|--------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input type="checkbox"/> | Change to base operating budget | <input type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input checked="" type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

This proposed project is being recommended so the City can replenish niche wall inventory for the identified location to meet future demand and maintain the user fee revenues for Cemetery Services, which will assist in financial sustainability.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|--------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input type="checkbox"/> | Business Attraction, Development and Retention |
| <input type="checkbox"/> | Climate Change | <input type="checkbox"/> | Economic Capacity and Investment Readiness |
| <input type="checkbox"/> | Housing | <input type="checkbox"/> | Creating a Healthier Community |
| <input type="checkbox"/> | Strengthen Community Vibrancy | <input type="checkbox"/> | |

Asset Management and Service Excellence - This project will establish sustainable asset levels for Cemetery Services to provide services in a cost-effective manner.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

This business case refers to operational matters and has no connection to the Community Energy and Emissions Plan.

IV. Impact Analysis

Qualitative Implications

Investment in a niche wall will help to maintain current service levels at the St. Stanislaus Cemetery in Lively. Meeting community demand will help maintain the City's reputation and customer satisfaction.

Quantifiable Implications

The total required capital investment for installing the exterior wall is estimated at \$192,000 including a 10 per cent contingency. Based on historical sales and current/future user fees, total projected revenues are estimated at \$255,000. It is proposed that the project would borrow through the Care and Maintenance Trust Fund for the full cost of the project with annual repayment from the sale of niche units, having impact on the tax levy. Anticipated payback period is 15 years or less. There is minimal operating costs for niche walls. A 15 per cent Care and Maintenance Fee is collected at the time of each niche purchase and deposited into a trust fund. The interest generated by the trust fund will maintain the columbarium in perpetuity, which results in no future budget impact for asset maintenance. An estimated \$38,000 will be added to the Care and Maintenance Trust Fund through the sale of the 84 new niche units.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|--------------------|--------------|-------------|-------------|-------------|-------------|
| CMTF | One-Time | Obligatory Reserve | \$ (192,000) | \$ - | \$ - | \$ - | \$ - |
| Niche Sales | One-Time | User Fees | \$ (15,000) | \$ (15,500) | \$ (15,900) | \$ (16,300) | \$ (16,800) |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ (207,000) | \$ (15,500) | \$ (15,900) | \$ (16,300) | \$ (16,800) |
| | Total | | \$ (207,000) | \$ (15,500) | \$ (15,900) | \$ (16,300) | \$ (16,800) |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------|----------|--------------------|------------|-----------|-----------|-----------|-----------|
| Contribution to Capital | One-Time | Obligatory Reserve | \$ 192,000 | \$ - | \$ - | \$ - | \$ - |
| Care & Maintenance Fee | One-Time | User Fees | \$ 2,250 | \$ 2,325 | \$ 2,385 | \$ 2,445 | \$ 2,520 |
| Capital Repayment | One-Time | User Fees | \$ 12,750 | \$ 13,175 | \$ 13,515 | \$ 13,855 | \$ 14,280 |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ 207,000 | \$ 15,500 | \$ 15,900 | \$ 16,300 | \$ 16,800 |
| | Total | | \$ 207,000 | \$ 15,500 | \$ 15,900 | \$ 16,300 | \$ 16,800 |

Impact to Capital

Yes, capital expenditure would be funded through the Care and Maintenance Trust Fund to be repaid over 15 years.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------------|-----------------|-----------------------|-------|------|------|------|------|
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | % Levy Increase | | 0.00% | | | | |

Implementation

The project is expected to be completed within twelve months. Tendering is expected in Q2 2023 with completion by Q4 2023. Niche units should be available for sale in December 2023.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> • Maintain current service level. • Provide service in cost-effective way. • No tax levy impact. • Ability to borrow internally. | <ul style="list-style-type: none"> • None. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|------------------|--------------------------|------------------|
| | | |
| | | |
| | | |

Business Case - Staffing Classification Change

| | | | |
|-------------------|--|---------------------------|----------------------|
| Title | Convert Contract Project Managers to Permanent Employees | | |
| Department | Growth and Infrastructure | Division | Engineering Services |
| | | Council Resolution | |

I. Executive Summary

Overview of Proposal

In 2018, Council approved additional project management staff for a period of five years (2018-2022) to be funded from the capital budget. This staff was required due to the significant increase in workload in the capital program, including the Maley Drive Extension, Clean Water Wastewater Fund, Investing in Canada Infrastructure Plan, Ontario Community Infrastructure Funding, and an increase in the overall capital budget. This workload has been maintained throughout the five year period and is projected to continue into the future. Other drivers on project management workload includes new legislation (new Construction Act and implementing prompt payment), project management of contracted operational activities (street sweeping program and master plans) and providing support for other divisions.

In addition, community and stakeholder expectations are requiring a higher level of communication and public engagement over the entire lifecycle of a project and not just during the construction stage, which aligns with the corporate customer service strategy.

The conversion of contract project managers to permanent employees will maintain the current service level of project delivery, communication and public engagement, and meet the City's legislative obligations.

II. Background

Current Service Level

The services are currently underway and provided by way of a five year capital project with a timeframe of 2018-2022. This funding will be depleted in 2023.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | |
|-----------------------------------|---|------------------------------------|
| Change to base operating budget | X | Change to base FTE allocation |
| Change to fees (unit price) | | Change to revenues (volume change) |
| Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

Historically the staffing levels of the Engineering Services section were not increased as the capital budget was significantly increased. In 2018, Council approved a five year capital fund to hire contract project managers to address the increased capital budget and workload as it was unclear if the increased workload would be sustained. In addition, the workload for each project has increased with changes to legislation and public expectations of communication and public engagement. The five year funding source is set to expire and the increased workload remains. Permanent project managers are required to maintain the current service level.

The average hourly salary cost for a full-time City Project Manager is \$76.54, while the average hourly cost for an Engineering Consultant Project Manager is \$162.61 (based on the procurement for Professional Services ISD 19-19), which is over double the cost. In times when the engineering consulting industry is busy, the human resources may not be available or have limited availability. Should the contracts for the current staff be allowed to expire there will be a corresponding reduction in the number of projects that Engineering Services will be able to complete and a reduction in the level of service on the delivery of other projects.

IV. Impact Analysis

Qualitative Implications

This change will maintain the current service level of communication and public engagement over the life cycle of the project. It will also boost the reputation of the City for delivering projects that represent value for money by being able to address the questions raised by the public and provide regular communication. It also reduces the organizational risk by having consistent project delivery. Permanent positions provide the ability to recruit and retain qualified staff for the duration of the project which has been an ongoing issue. Staff turnover creates inefficiencies as training and recruitment takes a considerable amount of time for these specialized roles.

Quantifiable Implications

Conversion of the contract project managers to permanent employees will continue the annual draw of \$278,605 from the capital budget and water/wastewater user rates to cover salary expenditures.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------------------|-----------------|----------------|--------------|--------------|--------------|--------------|--------------|
| Capital - Roads | On-Going | Capital | \$ (181,540) | \$ (181,540) | \$ (181,540) | \$ (181,540) | \$ (181,540) |
| Capital - Water | On-Going | Capital | \$ (61,795) | \$ (61,795) | \$ (61,795) | \$ (61,795) | \$ (61,795) |
| Capital - Wastewater | On-Going | Capital | \$ (35,271) | \$ (35,271) | \$ (35,271) | \$ (35,271) | \$ (35,271) |
| | | | | | | | |
| | On-Going | | \$ (278,606) | \$ (278,606) | \$ (278,606) | \$ (278,606) | \$ (278,606) |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ (278,606) | \$ (278,606) | \$ (278,606) | \$ (278,606) | \$ (278,606) |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------------|-----------------|----------------|------------|------------|------------|------------|------------|
| Salaries and Benefits | On-Going | Capital | \$ 278,606 | \$ 278,606 | \$ 278,606 | \$ 278,606 | \$ 278,606 |
| | | | | | | | |
| | On-Going | | \$ 278,606 | \$ 278,606 | \$ 278,606 | \$ 278,606 | \$ 278,606 |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 278,606 | \$ 278,606 | \$ 278,606 | \$ 278,606 | \$ 278,606 |

Impact to Capital

The funding of the project managers will be from projects recommended in the 2023 capital budget.

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------------|------------------------|-----------------------|--------------|-------------|-------------|-------------|-------------|
| Project Manager | NMGT | On-Going | Permanent | 2 | | | | |
| | | | | | | | | |
| | | Permanent | | 2 | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| | | | | | | | | |
| | | Yearly Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ (0) | \$ (0) | \$ (0) | \$ (0) | \$ (0) |
| | | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | | \$ (0) | \$ (0) | \$ (0) | \$ (0) | \$ (0) |
| | | | | | | | | |
| | | Net Levy Impact | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ (0) | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | | \$ (0) | \$ - | \$ - | \$ - | \$ - |
| | | % Levy Increase | | 0.00% | | | | |

Business Case - Service Level Change

| | | | |
|-------------------|---|---------------------------|--------------------|
| Title | Reduce Conventional Service after 11 p.m. | | |
| Department | Transit Services | Division | Community Services |
| | | Council Resolution | N/A |

I. Executive Summary

Overview of Proposal

This service level reduction realizes a reduction of approximately 10,800 annual service hours (from current service level of 174,000 hours) and would see conventional transit routes depart from the Downtown Transit Hub no later than 11 p.m. Based on an estimated variable hourly cost of \$70.34 per hour, this business case considers annual operational savings of approximately \$570,000 for partial 2023 calendar year. Full year estimated operating savings would be \$760,000. This business case also anticipates fare revenue loss of \$24,000 annually using ridership for 2021 as the basis for forecast. Therefore there would be net savings of approximately \$552,000 and \$736,000 for 2023 and 2024, respectively.

II. Background

Current Service Level

Currently, across 23 routes (three frequent, one target, five core, nine neighbourhood, five community connector) conventional transit services operates seven days per week, between 6 a.m. and 12 a.m. All final trips depart the Downtown Transit Hub at approximately 12 a.m., with public access to the Downtown Transit Hub also closing at 12 a.m. The current total daily ridership for conventional transit is approximately 14,000 passengers between Monday and Friday, and approximately 9,000 and 7,000 reported on Saturday and Sunday, respectively. The current average hourly ridership after 11 p.m. for the system is approximately 80 customers. This is an increase of approximately 43% for the same period in 2021. Apart from lower ridership fixed routes, ridership patterns on Route 1 (Mainline) is above the ridership threshold, whereas Route 2 (Barry Downe) and Route 12 (Second Avenue) are reporting ridership that is above (more than nine) or at average (five to nine). With similar patterns, Saturday and Sunday hourly ridership after 11 p.m. is between 64 and 52 customers per hour.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | | Change to base FTE allocation |
| | Change to fees (unit price) | <input checked="" type="checkbox"/> | Change to revenues (volume change) |
| | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

The recommended change is to reduce conventional transit services from the current service level that sees conventional transit routes departing the Downtown Transit Hub no later than 12 a.m. by reducing available service hours to the public to be no later than 11 p.m. As part of the 2023 budget process, this service level reduction is proposed in the interest of decreasing the net impact on the tax levy.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|--|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| | Climate Change | | Economic Capacity and Investment Readiness |
| | Housing | | Creating a Healthier Community |
| | Strengthen Community Vibrancy | | |

Under the Asset Management and Service Excellence pillar and within Section 1.5: Demonstrate Innovation and Cost-Effective Service Delivery, this service level analysis aligns with the commitment to "develop a program of regular service reviews that examine options for improving service levels and/or reducing the City's net costs". Alternatively, there is contradiction within the same section, where it does not specifically align with the commitment to implement the Transit Action Plan in 2019 and continue efforts to expand ridership through innovative and responsive system improvements.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

Where it is acknowledged that the reduced use of conventional buses may have a net positive impact on greenhouse gas emissions for vehicle use, this reduction in transit service does not align with Goal 7 to "enhance transit service to increase transit mode share to 25% by 2050".

IV. Impact Analysis

Qualitative Implications

While the service level reduction may present associated challenges specific to customer satisfaction (impact on travel) and employee engagement (uncertainty with job), a portion of the community may be satisfied with financial accountability and cost savings toward reduced impact on the levy.

Quantifiable Implications

A reduced service level after 11 p.m. would save approximately 10,800 hours annually. Based on an estimated variable hourly cost of \$70.34 per hour, this business case considers annual operational savings of approximately \$570,000 for partial 2023 calendar year. Full year estimated operating saving would be \$760,000. Fare revenue loss of approximately \$23,800 annually would be realized using ridership for 2021 as the basis for the forecast.

Therefore, net savings of \$552,000 and \$736,000 would be realized for 2023 and 2024, respectively.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------|-----------------|----------------|-----------|-----------|-----------|-----------|-----------|
| Fare Box Revenue | On-Going | User Fees | \$ 17,850 | \$ 23,800 | \$ 23,800 | \$ 23,800 | \$ 23,800 |
| | On-Going | | \$ 17,850 | \$ 23,800 | \$ 23,800 | \$ 23,800 | \$ 23,800 |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 17,850 | \$ 23,800 | \$ 23,800 | \$ 23,800 | \$ 23,800 |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------------------|-----------------|----------------|--------------|--------------|--------------|--------------|--------------|
| Wages and Benefits | On-Going | Tax Levy | \$ (276,793) | \$ (369,057) | \$ (369,057) | \$ (369,057) | \$ (369,057) |
| Fuel Costs | On-Going | Tax Levy | \$ (174,960) | \$ (233,280) | \$ (233,280) | \$ (233,280) | \$ (233,280) |
| Vehicles Service cost | On-Going | Tax Levy | \$ (3,493) | \$ (4,657) | \$ (4,657) | \$ (4,657) | \$ (4,657) |
| Shop Supplies | On-Going | Tax Levy | \$ (1,956) | \$ (2,608) | \$ (2,608) | \$ (2,608) | \$ (2,608) |
| Vehicles Repair Materials | On-Going | Tax Levy | \$ (6,179) | \$ (8,239) | \$ (8,239) | \$ (8,239) | \$ (8,239) |
| Vehicle Repair Materials | On-Going | Tax Levy | \$ (83,824) | \$ (111,765) | \$ (111,765) | \$ (111,765) | \$ (111,765) |
| Vehicle Service Costs | On-Going | Tax Levy | \$ (10,338) | \$ (13,784) | \$ (13,784) | \$ (13,784) | \$ (13,784) |
| Shop Supplies | On-Going | Tax Levy | \$ (6,717) | \$ (8,956) | \$ (8,956) | \$ (8,956) | \$ (8,956) |
| Lubricant Expense | On-Going | Tax Levy | \$ (5,526) | \$ (7,369) | \$ (7,369) | \$ (7,369) | \$ (7,369) |
| | On-Going | | \$ (569,786) | \$ (759,714) | \$ (759,714) | \$ (759,714) | \$ (759,714) |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ (569,786) | \$ (759,714) | \$ (759,714) | \$ (759,714) | \$ (759,714) |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 | |
|--------------|-----------------|-----------------|-----------------------|--------------|--------------|--------------|--------------|--------------|------|
| Bus Operator | IW | On-Going | PT Hours | (8,100) | (2,700) | | | | |
| | | Permanent | | - | - | - | - | - | |
| | | PT Hours | | (8,100) | (2,700) | - | - | - | |
| | | Yearly Impact | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ (551,936) | \$ (735,914) | \$ (735,914) | \$ (735,914) | \$ (735,914) | |
| | | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | Total | | \$ (551,936) | \$ (735,914) | \$ (735,914) | \$ (735,914) | \$ (735,914) | |
| | | Net Levy Impact | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ (551,936) | \$ (183,979) | \$ - | \$ - | \$ - | |
| | | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | Total | | \$ (551,936) | \$ (183,979) | \$ - | \$ - | \$ - | |
| | | % Levy Increase | | -0.18% | | | | | |

Implementation

Upon council approval, service level changes will be implemented in Q2 2023.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|--|
| <ul style="list-style-type: none"> Overall operational cost savings that reduce net impact on the levy. | <ul style="list-style-type: none"> Negative impact on transit users that work an afternoon shift and use transit as the main mode of transportation |

Business Case - User Fee Change

| | | | |
|-------------------|---|---------------------------|------------------------|
| Title | Implement Flat Rate Gate Fee at Landfill and Small Vehicle Transfer Sites | | |
| Department | Growth and Infrastructure | Division | Environmental Services |
| | | Council Resolution | N/A |

I. Executive Summary

Overview of Proposal

Currently, residents and businesses who access the landfill sites or the small vehicle transfer site to dispose of waste pay the applicable tipping or processing fees (if any) for the type of waste delivered and there are no additional site access charges. This business case provides an option for the implementation of a flat rate gate fee of \$5.00 per visit to access the landfill site. This fee would be in addition to tipping or processing fees (if any) assessed for the waste being delivered to the landfill and waste diversion sites as well as the small vehicle transfer site. The flat rate gate fee would be assessed for all loads, including non-chargeable items such as Blue Box recyclables, organics, leaf & yard trimmings, etc. Implementation of this business case could generate an estimated annual net revenue of \$549,000 to offset the operating costs of the landfill and waste diversion sites.

II. Background

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|---|-----------------------------------|--|------------------------------------|
| | Change to base operating budget | | Change to base FTE allocation |
| X | Change to fees (unit price) | | Change to revenues (volume change) |
| | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

This business case provides an option for Council to consider the implementation of a flat rate gate fee at all landfill and waste diversion sites and the small vehicle transfer site in order to generate revenue to offset operating costs.

How does this align with Council's Strategic Plan?

| | | | |
|---|---|--|--|
| X | Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| X | Climate Change | | Economic Capacity and Investment Readiness |
| | Housing | | Creating a Healthier Community |
| | Strengthen Community Vibrancy | | |

Implementing a flat rate gate fee may encourage more diversion through increased use of roadside collection diversion programs and may drive more participation in the green cart organics collection program. It may also reduce the number of visits made to the landfill sites by customers delivering small loads, thereby reducing the inbound wait times for other landfill customers delivering loads of material that are not collected at the roadside, large loads and commercial loads.

IV. Impact Analysis

Qualitative Implications

This change may reduce inbound wait times for customers entering the landfill sites and small vehicle transfer site and may encourage more residential diversion through increased use of residential roadside collection programs (Blue Box, Green Cart and leaf & yard trimmings).

Quantifiable Implications

Implementation of a flat rate gate fee could generate revenues of approximately \$400,000 for six months in 2023 and \$800,000 in 2024 forward, less the cost of administration for net revenue of \$268,000 for six months in 2023 and \$549,000 in 2024 forward.

The increase in transaction time is expected to cause outbound traffic delays which will require traffic management and is reflected in the additional security costs below. Landfill performance will be monitored to assess the impacts of the gate fee on operational requirements.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------------|-----------------|----------------|--------------|--------------|--------------|--------------|--------------|
| Tipping Fee Revenue | On-Going | User Fees | \$ (400,000) | \$ (800,000) | \$ (800,000) | \$ (800,000) | \$ (800,000) |
| | On-Going | | \$ (400,000) | \$ (800,000) | \$ (800,000) | \$ (800,000) | \$ (800,000) |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ (400,000) | \$ (800,000) | \$ (800,000) | \$ (800,000) | \$ (800,000) |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------|------------------------|----------------|---------------|--------------|-------------|-------------|-------------|
| Public Awareness | One-Time | Tax Levy | \$ 6,000 | \$ - | \$ - | \$ - | \$ - |
| Security | On-Going | Tax Levy | \$ 124,335 | \$ 248,670 | \$ 248,670 | \$ 248,670 | \$ 248,670 |
| Credit/Debit Charges | On-Going | Tax Levy | \$ 3,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 |
| Supplies & Maintenance | On-Going | Tax Levy | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| | On-Going | | \$ 129,335 | \$ 256,670 | \$ 256,670 | \$ 256,670 | \$ 256,670 |
| | One-Time | | \$ 6,000 | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 135,335 | \$ 256,670 | \$ 256,670 | \$ 256,670 | \$ 256,670 |
| Net Levy Impact | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | On-Going | | \$ (270,665) | \$ (272,665) | \$ - | \$ - | \$ - |
| | One-Time | | \$ 6,000 | \$ (6,000) | \$ - | \$ - | \$ - |
| | Total | | \$ (264,665) | \$ (278,665) | \$ - | \$ - | \$ - |
| | % Levy Increase | | -0.08% | | | | |

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> • May drive more diversion through increased use of residential roadside diversion programs (blue box, green cart & leaf & yard trimmings). • May discourage visits with small loads thereby reducing inbound wait times at the landfill sites and small vehicle transfer sites. | <ul style="list-style-type: none"> • May receive fewer visits at the landfill site, which could result in decreased tipping fee revenue and reduce the estimated gate fee revenue. • Will increase transaction time which could cause delays in outbound traffic leaving the sites. • May drive up use of the roadside collection program, especially for large items and use of bag tags putting additional unforeseen pressure on collection resources. • Some residential properties do not receive roadside residential waste collection and instead deliver their waste directly and this would drive up the cost of waste disposal and processing for these residential properties. • If a resident misses their regularly scheduled every-other-week waste collection (or their waste is not collected for any other reason), the proposed option will eliminate the resident's ability to deliver the garbage directly at no cost. • May increase resident and business complaints. • May contribute to illegal dumping. |

Business Case - User Fee Change

| | | | |
|-------------------|---|---------------------------|------------------------|
| Title | Eliminate Residential Tipping Fee Exemption | | |
| Department | Growth and Infrastructure | Division | Environmental Services |
| | | Council Resolution | N/A |

I. Executive Summary

Overview of Proposal

This business case would reduce the property tax subsidy applied to landfill access and by eliminating the tipping fee exemption for loads weighing 50 kg or less and replacing it with a minimum user fee of \$3.50, with actual charges based on the weight of materials disposed. This is anticipated to produce approximately \$365,000 in annual revenue. Currently, every resident in a private motor vehicle is granted a weekly tipping fee exemption for any chargeable material (garbage, brick, wood waste) weighing 50 kg or less. If this business case is approved, residents delivering waste with an associated tipping or processing fee would pay a minimum of \$3.50 for loads weighing 100 kg or less. Non-chargeable materials (blue box recyclables, organics, leaf and yard trimmings) would remain unaffected by this change and would continue to be accepted at no cost.

II. Background

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|----------|-----------------------------------|--|------------------------------------|
| | Change to base operating budget | | Change to base FTE allocation |
| X | Change to fees (unit price) | | Change to revenues (volume change) |
| | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

This business case provides an option for Council to consider elimination of the weekly residential tipping fee in order to encourage diversion and reduce taxpayer subsidy.

How does this align with Council's Strategic Plan?

| | | | |
|----------|---|--|--|
| X | Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| X | Climate Change | | Economic Capacity and Investment Readiness |
| | Housing | | Creating a Healthier Community |
| | Strengthen Community Vibrancy | | |

Elimination of the weekly residential tipping fee exemption may encourage more diversion through increased use of roadside collection diversion programs and may drive more participation in the green cart organics collection program. It may also reduce the number of visits made to the landfill sites by customers delivering small loads, thereby reducing the wait times for other customers delivering loads of material that are not collected at the roadside, large loads and commercial loads.

IV. Impact Analysis

Qualitative Implications

This change may reduce wait times at the landfill sites and the small vehicle transfer site and may encourage more residential diversion through increased use of residential roadside diversion programs (blue box, green cart and leaf and yard trimmings).

Quantifiable Implications

Elimination of the weekly residential tipping fee exemption could generate tipping fee revenues of approximately \$214,000 for seven months in 2023 and \$365,000 from 2024 onward.

A one time cost of \$6,000 will be required in 2023 to advertise the change to residents.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------------|-----------------|----------------|--------------|--------------|--------------|--------------|--------------|
| Tipping Fee Revenue | On-Going | User Fees | \$ (214,000) | \$ (365,000) | \$ (365,000) | \$ (365,000) | \$ (365,000) |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ (214,000) | \$ (365,000) | \$ (365,000) | \$ (365,000) | \$ (365,000) |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ (214,000) | \$ (365,000) | \$ (365,000) | \$ (365,000) | \$ (365,000) |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------|-----------------|----------------|----------|------|------|------|------|
| Public Awareness | One-Time | Tax Levy | \$ 6,000 | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ 6,000 | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 6,000 | \$ - | \$ - | \$ - | \$ - |

| Yearly Impact | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|--------------|--------------|--------------|--------------|--------------|
| On-Going | \$ (214,000) | \$ (365,000) | \$ (365,000) | \$ (365,000) | \$ (365,000) |
| One-Time | \$ 6,000 | \$ - | \$ - | \$ - | \$ - |
| Total | \$ (208,000) | \$ (365,000) | \$ (365,000) | \$ (365,000) | \$ (365,000) |

| Net Levy Impact | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------|---------------|--------------|------|------|------|
| On-Going | \$ (214,000) | \$ (151,000) | \$ - | \$ - | \$ - |
| One-Time | \$ 6,000 | \$ (6,000) | \$ - | \$ - | \$ - |
| Total | \$ (208,000) | \$ (157,000) | \$ - | \$ - | \$ - |
| % Levy Increase | -0.07% | | | | |

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|--|
| <ul style="list-style-type: none"> May reduce wait times at landfill sites by discouraging visits with small loads. | <ul style="list-style-type: none"> Some residential properties do not receive roadside residential waste collection and instead deliver their waste directly. Although it would be possible to establish an exemption process for these residents. May increase resident complaints. |

Business Case - User Fee Change

| | | | |
|-------------------|------------------------------------|---------------------------|---|
| Title | Eliminate Driveway Culvert Subsidy | | |
| Department | Infrastructure Services Department | Division | Linear Infrastructure Services Department |
| | | Council Resolution | n/a |

I. Executive Summary

Overview of Proposal

Private entrance culverts are owned by the property owner even though they are part of the municipal drainage system. Property owners are responsible for the proper maintenance and upkeep of this private entrance culvert. The Linear Infrastructure Services division currently provides a service to install new driveway culverts and reset/replace existing driveway culverts. Residents of Greater Sudbury may hire the City to perform these services at a cost per metre fee. This fee reflects a recovery of 40% of the actual cost to perform these services, with the balance of the cost being subsidized by property taxes. This business case proposes that the fees be increased to reflect a full cost recovery for these services.

II. Background

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | <input type="checkbox"/> | Change to base FTE allocation |
| <input checked="" type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

It is recommended that the Linear Infrastructure Services division eliminate the current subsidy and move to a full cost recovery model in line with the User Fee Framework for installation of new driveway culverts and resetting/replacing existing driveway culverts. As part of the 2023 budget process, the elimination of this subsidy is proposed in the interest of decreasing the net impact on the tax levy. Under the User Fee Framework culvert replacement leads to primarily, if not totally individual benefit (i.e. It benefits a specific property and provides continuity of the drainage system at the edge of a right of way).

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|--------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input type="checkbox"/> | Business Attraction, Development and Retention |
| <input type="checkbox"/> | Climate Change | <input type="checkbox"/> | Economic Capacity and Investment Readiness |
| <input type="checkbox"/> | Housing | <input type="checkbox"/> | Creating a Healthier Community |
| <input type="checkbox"/> | Strengthen Community Vibrancy | <input type="checkbox"/> | |

Under the Asset Management and Service Excellence pillar, Section 1.5 is "Demonstrate Innovation and Cost-Effective Service Delivery". Full cost recovery for a service provided by the Linear Infrastructure Services division supports this pillar.

IV. Impact Analysis

Qualitative Implications

This recommendation enables Resolution One of the 2023 Budget Direction Report which seeks recommendations for changes of service levels and/or non-tax revenues so that the level of taxation in 2023 produces no more than a 3.7% property tax increase over 2022 taxation levels in accordance with the long-term financial plan.

Quantifiable Implications

Moving to a full cost recovery model for installation of new driveway entrance culverts, resetting of existing driveway entrance culverts and replacement of existing driveway entrance culverts would realize additional revenue of \$159,000.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------------------------|----------|-----------------|--------------|--------------|--------------|--------------|--------------|
| New Entrance Culverts | On-Going | Tax Levy | \$ (12,105) | \$ (12,105) | \$ (12,105) | \$ (12,105) | \$ (12,105) |
| Entrance Culvert Replacements | On-Going | Tax Levy | \$ (90,154) | \$ (90,154) | \$ (90,154) | \$ (90,154) | \$ (90,154) |
| Entrance Culvert Resets | On-Going | Tax Levy | \$ (57,150) | \$ (57,150) | \$ (57,150) | \$ (57,150) | \$ (57,150) |
| | | On-Going | \$ (159,409) | \$ (159,409) | \$ (159,409) | \$ (159,409) | \$ (159,409) |
| | | One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | \$ (159,409) | \$ (159,409) | \$ (159,409) | \$ (159,409) | \$ (159,409) |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------|----------|------------------------|--------------|-------------|-------------|-------------|-------------|
| | | | | | | | |
| | | | | | | | |
| | | On-Going | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Levy Impact | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | \$ (159,409) | \$ - | \$ - | \$ - | \$ - |
| | | One-Time | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | Total | \$ (159,409) | \$ - | \$ - | \$ - | \$ - |
| | | % Levy Increase | -0.05% | | | | |

Business Case - Service Level Change

| | | | |
|-------------------|---|---------------------------|--------------------|
| Title | Reduce Conventional Transit Route 22 and 23 | | |
| Department | Transit Services | Division | Community Services |
| | | Council Resolution | N/A |

I. Executive Summary

Overview of Proposal

This service level reduction would realize the elimination of approximately 1,575 annual service hours from Route 22 (Grandview Local) and Route 23 (New Sudbury Local) specific to the New Sudbury area of the community. Based on an estimated variable hourly cost of \$70.34 per hour, this business case would realize annual operating savings of approximately \$83,000 for part of the 2023 calendar year. Full year estimated operating savings would be \$111,000. There is also anticipated fare revenue losses of \$23,000 annually using ridership from 2021 as the basis for the forecast, with a total of 6,687 riders. Therefore net savings of \$65,540 and \$87,387 for 2023 and 2024, respectively, would be realized.

II. Background

Current Service Level

Route 22 (Grandview Local) from the New Sudbury Shopping Centre, via Lasalle, is a neighbourhood route that provides conventional transit service North of Lasalle across Grandview, Woodbine, Holland and Roy. Weekday service is four trips per day, every two hours, beginning at 8:35 a.m., with the last trip leaving the New Sudbury Shopping Centre at 2:25 p.m.. Weekend service is six trips per day, every two hours, beginning at 8:05 a.m., with the last trip leaving the New Sudbury Shopping Centre at 6:05 p.m.. The average weekday daily ridership is three and the average weekend daily ridership is 10.

Route 23 (New Sudbury Local) from the New Sudbury Shopping Centre, via Lasalle and Falconbridge, is a neighbourhood route that provides service South of Lasalle across Westmount, Beatrice and Hawthorne. Weekday service is four trips per day, every two hours, beginning at 9:35 a.m., with the last trip leaving the New Sudbury Shopping Centre at 3:35 p.m.. Weekend service is five trips per day, every two hours, beginning at 9:05 a.m., with the last trip leaving the New Sudbury Shopping Centre at 6:05 p.m.. Route 23 is the only conventional fixed route that services Falconbridge Road between Lasalle and the Kingsway. Average weekday daily ridership is 17 and average weekend daily ridership is 40. Based on schedules and route patterns, Route 22 and 23 are "interlined". This is a transit planning practice that combines two or more independent routes into one operational schedule. By doing so, extended periods of downtime are eliminated, where a bus would just be parked and out of service.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | | Change to base FTE allocation |
| | Change to fees (unit price) | <input checked="" type="checkbox"/> | Change to revenues (volume change) |
| | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

The recommended change is to reduce conventional transit services on two fixed neighbourhood routes in the New Sudbury area. As part of the 2023 budget process, this service level reduction is proposed in the interest of decreasing the net impact on the tax levy.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|--|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| | Climate Change | | Economic Capacity and Investment Readiness |
| | Housing | | Creating a Healthier Community |
| | Strengthen Community Vibrancy | | |

Under the Asset Management and Service Excellence pillar and within section 1.5 "demonstrate innovation and cost-effective service delivery", this service level analysis aligns with the commitment to "develop a program of regular service reviews that examine options for improving service levels and/or reducing the City's net costs". Alternatively, there is contradiction within the same section, where it does not specifically align with the commitment to "implement the Transit Action Plan in 2019 and continue efforts to expand ridership through innovative and responsive system improvements.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

Where it is acknowledged that the reduced utilization of conventional buses may have a net positive impact on greenhouse gas emissions for vehicle use, this reduction in transit service does not align with Goal 7 to "enhance transit service to increase transit mode share to 25% by 2050".

IV. Impact Analysis**Qualitative Implications**

While the service level reduction may present associated challenges specific to customer satisfaction (impact on travel, access to public transit) and employee engagement (uncertainty with job), a portion of the community may be satisfied with financial accountability and cost savings toward reduced impact on the levy. Furthermore, where specialized transit applications received from residents near/within the area of these fixed routes were denied based on the proximity of accessible transit, a reduction of services may cause unintentional increases for specialized transit.

Quantifiable Implications

Eliminating Route 22 and 23 from service would save approximately 1,575 hours annually. Based on estimated variable hourly cost of \$70.34 per hour, this business case considers annual operating savings of approximately \$111,000, prorated to \$83,000 for 2023.

This initiative would also realize fare revenue loss of \$23,000 annually using ridership for 2021 as the basis for forecast, with a total of 6,687 riders.

Therefore, net savings of \$66,000 and \$87,000 would be realized for 2023 and 2024, respectively.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------|-----------------|----------------|-----------|-----------|-----------|-----------|-----------|
| Fare Box Revenue | On-Going | User Fees | \$ 17,554 | \$ 23,405 | \$ 23,405 | \$ 23,405 | \$ 23,405 |
| | On-Going | | \$ 17,554 | \$ 23,405 | \$ 23,405 | \$ 23,405 | \$ 23,405 |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ 17,554 | \$ 23,405 | \$ 23,405 | \$ 23,405 | \$ 23,405 |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------------------|-----------------|----------------|-------------|--------------|--------------|--------------|--------------|
| Wages | On-Going | Tax Levy | \$ (35,101) | \$ (46,801) | \$ (46,801) | \$ (46,801) | \$ (46,801) |
| Benefits | On-Going | Tax Levy | \$ (5,265) | \$ (7,020) | \$ (7,020) | \$ (7,020) | \$ (7,020) |
| Fuel Costs | On-Going | Tax Levy | \$ (25,515) | \$ (34,020) | \$ (34,020) | \$ (34,020) | \$ (34,020) |
| Vehicles Service cost | On-Going | Tax Levy | \$ (509) | \$ (679) | \$ (679) | \$ (679) | \$ (679) |
| Shop Supplies | On-Going | Tax Levy | \$ (285) | \$ (380) | \$ (380) | \$ (380) | \$ (380) |
| Vehicles Repair Materials | On-Going | Tax Levy | \$ (901) | \$ (1,202) | \$ (1,202) | \$ (1,202) | \$ (1,202) |
| Vehicle Repair Materials | On-Going | Tax Levy | \$ (12,224) | \$ (16,299) | \$ (16,299) | \$ (16,299) | \$ (16,299) |
| Vehicle Service Costs | On-Going | Tax Levy | \$ (1,508) | \$ (2,010) | \$ (2,010) | \$ (2,010) | \$ (2,010) |
| Shop Supplies | On-Going | Tax Levy | \$ (980) | \$ (1,306) | \$ (1,306) | \$ (1,306) | \$ (1,306) |
| Lubricant Expense | On-Going | Tax Levy | \$ (806) | \$ (1,075) | \$ (1,075) | \$ (1,075) | \$ (1,075) |
| | On-Going | | \$ (83,094) | \$ (110,792) | \$ (110,792) | \$ (110,792) | \$ (110,792) |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ (83,094) | \$ (110,792) | \$ (110,792) | \$ (110,792) | \$ (110,792) |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 | |
|--------------|-----------------|-----------------|-----------------------|-------------|-------------|-------------|-------------|-------------|------|
| Bus Operator | IW | On-Going | PT Hours | (1,181) | (394) | | | | |
| | | Permanent | | - | - | - | - | - | |
| | | PT Hours | | (1,181) | (394) | - | - | - | |
| | | Yearly Impact | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ (65,540) | \$ (87,387) | \$ (87,387) | \$ (87,387) | \$ (87,387) | |
| | | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | Total | | \$ (65,540) | \$ (87,387) | \$ (87,387) | \$ (87,387) | \$ (87,387) | |
| | | Net Levy Impact | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| | | On-Going | | \$ (65,540) | \$ (21,847) | \$ - | \$ - | \$ - | |
| | | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | | Total | | \$ (65,540) | \$ (21,847) | \$ - | \$ - | \$ - | |
| | | % Levy Increase | | -0.02% | | | | | |

Implementation

Upon Council approval, service level changes will be implemented on Q2 2023.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> • Overall operating cost savings that reduce net impact on the levy | <ul style="list-style-type: none"> • Negative impact on current conventional transit users that depend on transit in the area of New Sudbury • Sets limitations for ridership growth in the area of New Sudbury; may have a negative impact on post secondary students |

Business Case - Service Level Change

| | | | |
|-------------------|---|---------------------------|--------------------|
| Title | Reduce Transit Service Hours for Downtown Hub and Kiosk, Create Efficiencies in Transit Cash Room | | |
| Department | Transit Services | Division | Community Services |
| | | Council Resolution | N/A |

I. Executive Summary

Overview of Proposal

This business case reflects service level reductions that would shorten operating hours available to the public for the Downtown Transit Kiosk and Downtown Transit Hub. Further, it considers creating efficiencies to cash/cash equivalent handling processes within the Transit Cash Room. The cumulative operating savings is approximately \$57,000 including energy costs.

II. Background

Current Service Level

The Downtown Transit Kiosk provides transit pass sales and information to customers; the current hours of operations are Monday to Friday from 7:45 a.m. to 7:45 p.m., and weekends from 9 a.m. to 4 p.m. In addition, there are also a number of locations throughout the City where transit ride cards can be purchased. These locations offer a wide range of store hours. This analysis considers the option of reducing operating hours to seven hours per day. In the last complete calendar years of 2019, 2020 and 2021, an average of 2.8 per cent of ride card sales were completed before 8 a.m. (high in 2019 of 4.0%) and 4.5% after 6 p.m. (high of 4.8 per cent in 2021).

The function of the Transit Cash Room is to count, reconcile and package Transit's (and Parking's) currency/currency equivalents. One full-time employee is designated to this work load for 35 hours per week. As part of the work, and using a City vehicle, the employee completes vendor ride card deliveries two days per week on Wednesday and Thursday. Depending on the volume of cards, deliveries range between one to three hours each day. Currently, the Downtown Transit Hub is open to the public daily between 6 a.m. and 12 a.m. for a total of 6,547 hours annually.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | | Change to base FTE allocation |
| | Change to fees (unit price) | <input checked="" type="checkbox"/> | Change to revenues (volume change) |
| | Investment in project (Operating) | | Investment in project (Capital) |

Recommendation and Rationale

The recommended change is for the reduction of operating hours for late night public access to the Transit Terminal and further reduce operating hours for sale of transit ride cards and the provision of in-person information services. Further, a change is recommended to the work flow of the Transit Cash Room. As part of the 2023 budget process, this service level reduction is proposed in the interest of decreasing the net impact on the tax levy.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|--|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | | Business Attraction, Development and Retention |
| | Climate Change | | Economic Capacity and Investment Readiness |
| | Housing | | Creating a Healthier Community |
| | Strengthen Community Vibrancy | | |

Under the Asset Management and Service Excellence pillar and within section 1.5 "demonstrate innovation and cost-effective service delivery", this service level analysis aligns with the commitment to "develop a program of regular service reviews that examine options for improving service levels and/or reducing the City's net costs". Alternatively, there is contradiction within the same section, where it does not specifically align with the commitment to "Implement the Transit Action Plan in 2019 and continue efforts to expand ridership through innovative and responsive system improvements. This service level reduction does not align with the Economic Capacity and Investment Readiness pillar that commits to "establish strong ties and strategic initiatives with the educational and health care institutions and plans to promote their sustained growth" as listed in section 4.3.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

Although not directly linked to a goal, with reduced heating/cooling requirements for the public, associated emissions are reduced, which align with Goal 4 that commits to "achieve net-zero emissions in City buildings by 2040".

IV. Impact Analysis

Qualitative Implications

While the service level reduction may present associated challenges specific to customer satisfaction and employee engagement, a portion of the community may be satisfied with financial accountability and cost savings. While the Division is undertaking a study for mobility hub locations and program of requirements, the slight change in operating hours for services within a facility, while still maintaining efficient and safe transit services, may contribute to strategic planning related to design and use of technology for future hubs.

Quantifiable Implications

Reducing the hours of operation for the Downtown Transit Kiosk would realize savings of \$13,000 for 2023. This initiative reflects a reduction of 612 part-time hours with revised hours of operation being eight hours per day Monday to Saturday. Efficiencies in operating the Transit Cash Room would realize savings of \$15,000 in 2023. Reducing hours of operation for the Downtown Transit Hub by 726 hours annually (current service level of 6,547 hours annually) would realize savings of \$29,000. This initiative would reduce the time the facility is open to the public, as the facility would close at 10:00 p.m. Therefore, the three service level changes equate to savings of \$57,000 for 2023 considering implementation in Q2 2023. This amount would increase to \$76,000 for 2024 and forward.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|--------------------------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
| Salaries and Benefits | On-Going | Tax Levy | \$ (28,119) | \$ (37,493) | \$ (37,493) | \$ (37,493) | \$ (37,493) |
| Janitorial Supplies & Services | On-Going | Tax Levy | \$ (23,911) | \$ (31,881) | \$ (31,881) | \$ (31,881) | \$ (31,881) |
| Building R&M | On-Going | Tax Levy | \$ (2,196) | \$ (2,928) | \$ (2,928) | \$ (2,928) | \$ (2,928) |
| Hydro | On-Going | Tax Levy | \$ (2,066) | \$ (2,754) | \$ (2,754) | \$ (2,754) | \$ (2,754) |
| Water | On-Going | Tax Levy | \$ (437) | \$ (583) | \$ (583) | \$ (583) | \$ (583) |
| | On-Going | | \$ (56,729) | \$ (75,639) | \$ (75,639) | \$ (75,639) | \$ (75,639) |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ (56,729) | \$ (75,639) | \$ (75,639) | \$ (75,639) | \$ (75,639) |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------------|-----------|-----------------------|-------------|-------------|-------------|-------------|-------------|
| Cashier | IW | On-Going | PT Hours | (1,827) | - | | | |
| Transit Kiosk | IW | On-Going | PT Hours | (459) | (612) | | | |
| Cashier | IW | On-Going | PT Hours | 939 | 1,252 | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | (1,347) | 640 | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ (56,729) | \$ (75,639) | \$ (75,639) | \$ (75,639) | \$ (75,639) |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ (56,729) | \$ (75,639) | \$ (75,639) | \$ (75,639) | \$ (75,639) |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ (56,729) | \$ (18,910) | \$ - | \$ - | \$ - |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ (56,729) | \$ (18,910) | \$ - | \$ - | \$ - |
| % Levy Increase | | | | -0.02% | | | | |

Implementation

If approved, a communications plan will be required to ensure customers are adequately informed. It is expected that all aspects could be implemented beginning of Q2 2023.

Advantages/Disadvantages

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> Overall operating cost savings that reduce net impact on the levy | <ul style="list-style-type: none"> Negative impact on current conventional transit users that utilize the Transit Hub for shelter/comfort during their travels. Potential for a perception that there are alternative reasons for the service reduction (vulnerable clients, safety concerns, etc.) Negative impact on individual staff that will see a reduction in part-time hours and may negatively impact employee engagement for the Division. |

V. Alternatives Considered

| Solution Options | Advantages/Disadvantages | Financial Impact |
|---|---|------------------|
| Maintain current service level while bringing analysis forward as part of Hub Feasibility Study | Removes any negative impact on impacted customers and staff | \$ - |

Business Case - Service Level Change

| | | | |
|-------------------|-------------------------------------|-----------------|--------------------|
| Title | Reduce Conventional Service Route 4 | | |
| Department | Transit Services | Division | Community Services |
| | Council Resolution | | N/A |

I. Executive Summary

Overview of Proposal

Transit Services currently provides 174,000 hours of conventional transit services to the community. This service level reduction would realize an elimination of approximately 1,227 annual service hours from Route 4 specific to the Laurentian University (LU) and Health Sciences North (HSN) area. Based on an estimated variable hourly cost of \$70.34 per hour, this business case reflects annual operating savings of approximately \$43,000 for partial 2023 calendar year. Full year estimated operating savings are \$86,000.

II. Background

Current Service Level

Route 4 (Laurentian University via Paris) from the Downtown Transit Hub, services LU via Elgin, Paris and through HSN. With 30 minute service, there are six trips in the morning between 7:15 a.m. and 9:45 a.m. and nine trips in the afternoon between 1:45 p.m. and 5:45 p.m. Route 4 operates approximately seven months of the calendar year and is eliminated from normal service provisions between April and September. The current average daily ridership is 225.

It is forecasted that the reduction of Route 4 would transfer current ridership to Route 3, thus increasing ridership for Route 3. Route 3 provides 30 minute service to LU between 7 a.m. and 6:30 p.m. and hourly between 6:30 p.m. and 12:30 a.m. The current average daily ridership for Route 3 is 1,103.

There is a revenue agreement with LU for UPass services, where all full-time Laurentian students receive a bus pass as part of their tuition for a fee of \$212. Revenue for the 2021-2022 academic year was approximately \$1 million, paid to the City of Greater Sudbury.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | <input type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

The recommended change is to reduce conventional transit services on Route 4. As part of the 2023 budget process, this service level reduction is proposed in the interest of decreasing the net impact on the tax levy.

How does this align with Council's Strategic Plan?

| | | | |
|-------------------------------------|---|--------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input type="checkbox"/> | Business Attraction, Development and Retention |
| <input type="checkbox"/> | Climate Change | <input type="checkbox"/> | Economic Capacity and Investment Readiness |
| <input type="checkbox"/> | Housing | <input type="checkbox"/> | Creating a Healthier Community |
| <input type="checkbox"/> | Strengthen Community Vibrancy | <input type="checkbox"/> | |

Under the Asset Management and Service Excellence pillar and within section 1.5 "Demonstrate Innovation and Cost-Effective Service Delivery", this service level analysis aligns with the commitment to "develop a program of regular service reviews that examine options for improving service levels and/or reducing the City's net costs". There is however, a contradiction within the same section, where it does not specifically align with the commitment to "Implement the Transit Action Plan in 2019 and continue efforts to expand ridership through innovative and responsive system improvements". Further, this service level reduction does not align with the Economic Capacity and Investment Readiness pillar that commits to "establish strong ties and strategic initiatives with the educational and health care institutions and plans to promote their sustained growth" as listed in section 4.3.

Does this have a link to the Community Energy & Emissions Plan (CEEP)?

The reduced use of conventional buses may have a net positive impact on greenhouse gas emissions for vehicle use, however, this reduction in transit service does not align with Goal 7 to "enhance transit service to increase transit mode share to 25% by 2050".

IV. Impact Analysis**Qualitative Implications**

While the service level reduction may present associated challenges specific to customer satisfaction (impact on travel) and employee engagement (uncertainty with job), a portion of the community may be satisfied with perceived financial accountability and cost savings toward reduced impact on the levy. However, the UPass revenue agreement with LU expires in August 2023, and a reduction of transit service to the university may negatively impact negotiations toward future agreements. This has a risk of contributing to a negative perception of the City, as it relates to altering transit services to a university that has recently experienced economic challenges.

Quantifiable Implications

Eliminating Route 4 from the service would reduce service by approximately 1,227 hours annually. It is anticipated to realize partial savings of approximately \$43,000 in 2023 based on estimated variable operating costs of \$70.34 per hour. Full year estimated operating savings would be \$86,000. While still within contract until August 2023, a reduction of transit service to the university may have negative implications for future agreements, thus creating a risk for negatively impacting revenue in excess of \$1 million annually for the City of Greater Sudbury.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|----------|----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
| Wages and Benefits | On-Going | Tax Levy | \$ (20,964) | \$ (41,929) | \$ (41,929) | \$ (41,929) | \$ (41,929) |
| Fuel Costs | On-Going | Tax Levy | \$ (13,252) | \$ (26,503) | \$ (26,503) | \$ (26,503) | \$ (26,503) |
| Vehicles Service cost | On-Going | Tax Levy | \$ (265) | \$ (529) | \$ (529) | \$ (529) | \$ (529) |
| Shop Supplies | On-Going | Tax Levy | \$ (148) | \$ (296) | \$ (296) | \$ (296) | \$ (296) |
| Vehicles Repair Materials | On-Going | Tax Levy | \$ (468) | \$ (936) | \$ (936) | \$ (936) | \$ (936) |
| Vehicle Repair Materials | On-Going | Tax Levy | \$ (6,349) | \$ (12,698) | \$ (12,698) | \$ (12,698) | \$ (12,698) |
| Vehicle Service Costs | On-Going | Tax Levy | \$ (783) | \$ (1,566) | \$ (1,566) | \$ (1,566) | \$ (1,566) |
| Shop Supplies | On-Going | Tax Levy | \$ (509) | \$ (1,017) | \$ (1,017) | \$ (1,017) | \$ (1,017) |
| Lubricant Expense | On-Going | Tax Levy | \$ (419) | \$ (837) | \$ (837) | \$ (837) | \$ (837) |
| | On-Going | | \$ (43,156) | \$ (86,312) | \$ (86,312) | \$ (86,312) | \$ (86,312) |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ (43,156) | \$ (86,312) | \$ (86,312) | \$ (86,312) | \$ (86,312) |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------|-----------------|-----------|-----------------------|-------------|-------------|-------------|-------------|-------------|
| Bus Operator | IW | On-Going | PT Hours | (614) | (614) | | | |
| | | | | | | | | |
| | | Permanent | | - | - | - | - | - |
| | | PT Hours | | (614) | (614) | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ (43,156) | \$ (86,312) | \$ (86,312) | \$ (86,312) | \$ (86,312) |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ (43,156) | \$ (86,312) | \$ (86,312) | \$ (86,312) | \$ (86,312) |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ (43,156) | \$ (43,156) | \$ - | \$ - | \$ - |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ (43,156) | \$ (43,156) | \$ - | \$ - | \$ - |
| % Levy Increase | | | | -0.01% | | | | |

Implementation

Upon Council approval, service level changes will be implemented in Q3 2023.

Advantages/Disadvantages

| Advantages | Disadvantages |
|--|---|
| <ul style="list-style-type: none"> • Overall operational cost savings that reduce net impact on the levy. | <ul style="list-style-type: none"> • A negative impact on current conventional transit users that depend on transit to travel to Laurentian University. • Potential negative impact for future revenue agreement for continued UPass. • Negative impact on Laurentian University and their ability to recruit new students (from the community or other). • Perceived lack of support for post-secondary students by the City of Greater Sudbury. |

Business Case - Staffing Classification Change

| | | | |
|-------------------|--|---------------------------|------------------|
| Title | Convert Fire Suppression Overtime into Four FTEs | | |
| Department | Fire Services | Division | Community Safety |
| | | Council Resolution | |

I. Executive Summary

Overview of Proposal

Fire suppression overtime has exceeded budget allocations year over year with staffing vacancies due to increased seniority vacation allotments, sick time, WSIB leaves of absence, and age 60 attrition. Recent analysis of staff absences indicates Fire Services experiences seven absences a day, on average. The existing overtime budget is not sufficient to cover these vacancies given the existing full-time employee complement. The demand to schedule with overtime to achieve the minimum collective agreement complement (24) is a daily occurrence as overtime has become a normative requirement each day.

II. Background

Current Service Level

Fire suppression overtime exceeding \$1.5 million annually on a budget of \$800,000 with a suppression full-time equivalent (FTE) allotment of 112 full-time firefighters.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply)

| | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget | <input checked="" type="checkbox"/> | Change to base FTE allocation |
| <input type="checkbox"/> | Change to fees (unit price) | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital) |

Recommendation and Rationale

Converting a portion of overtime budget to create four FTE positions moving from 112 suppression to 116 is expected to reduce budget deficits for suppression overtime moving forward.

IV. Impact Analysis

Qualitative Implications

This will create a reduction in overtime and the dependance on overtime as a daily measure to staff to the Collective Bargaining Agreement minimum requirements.

Quantifiable Implications

Addition of four firefighter FTEs at probationary rates for 2023 - \$360,080, with subsequent annual costs increasing due to classification changes.
Reduction of suppression overtime - \$360,080.

Operating Revenue - Per Year

| Description | Duration | Revenue Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|-----------------|----------------|------|------|------|------|------|
| | | | | | | | |
| | | | | | | | |
| | On-Going | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ - | \$ - | \$ - | \$ - |

Operating Expenditures - Per Year

| Description | Duration | Funding Source | 2023 | 2024 | 2025 | 2026 | 2027 |
|-----------------------|-----------------|----------------|--------------|--------------|--------------|--------------|--------------|
| Salaries and Benefits | On-Going | Tax Levy | \$ 360,080 | \$ 428,509 | \$ 499,554 | \$ 573,182 | \$ 649,609 |
| Overtime | On-Going | Tax Levy | \$ (360,080) | \$ (360,080) | \$ (360,080) | \$ (360,080) | \$ (360,080) |
| | On-Going | | \$ - | \$ 68,429 | \$ 139,474 | \$ 213,102 | \$ 289,529 |
| | One-Time | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total | | \$ - | \$ 68,429 | \$ 139,474 | \$ 213,102 | \$ 289,529 |

FTE Table

| Position | Bargaining Unit | Duration | Permanent / Part Time | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------|-----------------|------------------|-----------------------|--------------|-------------|-------------|-------------|-------------|
| Firefighters | FIRE | On-Going | Permanent | 4 | | | | |
| | | | | | | | | |
| | | Permanent | | 4 | - | - | - | - |
| | | PT Hours | | - | - | - | - | - |
| Yearly Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ 68,429 | \$ 139,474 | \$ 213,102 | \$ 289,529 |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ - | \$ 68,429 | \$ 139,474 | \$ 213,102 | \$ 289,529 |
| Net Levy Impact | | | | 2023 | 2024 | 2025 | 2026 | 2027 |
| On-Going | | | | \$ - | \$ 68,429 | \$ 71,045 | \$ 73,628 | \$ 76,427 |
| One-Time | | | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | | | | \$ - | \$ 68,429 | \$ 71,045 | \$ 73,628 | \$ 76,427 |
| % Levy Increase | | | | 0.00% | | | | |