

Tuesday, February 7, 2023

Mayor Paul Lefebvre, Chair

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

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

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1. **Call to Order**
2. **Roll Call**
3. **Closed Session**
Resolution to move to Closed Session to deal with one (1) Labour Relations or Employee Negotiations Matters item regarding negotiations with CUPE in accordance with the *Municipal Act*, 2001, s. 239(2)(d).
4. **Recess**
5. **Open Session**
6. **Moment of Silent Reflection**
7. **Roll Call**
8. **Declarations of Pecuniary Interest and the General Nature Thereof**
9. **Matters Arising from the Closed Session**
At this point in the meeting, the Chair of the Closed Session, will rise and report. Council will then consider any resolution(s) emanating from the Closed Session.
10. **Matters Arising from Nominating Committee**
 - 10.1 **January 30, 2023**
Council will consider by way of one resolution, Nominating Committee resolutions, which will be posted online following the meeting. Any questions regarding the resolutions should be directed to Deputy Mayor Sizer.
11. **Matters Arising from Planning Committee**
 - 11.1 **February 6, 2023**
Council will consider by way of one resolution, Planning Committee resolutions, which will be posted online following the meeting. Any questions regarding the resolutions should be directed to Councillor Cormier, Chair, Planning Committee.
12. **Managers' Reports**
 - 12.1 **Appointment to the Federation of Northern Ontario Municipalities**
This report sets out the procedure for the appointment of Members of Council to be the City's representative(s) on the Board of the Federation of Northern Ontario Municipalities (FONOM) for the term ending November 14, 2026.
13. **By-laws**
Draft by-laws are available for viewing a week prior to the meeting on the agenda.

Approved by-laws are available on the City's website:
<https://www.greatersudbury.ca/city-hall/by-laws/> after passage.

The following by-laws will be read and passed:

**13.1 By-laws 2023-15 to 2023-18
2023-15**

A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of February 7, 2023

2023-16

A By-law of the City of Greater Sudbury to amend By-law 2018-121 being a By-law of the City of Greater Sudbury Respecting the Appointment of Officials of the City of Greater Sudbury

This by-law updates certain appointments to reflect staff changes.

2023-17

A By-law of the City of Greater Sudbury to Amend By-law 2017-5 being a By-law of the City of Greater Sudbury Respecting the Delegation of Authority to Various Employees of the City

This by-law incorporates small housekeeping revisions to address matters as title changes for staff and programs.

2023-18

A By-law of the City of Greater Sudbury Authorize a Grant to the Youth Entertaining Sudbury (Y.E.S.) Theatre in Support of The Refettorio

Finance & Administration Committee Resolution #FA2021-90-A7

This by-law authorizes a one-time grant in support of capital costs associated with the construction of an open-air theatre approved in the 2022 Budget and replaces By-law 2022-24 to change the signing authority.

14. Members' Motions

14.1 Request for Quarterly Report of Council and Committee Attendance
As presented by Councillor Lapierre

WHEREAS open government includes sharing information with residents in regard to municipal operations as well as the Mayor and Council themselves;

AND WHEREAS an important function and duty of a Member of Council necessary to demonstrate responsible and accountable government involves attending and participating in City Council and Council Committee meetings

regularly;

AND WHEREAS attendance by Council Members at those meetings is documented by the Clerk in the minutes of those meetings, but the attendance records are not currently reflected in one consolidated document;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs the City Clerk to provide a quarterly report summary of attendance or partial attendance by Members of Council to all regular, closed, and special meetings of Council and its Committees on a City Council agenda, in a format to be determined by the City Clerk.

14.2 Request for Traffic Study at the Intersection of Labelle and Noel Streets

As presented by Councillor Lapierre:

WHEREAS the intersection at Labelle and Noel Streets in Hanmer is designated as an intersection where a yield sign is to be erected facing oncoming traffic travelling in the direction of travel west on Labelle Street;

AND WHEREAS local residents have identified that exiting their driveways is challenging at times because drivers often do not adhere to the yield sign;

AND WHEREAS residents who live in the area of the intersection have requested that the yield sign be replaced with a stop sign;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to undertake a traffic study at the intersection of Labelle and Noel Streets to determine whether a stop sign is warranted and that the results of that study be presented to the Operations Committee during the second quarter of 2023.

14.3 Request for Report Regarding Business Attraction Development and Retention

As presented by Councillor Parent:

WHEREAS the City of Greater Sudbury's Strategic Plan 2019-2027 includes Business Attraction, Development and Retention as one of its goals, which speaks to Council's priorities to foster economic activity within the private sector, with a focus on job creation and assessment growth;

AND WHEREAS this goal is advanced by supporting existing businesses, making municipal services efficient and accessible, facilitating partnerships with private industry, and hosting promotional activities to attract targeted sectors;

AND WHEREAS these initiatives make Greater Sudbury an attractive place to do business, signaling to new or existing local companies that we welcome businesses and enable them to thrive and that there is a local government that will support them;

AND WHEREAS the Greater Sudbury Chamber of Commerce outlined eight priorities in their 2022 Municipal Election Platform, seeking support from its municipal leaders to "support post pandemic recovery and create an environment that is conducive to new investment, talent attraction, and opportunity creation";

AND WHEREAS one of the priorities identified by the Greater Sudbury Chamber of Commerce and its members was the reduction of "red tape" at the municipal level, citing its commitment to "working with the business community and city staff to identify and reduce red tape at the municipal level, with support from all of Council";

AND WHEREAS the government of Ontario created the "Ministry of Red Tape Reduction" because red tape is a significant barrier to economic growth and innovation and less red tape leads to a stronger Ontario;

AND WHEREAS more streamlined processes for entrepreneurs to reduce costs and administrative burdens on Sudbury's business community, and initiatives such as a self-service tool to check the status of building permits to enhance the predictability of approval timelines have been suggested;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs the Chief Administrative Officer to collaborate and engage with the Greater Sudbury Chamber of Commerce to prepare a report to be presented to Council by the end of May 2023 outlining:

- a) A description of the challenges being experienced by their members and the business community as a whole;
- b) An analysis of potential changes to regulations and policies that could resolve or minimize the impact of those challenges;
- c) The role of current municipal initiatives already underway to improve service delivery and access to services;
- d) Processes or initiatives that could be considered to further improve service delivery and access to services, and
- e) Resource implications, if any, associated with implementing potential changes together with an estimate of the timing associated with the work.

14.4 Request for the Development of a Housing Supply Strategy

As presented by Mayor Lefebvre:

1. That staff develop a "Housing Supply Strategy" by the fourth quarter of 2023 that includes work which can be undertaken during this term of City Council and is incorporated into the actions of the 2019-2027 Strategic Plan;
2. That, as part of the work to develop a Housing Supply Strategy, staff include the following:

- a. An update on current initiatives to increase the supply of housing and, where appropriate, recommendations to enhance/change those initiatives to increase their effectiveness
- b. An illustration of all of the key stakeholders and inputs involved in creating new housing, and an evaluation the city's role in addressing any gaps
- c. Best urban planning practices, including outlining the necessary infrastructure that will be needed to support sustainable growth; and
- d. Recommendations on how Greater Sudbury can help the province achieve its growth targets in the next decade by exploring policies that consider the following elements:
 - i. Accommodating additional growth and density across the city, including an assessment of existing infrastructure and its capacity to support greenfield development and/or infill;
 - ii. Studying the conversion of employment lands in support of new mixed-use residential communities
 - iii. Protecting existing and building more market and affordable rental, as well as rent to own models
 - iv. Ensuring the right mix of housing stock, including family-sized units in new multi residential builds
 - v. Incorporating Greater Sudbury's Community Energy and Emissions Plan goals, as appropriate
 - vi. Demonstrating diversity, equity and inclusion principles
 - vii. Reviewing Greater Sudbury's urban design guidelines, heritage standards, parking standards, parkland requirements and urban forestry policies to ensure they align with the priority of creating housing opportunities for a range of housing forms
 - viii. Working with post-secondary institutions to increase the availability of student housing
 - ix. A financing strategy that minimizes costs to existing taxpayers and considers financing tools readily available to municipalities such as area rating and user fees
 - x. A governance model to help the city implement this strategy, once finalized, that includes representation from key stakeholders

- e. A framework that defines expectations for housing starts by land type and the key activities required to achieve the starts;
- f. Performance reporting that, not less than quarterly, enables Council to assess progress using key metrics such as:
 - i. Inventory of serviced land
 - ii. Inventory of public land available for housing
 - iii. Units created
 - iv. Type of units created (ie B, 1,2,3BR)
 - v. Affordable units
 - vi. Assisted and Supportive units
 - vii. Cycle time on approvals
 - viii. Yield of units per hectar
- 3. That a copy of this resolution and the plan, once finalized, be sent to the Premier, Minister of Municipal Affairs and Housing, northern MPPs, AMO, OBCM, and the Greater Sudbury Construction Association.

15. Correspondence for Information Only

15.1 Asset Management Status Report

19

This report provides an update on the asset management planning activities to develop and implement plans and strategies to achieve the requirements of Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, and to help guide the City to optimize the lifecycle value of assets.

- 16. Addendum
- 17. Civic Petitions
- 18. Question Period
- 19. Adjournment

le mardi 7 février 2023

Maire Paul Lefebvre, Président

16 h 00 Séance à huis clos, Salle de réunion C-12 / participation électronique

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

Les réunions du Conseil de la Ville du Grand Sudbury et de ses comités sont accessibles et sont diffusés publiquement en ligne et à la télévision en temps réel et elles sont enregistrées pour que le public puisse les regarder sur le site Web de la Ville à l'adresse

<https://www.grandsudbury.ca/ordresdujour>.

Sachez que si vous faites une présentation, si vous prenez la parole ou si vous vous présentez sur les lieux d'une réunion pendant qu'elle a lieu, vous, vos commentaires ou votre présentation pourriez être enregistrés et diffusés.

En présentant des renseignements, y compris des renseignements imprimés ou électroniques, au Conseil municipal ou à un de ses comités, vous indiquez que vous avez obtenu le consentement des personnes dont les renseignements personnels sont inclus aux renseignements à communiquer au public.

Vos renseignements sont recueillis aux fins de prise de décisions éclairées et de transparence du Conseil municipal en vertu de diverses lois municipales et divers règlements municipaux, et conformément à la Loi de 2001 sur les municipalités, à la Loi sur l'aménagement du territoire, à la Loi sur l'accès à l'information municipale et la protection de la vie privée et au Règlement de procédure de la Ville du Grand Sudbury.

Pour obtenir plus de renseignements au sujet de l'accessibilité, de la consignation de vos renseignements personnels ou de la diffusion en continu en direct, veuillez communiquer avec le Bureau de la greffière municipale en composant le 3-1-1 ou en envoyant un courriel à l'adresse clerks@grandsudbury.ca.

1. **Ouverture**
2. **Appel nominal**
3. **Séance à huis clos**
Résolution de séance à huis clos pour délibérer sur une (1) question de relations de travail ou de négociations avec les employés concernant les négociations avec le SCFP; conformément à la Loi de 2001 sur les municipalités, art. 239(2) d).
4. **Suspension de la séance**
5. **Séance publique**
6. **Moment de silence**
7. **Appel nominal**
8. **Déclaration d'intérêts pécuniaires et leur nature générales**
9. **Questions découlant de la séance à huis clos**
À ce point de la réunion, la présidente ou le président de la séance à huis clos fera un compte rendu. Le Conseil municipal considérera alors toute résolution émanant de la séance à huis clos.
10. **Questions découlant de la réunion du comité des candidatures**
 - 10.1 **le 30 janvier 2023**
Le Conseil municipal étudiera, par voie d'une résolution, les résolutions du Comité des candidatures, qui seront affichées après la réunion. Toute question concernant ces résolutions devrait être adressée au Maire Adjoint Sizer.
11. **Questions découlant de la réunion du comité de la planification**
 - 11.1 **le 6 février 2023**
Le Conseil municipal étudiera, par voie d'une résolution, les résolutions du Comité de planification, qui seront affichées après la réunion. Toute question concernant ces résolutions devrait être adressée au Conseiller Cormier, président du Comité de la planification.
12. **Rapports des gestionnaires**
 - 12.1 **Nomination à la Fédération des municipalités du Nord de l'Ontario**
Ce rapport décrit la procédure de nomination des membres du Conseil en tant que représentants de la municipalité au Conseil de la Fédération des municipalités du Nord de l'Ontario pour le mandat prenant fin le 14 novembre 2026.

13. Règlements

La version provisoire des règlements municipaux sera disponible pour consultation une semaine avant la réunion prévue à l'ordre du jour. Après leur adoption, les règlements approuvés sont affichés sur le site de la municipalité au <https://www.grandsudbury.ca/hotel-de-ville/reglements-municipaux/>.

Les règlements suivants seront lus et adoptés:

13.1 Règlements 2023-15 à 2023-18 2023-15

Règlement de la Ville du Grand Sudbury pour confirmer les délibérations du Conseil municipal lors de sa réunion ordinaire tenue le 7 février 2023

2023-16

Règlement de la Ville du Grand Sudbury modifiant le règlement 2018-121XX étant un règlement de la Ville du Grand Sudbury sur la nomination d'officiels de la Ville du Grand Sudbury

Ce règlement municipal met à jour certaines nominations pour refléter des changements de personnel.

2023-17

Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2017-5 étant un règlement de la Ville du Grand Sudbury visant la délégation de l'autorité à divers représentants de la Ville

Ce règlement incorpore des révisions simples d'ordre administratif pour traiter de questions telles que les changements de titre de programmes et de membres du personnel.

2023-18

Un règlement de la Ville du Grand Sudbury visant à autoriser une subvention au Youth Entertaining Sudbury (Y.E.S.) Theatre à l'appui du Refettorio

Résolution FA2021-90-A7 du Comité des finances et de l'administration

Ce règlement municipal autorise une subvention unique à l'appui des frais de fonctionnement associés à la construction d'un théâtre en plein air, approuvée dans le budget de 2022, et remplace le Règlement 2022-24 afin de changer l'autorisation de signature.

14. Motions des membres

14.1 Demande de rapports trimestriels sur les présences aux réunions du Conseil et des comités

Tel que présenté par conseiller Lapierre:

ATTENDU QUE la notion de gouvernement ouvert comprend l'échange de renseignements avec les résidentes et les résidents au sujet des activités municipales ainsi qu'avec le maire et les membres du Conseil;

ATTENDU QU'UNE fonction importante et un devoir d'un membre du Conseil d'une administration responsable consistent à assister et à participer régulièrement aux réunions du Conseil municipal et de ses comités;

ATTENDU QUE la présence des membres du Conseil à ces réunions est notée par le greffier au procès-verbal, mais que les registres des présences ne sont présentement pas reflétés dans un document consolidé;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury enjoigne au greffier municipal de présenter un résumé trimestriel des présences ou de la participation partielle des membres du Conseil lors de toutes les réunions ordinaires, à huis clos ou extraordinaires du Conseil et de ses comités, dans un ordre du jour du Conseil municipal, selon un format qui sera déterminé par le greffier.

14.2 Demande d'une étude de la circulation à l'intersection des rues Labelle et Noel

Tel que présenté par conseiller Lapierre:

ATTENDU QUE l'intersection des rues Labelle et Noel à Hanmer est désignée comme un endroit où un panneau de cession de passage sera installé face à la circulation qui vient en sens inverse se déplaçant en direction ouest sur la rue Labelle;

ATTENDU QUE les résidents locaux ont indiqué qu'il leur est parfois difficile de sortir des voies d'accès puisque souvent, les conducteurs ne respectent pas le panneau de cession de passage;

ATTENDU QUE les résidentes et les résidents du secteur de l'intersection ont demandé qu'un anneau de cession de passage soit remplacé par un panneau d'arrêt;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury enjoigne au personnel d'entreprendre une étude de la circulation à l'intersection des rues Labelle et Noel pour déterminer s'il est justifié d'y installer un panneau d'arrêt, et que les conclusions soient présentées au Comité des opérations durant le deuxième trimestre de 2023.

14.3 Demande de rapport concernant l'attraction, le développement et le maintien des entreprises

Tel que présenté par conseiller Parent:

ATTENDU QUE le plan stratégique 2019-2027 de la Ville du Grand Sudbury comprend un objectif d'attraction, de développement et de maintien des entreprises qui fait état des priorités du Conseil visant à favoriser l'activité économique dans le secteur privé en mettant l'accent sur la création d'emplois et la croissance de l'évaluation foncière;

ATTENDU QUE la promotion de cet objectif se fait en appuyant les entreprises existantes, en rendant les services municipaux efficaces et accessibles, en facilitant les partenariats avec l'entreprise privée et en organisant des activités promotionnelles afin d'attirer les secteurs ciblés;

ATTENDU QUE ces démarches font du Grand Sudbury un endroit attrayant pour y faire des affaires, indiquant aux entreprises locales (nouvelles ou existantes) que nous les accueillons, que nous leur donnons l'occasion de prospérer et que l'administration locale les appuiera;

ATTENDU QUE la Chambre de commerce du Grand Sudbury a énuméré huit priorités dans sa plateforme électorale municipale de 2022 en cherchant le soutien des dirigeants municipaux afin « d'appuyer une reprise postpandémie et créer un environnement propice à de nouveaux investissements, à l'attraction de talents et à la création de possibilités »;

ATTENDU QUE l'une des priorités établies par la Chambre de commerce du Grand Sudbury et ses membres est la réduction des « formalités administratives » au niveau municipal, soulignant sa volonté de « travailler avec le milieu des affaires et le personnel municipal afin de trouver et de réduire ces formalités à cet échelon, avec l'appui du Conseil »;

ATTENDU QUE le gouvernement de l'Ontario a créé le ministère de la Réduction des formalités administratives puisqu'elles constituent un important obstacle à la croissance économique et à l'innovation et que la diminution de ces formalités permet de renforcer l'Ontario;

ATTENDU QUE la rationalisation des processus pour les entrepreneurs afin de réduire les coûts et les fardeaux administratifs du milieu des affaires de Sudbury ainsi que des initiatives comme des outils libre-service permettant de vérifier l'état d'avancement des permis de construire afin d'améliorer la prévisibilité des délais d'approbation ont été suggérées;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury enjoigne à l'administrateur en chef de collaborer et d'échanger avec la Chambre de commerce du Grand Sudbury pour préparer un rapport qui sera présenté au Conseil d'ici à la fin de mai 2023 et qui comprend les éléments suivants :

1. a) une description des défis auxquels ses membres et le milieu des affaires dans son ensemble doivent faire face;

2. b) une analyse des changements potentiels par rapport aux règlements et politiques qui pourraient régler ces défis ou en réduire l'effet;
3. c) le rôle des initiatives municipales en cours pour améliorer la prestation de services et l'accès aux services;
4. d) les processus ou les initiatives envisageables pour améliorer davantage la prestation de services et l'accès aux services;
5. e) l'incidence sur les ressources, s'il y a lieu, associée à la mise en oeuvre de changements potentiels ainsi qu'un calendrier approximatif des démarches.

14.4 Demande pour le développement d'une stratégie d'offre de logements

Tel que présenté par Maire Lefebvre:

1. Que le personnel développe une stratégie d'offre de logements d'ici au quatrième trimestre de 2023, qui comprendra des démarches pouvant être entreprises durant le mandat actuel du Conseil municipal et incluses dans les mesures du Plan stratégique 2019-2027;
2. Que, dans le cadre de l'élaboration d'une telle stratégie, le personnel intègre les éléments suivants :
 - a. les dernières informations sur les initiatives en cours visant à accroître l'offre de logements et, s'il y a lieu, les recommandations afin d'améliorer et de modifier ces initiatives pour les rendre plus efficaces;
 - b. une illustration de tous les principaux intervenants et les propositions servant à la création de nouveaux logements ainsi qu'une évaluation du rôle de la municipalité afin de combler les lacunes;
 - c. les pratiques d'urbanisme exemplaires, dont l'infrastructure nécessaire pour soutenir une croissance viable;
 - d. des recommandations sur la façon dont le Grand Sudbury peut aider la province à atteindre ses cibles de croissance au cours de la prochaine décennie en examinant des politiques tenant compte des volets suivants :
 - i. tenir compte de la croissance et de la densité additionnelles dans l'ensemble de la ville, y compris une évaluation de l'infrastructure existante et de sa capacité à soutenir l'aménagement de zones vertes et/ou de constructions intercalaires;

- ii. se pencher sur la conversion des terres servant à des fins d'emploi, à l'appui de nouvelles communautés polyvalentes résidentielles;
- iii. protéger les logements à but lucratif et les logements locatifs abordables existants, en construire davantage, ainsi que des modèles de location avec option d'achat;
- iv. veiller à la disponibilité d'un parc de logements équilibré comprenant des logements pouvant accueillir une famille dans de nouveaux immeubles à logements multiples;
- v. inclure les objectifs du Plan communautaire en matière d'énergie et d'émissions du Grand Sudbury, comme il convient;
- vi. mettre de l'avant les principes de diversité, d'équité et d'inclusion;
- vii. passer en revue les lignes directrices sur l'aménagement urbain, les normes patrimoniales, les normes de stationnement, les exigences relatives à la création de parcs et les politiques en matière de foresterie urbaine du Grand Sudbury pour qu'elles soient harmonisées avec la priorité consistant à créer de nouvelles possibilités de logement pour une gamme de types de logements;
- viii. collaborer avec les établissements d'enseignement postsecondaire afin d'accroître la disponibilité de logements d'étudiants;
- ix. élaborer une stratégie financière minimisant les coûts pour les contribuables actuels, songer à des outils financiers facilement disponibles pour les municipalités, par exemple les redevances sectorielles et les frais d'utilisation;
- e. un cadre définissant les attentes concernant les mises en chantier d'habitations en fonction du type de terrain et les principales activités nécessaires pour les mettre en oeuvre;
- f. des rapports de performance au moins trimestriels qui permettent au Conseil d'évaluer les progrès au moyen de paramètres tels que les suivants :
 - i. l'inventaire de terrains viabilisés;
 - ii. l'inventaire de terres publiques disponibles pour le logement;
 - iii. le nombre de logements créé;

- iv. le type de logements créés (p. ex. B, 1, 2 et 3BR);
 - v. les logements abordables;
 - vi. les logements subventionnés et les logements avec services de soutien;
 - vii. la période nécessaire à l’approbation des projets;
 - viii. le nombre de logements par hectare.
3. Qu’un exemplaire de la présente résolution et du plan finalisé soit envoyé au premier ministre de la province, au ministère des Affaires municipales et du Logement, aux députés provinciaux du Nord, à l’Association des municipalités de l’Ontario, à l’association des maires des grandes villes ontariennes et à la Sudbury & District Home Builders’ Association.

15. Correspondence à titre de renseignements seulement

15.1 État de la gestion des biens

19

Ce rapport fait le point sur les activités de planification de la gestion des biens visant le développement ainsi que la mise en œuvre de plans et de stratégies pour respecter les exigences du Règlement de l’Ontario 588/17 (Planification de la gestion des biens pour l’infrastructure municipale) et guider la Ville dans l’optimisation du cycle de vie de la valeur des biens.

16. Addenda

17. Pétitions civiques

18. Période de questions

19. Levée de la séance

Appointment to the Federation of Northern Ontario Municipalities

Presented To:	City Council
Meeting Date:	February 7, 2023
Type:	Managers' Reports
Prepared by:	Manon Depatie Strategic Initiatives, Communications and Citizen Services
Recommended by:	Chief Administrative Officer

Report Summary

This report sets out the procedure for the appointment of Members of Council to be the City's representative(s) on the Board of the Federation of Northern Ontario Municipalities (FONOM) for the term ending November 14, 2026.

Resolution

That the City of Greater Sudbury appoints Mayor Paul Lefebvre to the Federation of Northern Ontario Municipalities Board of Directors;

AND THAT Councillor _____ be appointed as an alternate Member in the event the appointed Member of Council is unable to attend a Federation of Northern Ontario Municipalities board meeting, as outlined in the report entitled "Appointment to the Federation of Northern Ontario Municipalities" presented by the Chief Administrative Officer at the City Council meeting on January 24, 2023.

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

The City of Greater Sudbury would be covering any costs associated with the Member of Council attending the Board of Directors' meetings through the Council Travel Account.

It is estimated that the cost of travel associated with participation on the FONOM Board would be approximately \$2,000 - \$2,500 annually.

The 2022 budget allocation for the Council Travel Account is \$16,100.

Background

The Federation of Northern Ontario Municipalities (FONOM) is the unified voice of northeastern Ontario, representing and advocating on behalf of 110 cities, towns and municipalities. Its mission is to improve the economic social quality of life for all northerners and to ensure the future of its youth.

FONOM is a membership-based association that draws its members from the districts of northeastern Ontario including: Algoma, Cochrane, Manitoulin, Nipissing, Parry Sound, Sudbury and Timiskaming.

The Constitution of FONOM allows for a representative from the City of Greater Sudbury to sit on the Board of Directors. An alternate can also be identified as part of the appointment process. As the current Board appointment expired on November 30th, 2022, the City of Greater Sudbury has been requested to appoint a Member of Council, as well as an alternate if it so wishes, for the term ending November 14th, 2026. Attached is the letter received from FONOM dated November 7th, 2022.

Selection

The selection of these positions is to be conducted in accordance with the City of Greater Sudbury's Procedure By-law. Council's procedure requires that in the event more candidates are nominated for the required position(s), those position(s) will be chosen by a simultaneous recorded vote. Requests for simultaneous recorded votes are conducted by way of electronic vote however the electronic vote system does not have the required functionality for dealing with appointments. Accordingly, the By-law provides that paper ballots are to be used if all members are attending in person. In the event that some members are participating virtually then the By-law provides that voting will be conducted by way of recorded vote.

Once the candidates have been selected for the positions, a resolution will be introduced confirming the appointment of the successful candidate(s).

It is always in order for a Member of Council to nominate and vote for themselves.

Resources Cited

City of Greater Sudbury Procedure By-law 2019-50: <https://www.greatersudbury.ca/city-hall/by-laws/>

November 7, 2022

City of Greater Sudbury
CAO, Ed Archer
200 Brady Street
Sudbury, Ontario P3A 5P3
SENT VIA EMAIL: Ed.Archer@greatersudbury.ca

Dear Mr. Archer,

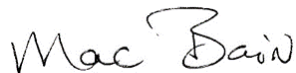
Re: Representative on FONOM Board of Directors

The Constitution of the Federation of Northern Ontario Municipalities (FONOM), of which the City of Sudbury is a member, allows for a representative from the City to sit on the Board of Directors of FONOM. Councillor Al Sizer currently represents you. As the current board appointments soon expire, we seek a resolution from your Council to fill the following Board term.

Please advise me of the name of your appointee to represent the City on the FONOM Board of Directors. Please send your resolution to me by email at fonom.info@gmail.com or by mail to 615 Hardy Street North Bay, Ontario P1B 8S2

If you have any questions regarding this matter, please do not hesitate to contact me by telephone or email. Thank you for your assistance and your City's continuing support of FONOM.

Sincerely yours,



Executive Director

Asset Management Status Report

Presented To:	City Council
Meeting Date:	February 7, 2023
Type:	Correspondence for Information Only
Prepared by:	Matthew Demers Asset Management
Recommended by:	General Manager of Corporate Services

Report Summary

This report provides an update on the asset management planning activities to develop and implement plans and strategies to achieve the requirements of Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, and to help guide the City to optimize the lifecycle value of assets.

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

This report is directly linked to the goals as described in City Council's 2019 – 2027 Strategic Plan. The emphasis is primarily on Goal 1: Asset Management and Service Excellence, however in accordance with the Enterprise Asset Management Policy the purpose of asset management planning is to make the best possible decisions about the acquisition, maintenance, and disposition of assets to sustainably provide municipal services. In that broader sense, asset management plans support reliable service delivery and assist with virtually all strategic goals.

Financial Implications

There are no direct financial implications associated with this report. Indirectly, the guidance provided by asset management planning will inform asset investment and renewal decisions that will influence both capital and operating budgets.

Background

Asset management is the systematic and coordinated activities and practices of an organization to deliver on its service objectives optimally and sustainably through cost-effective life-cycle management of assets. In 2018, City Council approved an Enterprise Asset Management

Policy aimed at ensuring its municipal infrastructure systems are supported by plans and financing decisions that demonstrate effective service support and appropriate regard for managing lifecycle costs.

The Enterprise Asset Management Policy was prepared to meet the first requirement of *O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure* under the *Infrastructure for Jobs and Prosperities Act, 2015*. *Ontario Regulation 588/17* was formally approved by the Province on December 13, 2017. The Regulation prescribes due dates for asset management policies and plans and provides a description of the content required at each milestone. For example: asset management plans are to describe an asset's expected service level and performance based on technical data.

In August 2021, Greater Sudbury achieved the second milestone of the Provincial Regulation with the approval of the Enterprise Asset Management Plan (2021) for core infrastructure. The plan successfully exceeded the requirements of *O. Reg. 588/17* both in terms of timing and scope. The plan was completed and approved approximately one year in advance of the legislated deadline and the scope was exceeded by including municipal parking, and fleet and equipment; in addition to core infrastructure. The regulation defines core infrastructure as water, wastewater, stormwater management, roads, bridges, and large culverts. Greater Sudbury's Enterprise Asset Management Plan which includes the Enterprise Asset Management Policy is available through the following link: <https://www.greatersudbury.ca/city-hall/budget-and-finance/financial-reports-and-plans/>.

The next two critical milestones outlined in *O. Reg. 588/17* include:

1. **July 1, 2024**, to approve asset management plans for all other municipal infrastructure (Phase 2 asset management plans). This includes Buildings and Facilities, Parks and Recreation, and Solid Waste. Note: Housing, Long-Term Care, and Infrastructure Technology will be included within the Buildings and Facilities Asset Management Plan.
2. **July 1, 2025**, to approve asset management plans for all municipal infrastructure that build upon the previous requirements (Phase 3 asset management plans). This includes identification of proposed levels of service, the activities required to meet proposed levels of service, and a strategy to fund these activities.

Within Greater Sudbury's asset management framework, the city has committed to prepare asset management status reports prior to the annual budget. The report will discuss asset management planning activities, progress, and information on the performance of asset classes. Additionally, the Enterprise Asset Management Policy states that Greater Sudbury will produce a State of the Infrastructure (SOIR) report at least once per Council term. The SOIR provides more comprehensive information regarding the major asset classes managed by Greater Sudbury. The first State of the Infrastructure Report was prepared with the Enterprise Asset Management Plan (2021) for core infrastructure, municipal parking, and fleet and equipment. Components of the SOIR such as the Infrastructure Report Cards have been incorporated into the latest asset management status report. Additionally, 'draft' infrastructure report cards have been prepared for asset classes that have asset management plans under development.

Previously, Asset Management Status Reports provided definition of the key steps that the City must perform in-order to meet the Enterprise Asset Management Policy requirements. The key steps that were discussed include: defining level of service, failure prediction of an asset, risk management and assessment, asset life cycle planning and optimization, and financial strategy. The annual report will continue to evolve along with the dynamic asset management program and with evaluation of the state of the City's infrastructure supported by asset data that will drive capital investment and long-term asset management strategies.

The asset condition information, financial need and associated risks that are discussed in this report reflect best available data and professional judgment. Work continues to refine data collection activities and manage the evolution of our asset management program.

The Asset Management Roadmap

Key steps that must be performed to develop and implement effective asset management plans are detailed in the Figure 1 below.

Within the asset management roadmap, the legislated phase 1 asset management plan approved in 2021, and the phase 2 asset management plan due by July 1, 2024, are developed in steps 1 through 6 (Assess and Plan). The Implement column represents requirements of the phase 3 asset management plan due by July 1, 2025. In the short term, activity is focused on data collection and analysis to identify existing level of service, quantifiable risk, and infrastructure need. Over the next several years, activities are focused on the development of a sustainable financing strategy to achieve target level of service at an acceptable level of risk.

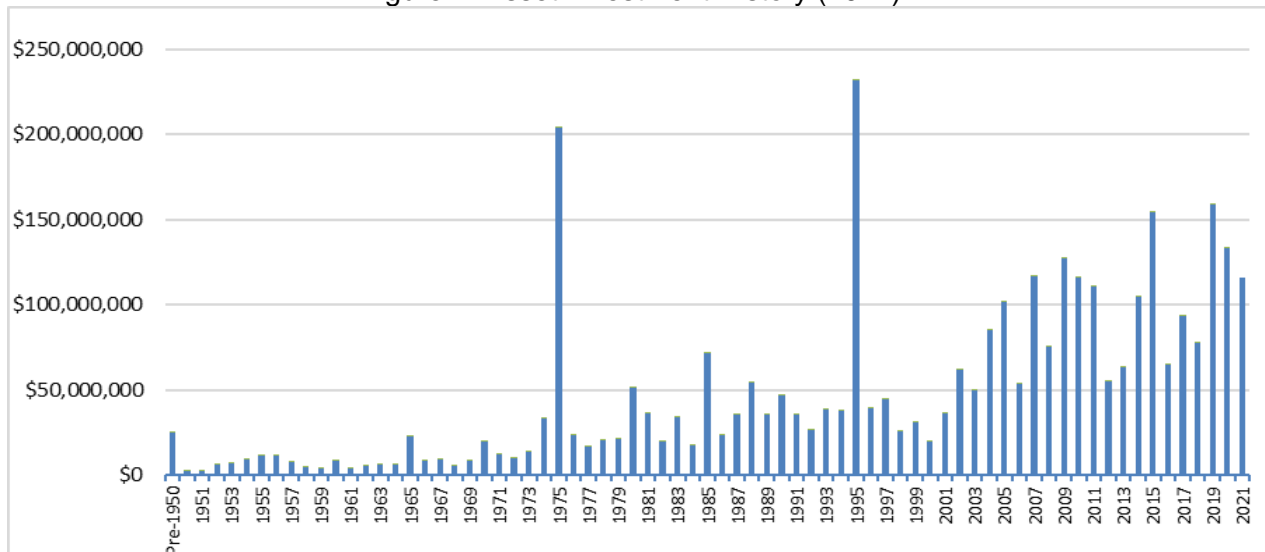
Figure 1: The Asset Management Roadmap

A) Assess	B) Plan	C) Implement
1. Framework <ul style="list-style-type: none"> • Asset Management Policy • Review Asset Management Practices • Develop Council Reporting 	4. Modeling <ul style="list-style-type: none"> • Criticality • Failure Prediction • Climate Change Resiliency • Risk Management Framework 	7. Benchmark <ul style="list-style-type: none"> • Target Level of Service Framework • Review Existing and Generate Additional Key Performance Indicators
2. Need and Gap Analysis <ul style="list-style-type: none"> • Data Availability • Data Collection Practices • Path to Improvement 	5. Prioritization <ul style="list-style-type: none"> • Asset Lifecycle Planning and Optimization • Cost Benefit Analysis • Project Scheduling 	8. Sustainability Strategy <ul style="list-style-type: none"> • Financing Strategy for Target Levels of Service • Plan to manage infrastructure within the City's capacity to renew and maintain assets, and accept the associated risk • Cost & Asset Tracking
3. Assessment <ul style="list-style-type: none"> • Data Analysis • Asset Performance • Legislative and Industry Standards • Levels of Service 	6. Financial Strategy <ul style="list-style-type: none"> • Long-Term Needs • Capital expenditure and significant operating costs to maintain life cycle activities • Funding Gap • Future Demand 	9. Execution <ul style="list-style-type: none"> • Monitor Performance of Asset Management Program

City of Greater Sudbury Asset Value

The corporation has a historical capital investment of \$3.216B (2021) invested into infrastructure assets that is detailed in Figure 2. The expenditure data to develop Figure 2 is managed within the City's Tangible Capital Asset Database.

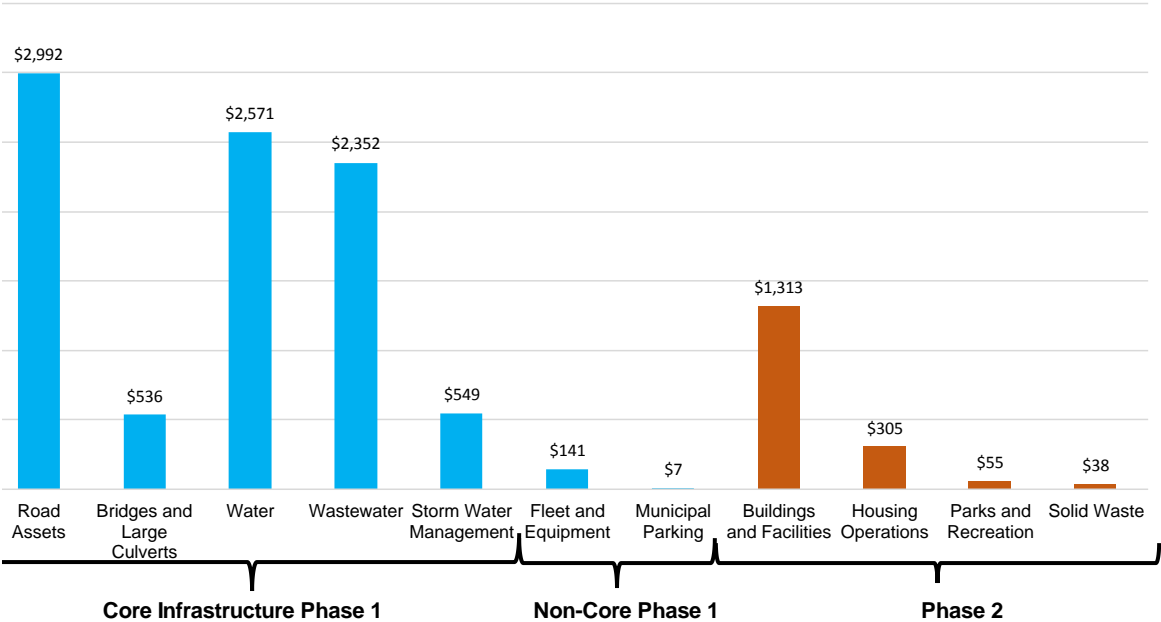
Figure 2: Asset Investment History (2021)



The historical investment spans a large portfolio of assets that have a replacement value of \$10.91B (2021). The replacement value is an increase of \$400,000,000 to the value reported in July 2021. The primary reason for the increase is due to significant data collection in asset classes such as buildings and facilities as well as inflation. The historical investment values in figure 2, do not include Housing Operation assets.

Replacement values of infrastructure assets are presented in Figure 3.

Figure 3: Replacement Cost of Assets by Asset Class



City of Greater Sudbury Asset Portfolio

The Infrastructure Report Cards describe the assets within an asset class, provide infrastructure condition data, and discuss infrastructure performance. The performance of an asset is largely predicated on its condition. Infrastructure condition reporting involves both technical data and professional judgement. The information provided to describe asset condition reflects the best available data and professional judgement. Work continues to refine data collection activities and manage the evolution of the asset management program. For example, building condition assessments (BCA) are conducted at five-year intervals and the BCA data is stored within the City’s asset management and capital planning tool for buildings to keep the data current. By the end of 2022, approximately 80% of the building inventory will have Building Condition Assessments completed.

The Infrastructure Report Cards are provided in Appendix A. Also within Appendix A is an explanation of the data quality rating which is directly linked to the data confidence rating on the report cards. The Asset Classes, Buildings and Facilities, Parks and Recreation and Solid Waste, make up the non-core phase 2 portion of the Enterprise Asset Management Plan and are currently scheduled for completion in Q3 of 2023, therefore the report cards presented in this update are fluid and may be revised at the time of the AMP completion.

The Status of Asset Management Planning

The City's Assets Section canvassed various divisions and sections to compile the performance indicators that detail the status of asset management planning summarized by asset class in the tables that follow.

The ALoS referred to in the following tables is Asset Level of Service which is the condition and performance expectations for a given asset to produce desired levels of service.

The estimated annual capital investment to maintain current asset level of service (ALoS) is incorporated from newly developed asset management plans in accordance with *O. Reg. 588/17* or the City of Greater Sudbury Municipal Asset Management Plan (2016) developed by KPMG. The estimated annual capital investment to maintain current ALoS source is provided under the notes section. For definition of the quality of financial estimate, please refer to Appendix A.

Water and Wastewater (Core Infrastructure)

Table 1: Water and Wastewater Asset Information		
Performance Indicator	Current Status	Notes
ALoS Definitions: Phase 1 - Existing ALoS Phase 3 - Target ALoS	Phase 1: 100% Complete Phase 3: Work to begin in 2023.	<ul style="list-style-type: none"> Existing Asset Level of Service complete The Phase 1 Asset Management Plan is currently undergoing an update as it is approaching 5 years in age. The primary update is significant data that has been collected for Water and Wastewater facilities such as treatments plants, lift stations, and wells through standardized building condition assessments. Target Asset Level of Service definition will begin once the Phase 1 Asset Management Plan is updated with the current data upgrade. Legislation drivers include but are not limited to: Safe Drinking Water Act (2002), Clean Water Act (2006), Ontario Water Resources Act (1990), Public Lands Act (1990), Conservation Authorities Act (1990), Lakes and Rivers Improvement Act (1990), Water Opportunities and Water Conservation Act (2010), Nutrient Management Act (2002), Sustainable Water and Sewage Systems Act (2002), Municipal Water and Sewage Transfer Act (1997), Canadian Environmental Protection Act (1999), Environmental Assessment Act (1990), Environmental Protection Act (1990), Canadian Water Quality Guidelines, Provincial Water Quality Objectives, Building Code Act (1992), National Fire Code, Occupational Health and Safety Act (1990), and O. Reg. 490/09: Designated Substances.

Table 1: Water and Wastewater Asset Information (Continued)		
Performance Indicator	Current Status	Notes
Data Standards	85% Complete	<ul style="list-style-type: none"> • Recommendations from the Asset Management Plan Water and Wastewater include identification of additional data performance measure reporting • Consequence of failure is established within the W/WW AMP 2018 for both linear and vertical infrastructure. • The Probability of Failure for facilities is being significantly upgraded with the new building condition assessment data. • The current CCTV inspection program follows the Pipeline Assessment Certification Program (PCAP) • The CCTV program will continue bolster the probability of failure for linear assets • Building Condition Assessment submissions are being completed using industry standards and Greater Sudbury's newly adopted Unifomat II standard.
Data Availability	80% Complete	<ul style="list-style-type: none"> • Assets are known and documented • Data collection for water and wastewater assets are on going
Estimated Annual Capital Investment to Maintain Current ALoS	\$96,000,000	<ul style="list-style-type: none"> • Estimate is an average of annual requirements from the Asset Management Plan Water and Wastewater (2018) and incorporated into the current City of Greater Sudbury Water and Wastewater Long-Range Financial Plan. • The estimate will be updated with the Phase 1 update.
Quality of Capital Investment Estimate	B - Linear Pipe D - Plants & Facilities	<ul style="list-style-type: none"> • Quality will improve with additional datasets. • Plants and facility building condition and process assessments have not yet been incorporated in the estimate. The data is being collected, analyzed, and will be included in the phase 1 plan update. At this time, the quality of the estimate will improve to a B for all Water and Wastewater infrastructure.

Storm Water Management (Core Infrastructure)

Table 2: Storm Water Management Asset Information		
Performance Indicator	Current Status	Notes
ALoS Definitions: Phase 1 - Existing ALoS Phase 3 - Target ALoS	Phase 1: 100% Complete Phase 3: Underway	<ul style="list-style-type: none"> Existing Asset Level of Service complete Target Asset Level of Service require additional data collection and analysis Legislation drivers include but are not limited to: Ontario Water Resources Act (1990)
Data Standards	75% Complete	<ul style="list-style-type: none"> Consequence of failure is well established; however, data for probability of failure to be improved The Storm Water Asset Management Plan recommends additional data collection techniques such as CCTV camera inspection of linear pipe Presently initiating a CCTV inspection program what will follow the Pipeline Assessment Certification Program (PCAP) The CCTV program will bolster the probability of failure for linear assets
Data Availability	75% Complete	<ul style="list-style-type: none"> Assets are known and documented Data collection for storm water assets are on going
Estimated Annual Capital Investment to Maintain Current ALoS	\$4,100,000	<ul style="list-style-type: none"> The value represents the annual capital investment requirement. In addition to the average annual capital reinvestment need, an annual maintenance infrastructure need has been determined to be \$6,400,000 Annual capital investment taken from the Storm Water Asset Management Plan
Quality of Capital Investment Estimate	B	<ul style="list-style-type: none"> Quality will improve with additional datasets and level of service targets Estimate is based on local experiences unique to Greater Sudbury area; for example, acidic soils.

Roads, Bridges and Large Culverts (Core Infrastructure)

Table 3: Roads, Bridges and Large Culverts Asset Information		
Performance Indicator	Current Status	Notes
ALoS Definitions: Phase 1 - Existing ALoS Phase 3 - Target ALoS	Phase 1: 100% Complete Phase 3: Work to begin in 2023.	<ul style="list-style-type: none"> Existing Asset Level of Service complete Target Asset Level of Service for Bridges and Large Culverts has been determined. Greater Sudbury's bridge and large culvert maintenance and replacement program is maintaining these assets to within 2% of the target. The target aligns with the Ministry of Transportation Ontario's goals for bridges and large culverts. A software upgrade to bolster data analysis and forecasting for the road network is in progress. Legislation drivers include but are not limited to: Highway Traffic Act (1990), Minimum Maintenance Standards, O. Reg. 104/97: Standards for Bridges
Data Standards	80% Complete	<ul style="list-style-type: none"> Pavement Condition Index (PCI) and Bridge Condition Index (BCI) well established Potential for Safety Improvement is monitored with network screening Risk Framework for the road network is to be bolstered. Risk Framework for bridges and large culverts has been well established
Data Availability	85% Complete	<ul style="list-style-type: none"> Assets are known and documented PCI data collected in 2021 was used to develop the 2022 roads program and the proposed 2023 roads program. ; Biennial bridge and large culvert structural inspection program for 2022 is underway. The program will be underway again in 2024. Gravel road visual inspection complete The development of a sidewalk condition index (SCI) including data collection for Greater Sudbury's entire sidewalk network is underway.
Estimated Annual Capital Investment to Maintain Current ALoS	\$80,000,000 for Roads \$6,900,000 for Bridges and Large Culverts	<ul style="list-style-type: none"> Roads annual capital investment requirement developed with the Roads and Transportation Asset Management Plan Bridge and large culvert annual capital investment requirement developed with the Road Structure Asset Management Report. This value is updated with the biennial bridge and large culvert structural inspection program.
Quality of Capital Investment Estimate	C - Roads B+ - Bridges	<ul style="list-style-type: none"> With the pavement management system upgrade, ongoing road estimates will be data driven Quality will improve with additional datasets

Buildings and Facilities

Table 4: Buildings and Facilities Asset Information		
Performance Indicator	Current Status	Notes
ALoS Definitions: Phase 2 - Existing ALoS Phase 3 - Target ALoS	Phase 2: 75% Complete Phase 3: Work to begin Q1/Q2 of 2023	<ul style="list-style-type: none"> Asset Level of Service framework has been prepared Legislation drivers include but are not limited to: Environmental Protection Act (1990), Physical Activity and Sport Act (2003), Building Code Act (1992), National Fire Code, Accessibility for Ontarians with Disabilities Act (2005), Occupational Health and Safety Act (1990), and O. Reg. 490/09: Designated Substances.
Data Standards	95% Complete	<ul style="list-style-type: none"> Building condition assessment data collection follows industry standards for example Uniformat II and adapted to meet City specific requirements A risk-based prioritization framework has been developed for prioritizing capital need The risk framework considers probability of failure which is driven by actual asset condition and established consequences of failure Facility condition index is designed to forecast facility need and consider future expenditure scenarios
Data Availability	80% Complete	<ul style="list-style-type: none"> The building condition assessment (BCA) program is well underway. Building and facility condition data is kept current within Greater Sudbury's new asset management and capital planning tool for buildings and facilities BCA data will be updated through audits that follow industry standards and scheduled time frames
Estimated Annual Capital Investment to Maintain Current ALoS	\$32,500,000	<ul style="list-style-type: none"> Buildings and facilities annual capital investment requirement has been determined with available data from the new asset management and capital planning tool. The entire building network will have a BCA completed by the end of 2022. At this time the value will be updated. However, staff prioritized the order in which BCAs were completed, so there should not be a very significant in this value.
Quality of Capital Investment Estimate	C	<ul style="list-style-type: none"> Quality will improve to a B once the building condition assessments are completed at the end of 2022.

Housing Operations

Table 5: Housing Operations Asset Information		
Performance Indicator	Current Status	Notes
ALoS Definitions: Phase 2 - Existing ALoS Phase 3 - Target ALoS	Phase 2: 75% Complete Phase 3: Work to begin Q1/Q2 of 2023	<ul style="list-style-type: none"> Asset Level of Service framework has been prepared Legislation drivers include but are not limited to: Housing Services Act (2011), Promoting Affordable Housing Act (2016), Environmental Protection Act (1990), Building Code Act (1992), National Fire Code, Accessibility for Ontarians with Disabilities Act (2005), Occupational Health and Safety Act (1990), and O. Reg. 490/09: Designated Substances.
Data Standards	95% Complete	<ul style="list-style-type: none"> Building condition assessment data collection follows industry standards for example Unifomat II and adapted to meet City specific requirements The risk-based prioritization framework developed with the City's buildings and facilities will also be applied to the housing operations database. The framework is an enhancement to the prioritization framework that housing has applied in recent years.
Data Availability	95% Complete	<ul style="list-style-type: none"> Housing operations has building condition assessments for the entire asset inventory. However, data collection is perpetual. As with buildings and facilities among other asset classes, condition data must be audited regularly.
Estimated Annual Capital Investment to Maintain Current ALoS	\$5,178,540	<ul style="list-style-type: none"> Housing facility annual capital investment requirement developed with the housing operations asset management and capital planning tool database
Quality of Capital Investment Estimate	B	<ul style="list-style-type: none"> Quality will improve with additional datasets. Engaging in the revitalization program to replace buildings and sell buildings that are in low demand will improve the overall stock condition and financial estimates. Repair and upgrades to older units are subject to fluctuating contractor pricing in the market.

Fleet and Equipment

Table 6: Fleet and Equipment Asset Information		
Performance Indicator	Current Status	Notes
ALoS Definitions: Phase 2 - Existing ALoS Phase 3 - Target ALoS	Phase 2: 100% Complete Phase 3: Work to begin in 2023	<ul style="list-style-type: none"> Existing Asset Level of Service Complete Legislation drivers include but are not limited to: Ambulance Act (1990), Accessibility for Ontarians with Disabilities Act (2005), Occupational Health and Safety Act (1990), Public Vehicles Act (1990), O. Reg. 199/07: Commercial Motor Vehicle Inspections, O. Reg. 424/97: Commercial Motor Vehicle Operators Information, and MOECC Reg. 347: General - Waste Management (Hazardous Material Transport)
Data Standards	95% Complete	<ul style="list-style-type: none"> Fleet data collection is well underway The risk-based prioritization framework has been developed for the fleet and equipment asset registry Data is driven by asset age and collection of mileage or engine run-time hours
Data Availability	95% Complete	<ul style="list-style-type: none"> Assets are known and documented Data for fleet and equipment is available. However, data storage and analysis has been challenging. Several databases must be amalgamated in spreadsheets
Estimated Annual Capital Investment to Maintain Current ALoS	\$10,600,000	<ul style="list-style-type: none"> Estimated annual capital investment requirement is from the Fleet and Equipment Asset Management Plan and based over a 20-year period. Estimate includes all Fleet, Fire, Paramedic, Transit, Parks, and Housing Operations assets included in the Fleet and Equipment Asset Management Plan
Quality of Capital Investment Estimate	B-	<ul style="list-style-type: none"> Reliable inventory and age data; minimal assumptions for fleet and equipment

Solid Waste

Table 7: Solid Waste Asset Information		
Performance Indicator	Current Status	Notes
ALoS Definitions: Phase 2 - Existing ALoS Phase 3 - Target ALoS	Phase 2: 75% Complete Phase 3: Work to begin Q1/Q2 of 2023	<ul style="list-style-type: none"> Existing Asset Level of Service framework has been prepared Legislation drivers include but are not limited to: Occupational Health and Safety Act (1990), MOECC Reg. 347: General - Waste Management (Hazardous Material Transport), and Ontario Regulation 542 and Waste Diversion Transition Act (2016)
Data Standards	50% Complete	<ul style="list-style-type: none"> The asset inventory is being reviewed to develop data and condition standards A risk-based prioritization framework will be developed
Data Availability	50% Complete	<ul style="list-style-type: none"> Available data is being reviewed to determine if or what additional data collection is required
Estimated Annual Capital Investment to Maintain Current ALoS	\$1,500,000	<ul style="list-style-type: none"> Solid Waste - Landfills annual capital investment requirement provided by the CGS Municipal Asset Management Plan (2016) developed by KPMG
Quality of Capital Investment Estimate	D	<ul style="list-style-type: none"> Quality will improve with additional datasets. Estimate is based on data from past purchasing records A risk-based prioritization framework will improve the quality of financial estimate

Municipal Parking

Table 8: Municipal Parking Asset Information		
Performance Indicator	Current Status	Notes
ALoS Definitions: Phase 2 - Existing ALoS Phase 3 - Target ALoS	Phase 2: 100% Complete Phase 3: Work to being in 2023	<ul style="list-style-type: none"> Existing Asset Level of Service Complete Legislation drivers include but are not limited to: O. Reg. 413/12: Integrated Accessibility Standards, Accessibility for Ontarians with Disabilities Act (2005)
Data Standards	90% Complete	<ul style="list-style-type: none"> A municipal parking inspection program has been developed and implemented in 2020 The risk-based prioritization framework has been developed with the probability and consequence of failure
Data Availability	95% Complete	<ul style="list-style-type: none"> The 2020 municipal parking inspection program has ensured data is available for the entire municipal parking inventory
Estimated Annual Capital Investment to Maintain Current ALoS	\$195,000	<ul style="list-style-type: none"> Estimated annual capital investment requirement is from the Municipal Parking Asset Management Plan and based over a 60-year period. The municipal parking requirement in the downtown has been rapidly changing since the asset management plan was prepared. Notably, Council provided the green light for the Junction East to proceed on the Shaughnessy East Lot. Additionally, the rapidly change COVID-19 pandemic had a major impact on municipal parking. Due to these changing circumstances, studies are being performed to determine updated parking need and usage rates for municipal parking in the downtown.
Quality of Capital Investment Estimate	B	<ul style="list-style-type: none"> Reliable inventory of condition and age data; minimal assumptions for municipal parking assets

Milestones and Next Steps in Asset Management Planning

The City's asset management plans are being prepared by asset class with Phase 1 plans and some Phase 2 plans complete, while other Phase 2 plans are in various stages of development. Table 14 provides a summary of asset management plan status. The table identifies legislated completion dates, completion target date and the status to identify areas of significant progress.

Table 9: Legislated Milestones and Current Status				
AM Plan Core Infrastructure	Division or Section	Legislated Phase 1 Date	Current Status	Completion for Council Approval
Water AM Plan	Infrastructure and Capital Planning Services	July 1, 2022	<ul style="list-style-type: none"> The plan was completed in 2018. The Provincial Regulation requires that plans be updated every 5 years. Therefore, the plan is undergoing an update and being bolstered by new data for water and wastewater facilities. 	Complete with update underway
Wastewater AM Plan	Infrastructure and Capital Planning Services	July 1, 2022	<ul style="list-style-type: none"> The plan was completed in 2018. The Provincial Regulation requires that plans be updated every 5 years. Therefore, the plan is undergoing an update and being bolstered by new data for water and wastewater facilities. 	Complete with update underway
Storm Water Management AM Plan	Infrastructure and Capital Planning Services	July 1, 2022	<ul style="list-style-type: none"> Included with the SAMP are recommendations that have been accelerated for implementation. Staff have initiated and are diligently working on a sustainable storm water financing study. The purpose of the study is to develop funding models to achieve sustainability. Council has requested a business case for enhanced catch basin cleaning, which is a recommendation of the SAMP, in advance of the sustainable financing study due to the importance of system maintenance for functionality and environmental protection. The CCTV inspection program initiated by the SAMP is ongoing. 	Complete
Roads and Transportation AM Plan	Infrastructure and Capital Planning Services	July 1, 2022	<ul style="list-style-type: none"> The City's pavement management system (PMS) has been upgraded. The PMS analyzes various parameters to allow for 270 treatment zones based on 18 different treatment types. Treatment thresholds for various scenarios and pavement types have been developed by City staff to meet specific needs. Lifecycle analysis forecasts financial need for existing and target level of service options. A risk framework detailing the probability and consequences of failure is being developed to supplement the decision analysis of the PMS. The quantification of risk will analyze various data sources. A Sidewalk Condition Index is being prepared and data collection of the entire sidewalk network is underway. 	Complete
Bridge and Large Culvert AM Plan	Infrastructure and Capital Planning Services	July 1, 2022	<ul style="list-style-type: none"> The 2022 Bridge and Large Culvert Structural Inspection is underway. 	Complete

Table No. 9: Legislated Milestones and Current Status (Continued)				
AM Plan	Division or Section	Legislated Phase 2 Date	Current Status	Completion for Council Approval
Buildings and Facilities AM Plan	Assets and Fleet Services Leisure Services	July 1, 2024	<ul style="list-style-type: none"> • Greater Sudbury has developed a data inventory within an asset management and capital planning tool for buildings and facilities. The tool analyzes building condition assessment data to determine and prioritize short and long-term capital investment need. • A risk driven prioritization framework has been prepared specific to the City's building and facility infrastructure needs. The framework quantifies risk calculated within the asset management and capital planning tool from data collected on site. • The building condition assessment project is well underway. • The Buildings and Facilities Asset Management Plan is being developed to also include Infrastructure Technology (IT). 	Third Quarter 2023
Housing Operations	Housing Services	July 1, 2024	<ul style="list-style-type: none"> • The Housing Operations Asset Management Plan is being completed in-conjunction with the Buildings and Facilities Asset Management Plan • The 6 high rise buildings in the housing inventory are scheduled to receive updated building condition assessments. 	Third Quarter 2023
Long-Term Care AM Plan	Long-Term Care Services	July 1, 2024	<ul style="list-style-type: none"> • The Pioneer Manor Asset Management Plan is being completed in-conjunction with the Buildings and Facilities Asset Management Plan. 	Third Quarter 2023
Fleet and Equipment AM Plan	Assets and Fleet, Transit, Leisure, Cemetery, Paramedic, Fire Services, and Housing Operations	July 1, 2024	<ul style="list-style-type: none"> • The plan has been developed in-conjunction with all affected departments. 	Complete
Solid Waste (Landfill) AM Plan	Environmental Services	July 1, 2024	<ul style="list-style-type: none"> • Asset inventory has been developed • A condition framework is being prepared • A risk framework with lifecycle analysis will be prepared 	Third Quarter 2023
Municipal Parking AM Plan	Security and By-Law Services	July 1, 2024	<ul style="list-style-type: none"> • Studies are underway to analyze the changing municipal parking need in the downtown. 	Complete
Parks AM Plan	Leisure Services	July 1, 2024	<ul style="list-style-type: none"> • Asset inventory has been developed • A condition framework is being prepared • A risk framework with lifecycle analysis will be prepared 	Third Quarter 2023

Table No. 9: Legislated Milestones and Current Status (Continued)				
AM Plan	Division or Section	Legislated Phase 3 Date	Current Status	Completion for Council Approval
All assets in Corporate Asset Management Plan	All departments and sections listed above	July 1, 2025	<ul style="list-style-type: none"> To begin following the completion of Phase 1 and Phase 2 asset management plans. 	First Quarter 2025

Per legislation, the city will perform an annual review of asset management progress following the implementation of the Phase 3 asset management plan. The review will monitor asset management planning implementation and progress.

The regulation also states that asset management policy and plan updates are to be prepared every 5 years. To ensure internal and external transparency, policies and plans have or will be posted to the City's website and shared with ministries or any persons as requested.

Conclusion

This report provides information on the current state of asset management and the steps staff are taking to implement an enterprise-wide approach to evolving the asset management planning.

The timeline for development and implementation of the City's asset management program has been outlined by the Province under the *Ontario Regulation 588/17*. The success of the City's asset management program relies on the collaboration of all City departments. Staff within Corporate Services are working with individual departments to ensure Greater Sudbury meets and achieves the steps and milestones as outlined.

Asset management continues to provide the city with a framework for consistent, calculated, reliable and transparent decision making. Staff will continue to update Council regularly on the status of the City's asset management planning.

Legislative References

Ministry of Infrastructure Ontario (2011) Building Together – Guide for municipal asset management plans. (Online: <https://www.ontario.ca/page/building-together-guide-municipal-asset-management-plans>). Queen's Printer for Ontario 2012.

Infrastructure for Jobs and Prosperity Act, 2015. (Online: <https://www.ontario.ca/laws/statute/15i15>). Queen's Printer for Ontario 2015.

Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure. (Online: <https://www.ontario.ca/laws/regulation/r17588>). Queen's Printer for Ontario 2018.

Appendix A: Data Quality Rating and Infrastructure Report Cards

Table 10: Quality of Asset Datasets	
Data Quality Rating	Description
A	<ul style="list-style-type: none"> • No Assumptions with condition and age data • Reliable data inventory and source • Examples: Closed Circuit Television Inspection, Building Condition Assessment, Pavement Condition Assessment, Bridge Condition Assessment, Structural Report
B	<ul style="list-style-type: none"> • Dataset contains less than 10% assumptions • Moderately reliable data inventory and source • Example: aging condition data or studies
C	<ul style="list-style-type: none"> • Data contains greater than 10% assumptions • Moderately reliable data inventory and source • Example: aging condition data or studies
D	<ul style="list-style-type: none"> • Data from unreliable or out of date documents • Many assumptions of condition, age, and replacement values • Example: purchasing records, condition data or studies older than 5 years
E	<ul style="list-style-type: none"> • Moderately reliable data for age or value, but not both • Only 1 moderately reliable data source
F	<ul style="list-style-type: none"> • No data available

C Roads

Fair
Condition
(49.8 out of 100)

A well-maintained transportation system promotes economic vitality and a positive image. Investing in a measurable approach in the maintenance of road infrastructure will ensure the continued economic and social vitality of the city.

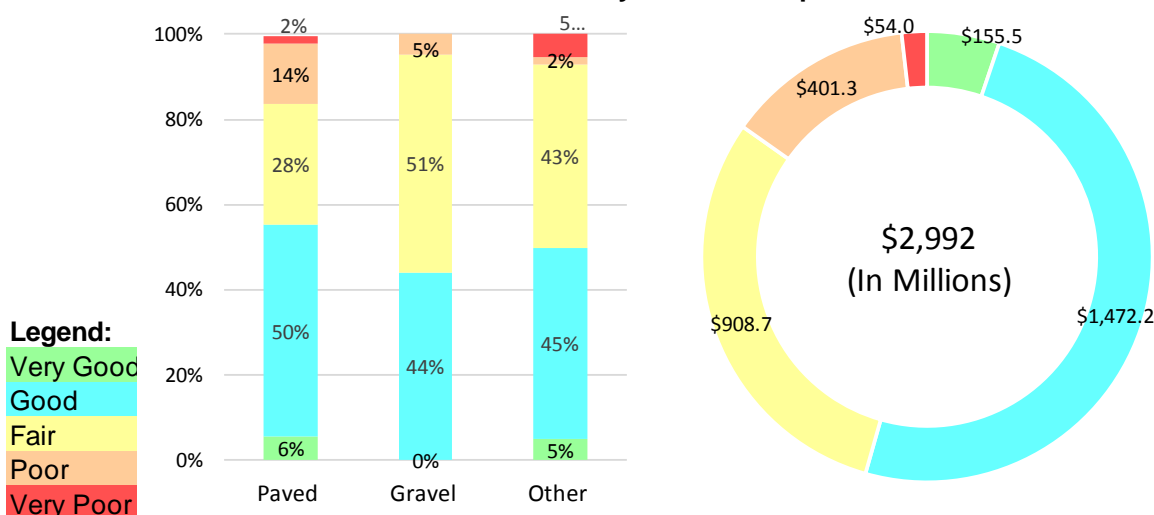
The City of Greater Sudbury road network strives for complete streets that accommodate multimodal transportations.

The City's road network transports people and goods safely and quickly. Roads are maintained to ensure safe and smooth transportation. One of the challenges facing the City is the need to balance competing needs between expanding the transportation network within the City's large geographic area and meeting the needs of existing and aging assets.

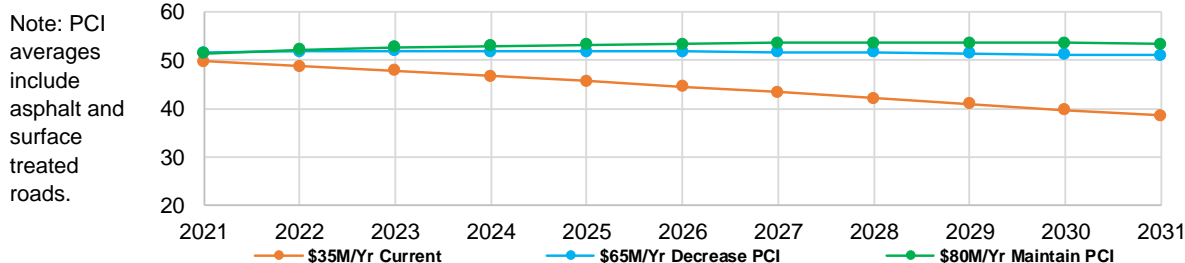
Overall, the assets in the road network are in **FAIR** condition.

Inventory: The City owns and operates a road network of 3,592 km of varying road classifications; namely arterial, collector and local. Other road inventory includes 441 km of sidewalk, 3,601 street light poles and 14,916 street light fixtures.

Condition of Inventory and Total Replacement Value



Road Network Pavement Condition Index and Investment Scenarios



Expenditure	
Historical Investment (5 Year Average)	\$35,000,000
Capital Funding Gap to Maintain PCI	\$45,000,000

The funding gap is the unfunded value of infrastructure renewal needs that require attention as of the current year.

Infrastructure Need	
Average Annual Reinvestment Need	\$80,000,000
Summer Maintenance Infrastructure Need	\$22,800,000

Data Confidence Rating	
C	Please refer to confidence rating provided in Methodology.

Roads and Transportation Network

Current Asset Level of Service

How is our infrastructure performing?

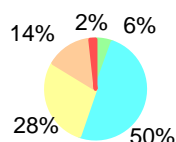
Current Performance

Plow Class 1 to 3 roads within 8 Hours	Plow Class 4 to 6 roads within 24 Hours	Clear snow from 80% of sidewalks within 24 Hours	Regulatory sign replacement 5% Annually
Remove winter sand within 9 Weeks	Pothole repair meets min. maint. standards 100%	Curb and sidewalk replacement 2.5% Annually	Road crossing culvert replacement 3% Annually

Legend:

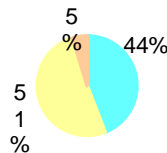
Very Good
Good
Fair
Poor
Very Poor

Paved Road

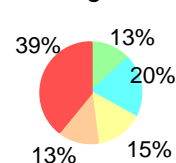


Condition by Asset Class Replacement Value

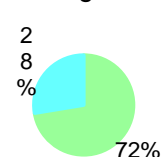
Gravel Road



Street Light Pole



Street Light Fixture



Street Lights Owned

Poles

3601

Street Light Fixtures

14916

The remainder of poles are owned by utilities.

Expected Service Life (Examples)

Paved Road 60 Years	Gravel Road 75 Years	LED Light Fixture 100,000 Hours	Concrete Light Pole 60 Years
Aluminum Light Pole 20 Years	Anodized Al Light Pole 25 Years	Steel Light Pole 10 Years	Treated Wood Pole 40 Years

Community Energy and Emission Plan (CEEP) Applicable Goals

Goal 8: Achieve 35% active mobility transportation mode share by 2050.

Current Performance

Sidewalk (km) 441	Bike Lane (lane km) 32	Bike Lane Multi-Use Path (lane km) 4
Cycle Tracks (lane km) 10	Street Light Fixtures Retrofitted to LED 14916 (100% of Inventory)	

All street lights operate on photocell technology to ensure optimal usage during dark hours only.

B+ Bridges and Large Culverts

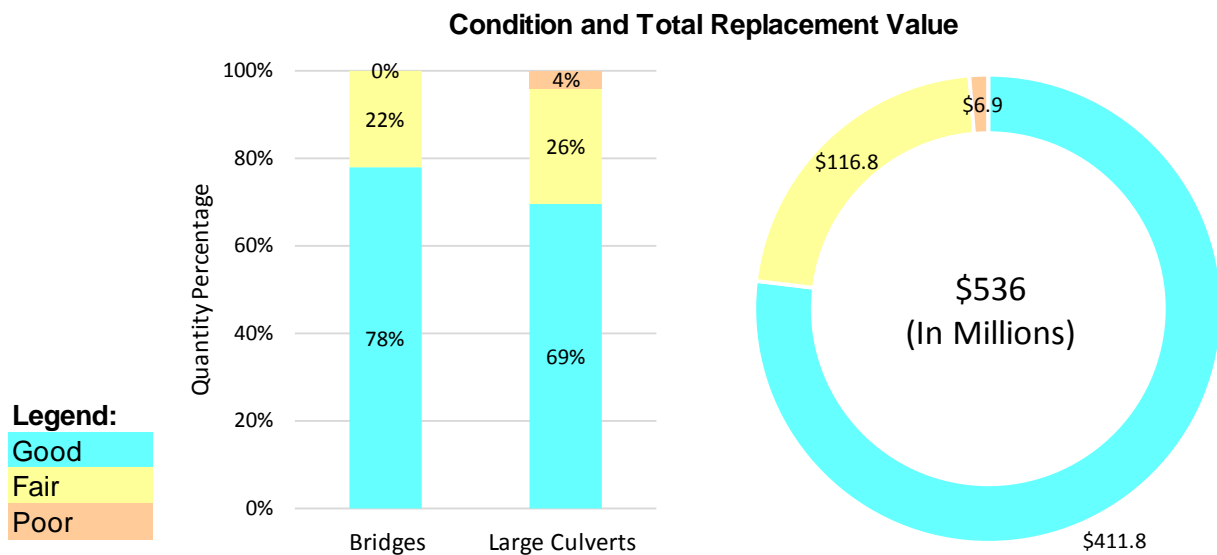
Good Condition
(77 out of 100)

The bridge and large culvert inventory supports the transportation and road network as well as storm water management. The inventory provides safe passage to vehicles, cyclists, and pedestrians. Each structure is inspected every two years as mandated by the Province of Ontario.

Any bridge or large culvert in the poor category is a high priority for reconstruction and/or renewal.

Overall, bridge and large culvert are in **GOOD** condition.

Inventory: The City owns 185 structures; 95 bridges and 98 large culverts. With some exceptions, a large culvert is generally characterized as a culvert with a span greater than 3 meters.



Bridge Condition Index and Quantity of Bridge and Culvert Inventory



Expenditure	
Historical Investment (5 Year Average)	\$7,500,000
Capital Funding Gap	\$0

The funding gap is the unfunded value of infrastructure renewal needs that require attention as of the current year.

Infrastructure Need	
Average Annual Reinvestment Need	\$6,900,000
Annual Maintenance Infrastructure Need	\$536,000

Data Confidence Rating	
A	Please refer to confidence rating provided in Methodology.

Bridges and Large Culverts

Current Asset Level of Service

How is our infrastructure performing?

Current Performance

Percentage of bridges with a BCI greater than or equal to 70 **78%**

Percentage of large culverts with a BCI greater than or equal to 70 **69%**

MTO Goal is to maintain **at least 80%** of structures with a BCI greater than or equal to 70

Structure Data

Structures with load restrictions 2 Each to be replaced in 2022	Structures with 1-lane dimensional restrictions 13 Dimensions are not inadequate	Structures with height restrictions* 2 CPR Subway and Brady Underpass	Single Span structures 130
Multi-span structures 55	Average age of structures 31.4 Years	Average age of bridges 42.8 Years	Average age of large culverts 25.4 Years

* The height of the CPR Subway on College Street is 3.8 m and the MTO height restriction on trucks is 4.15 m. The height of the Brady Street Underpass is 4.4 m; greater than the height restriction placed on trucks.

Structure Area in m²

Largest Structure 2381	Average Area 234	Total Area 43219	Area rate of renewal 0.83%
----------------------------------	----------------------------	----------------------------	--------------------------------------

The recommended area rate of renewal is 1.0%.

Community Energy and Emission Plan (CEEP) Applicable Goals

Goal 8: Achieve 35% active mobility transportation mode share by 2050.

Current Performance

Pedestrian Bridges

23

Pedestrian Culverts (Underpass)

5

B Water Treatment and Distribution

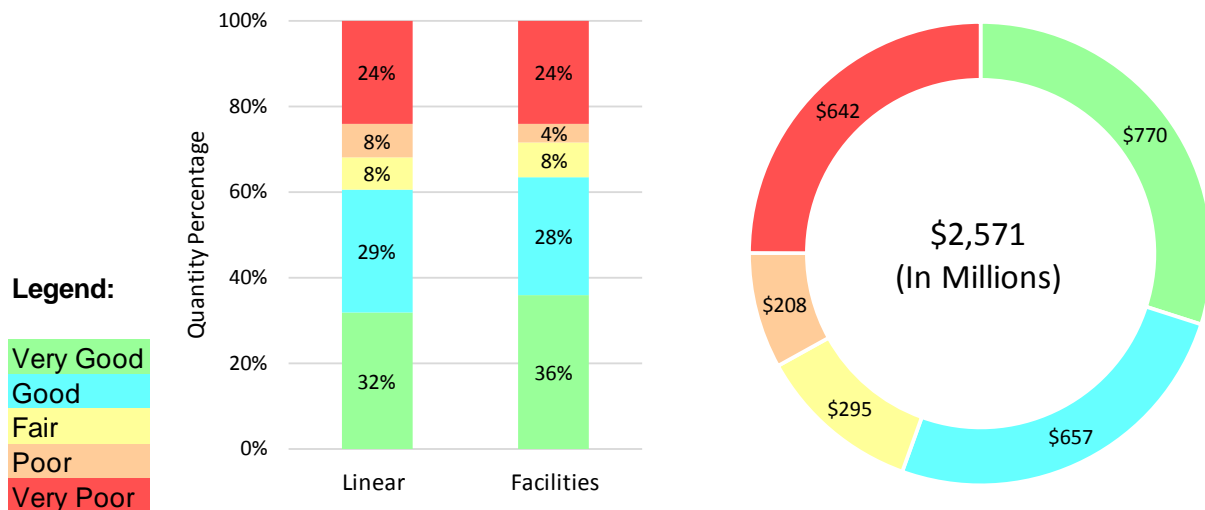
Fair to Good
Condition
(2.6 out of 5)

Water treatment and distribution encompasses all aspects of supply, treatment, and distribution of water from the source to a community tap. The City owns and operates the infrastructure to support six water supply systems.

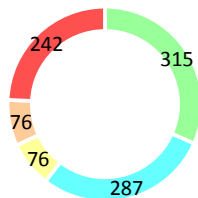
The water treatment and distribution infrastructure condition is based on a desktop study of infrastructure age and service life consumption. Overall, water treatment and distribution infrastructure is in **Fair to GOOD** condition. A new program of condition assessment is underway to determine the exact condition of the assets.

Inventory: The linear water infrastructure inventory consists of approximately 997km of water mains and appurtenances, including: 533 km of service connections, 8,950 system valves, 90 control valves, 5,699 hydrants, 6 meter stations, 2,792 valve chambers and 47,940 water meters. The vertical water infrastructure inventory consists of 57 water facilities including: 26 distribution facilities, 9 storage facilities, 2 treatment facilities and 20 water well facilities.

Condition and Total Replacement Value

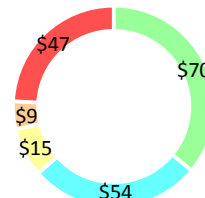


Linear Condition and Quantity



Facility Condition and Value

<30%
30 to <50%
50 to <75%
75 to 95%
>95%



Expenditure includes Wastewater	
Historical Investment (5 Year Average)	\$41,900,000
Capital Funding Gap	\$54,100,000

Infrastructure Need	
Average Annual Reinvestment Need	\$96,000,000
Annual Maintenance Infrastructure Need	\$3,000,000

Average annual reinvestment includes existing asset renewal and asset renewal driven by the W/WW Masterplan. Development projects with separate funding sources are not included. The Water and Wastewater Long-Range Financial Plan dated April 2019, defines the Council supported path to sustainability that is summarized in Section 2.7 of this plan.

Data Confidence Rating	
B & D (Linear & Facilities)	Confidence rating provided in Methodology.

Water Treatment and Distribution

Current Asset Level of Service

How is our infrastructure performing?

Current Performance							
Taste, odour, or colour complaints	370 / Year	Cleaning and swabbing small dia. watermain	10% of network /Year	Water main breaks	72 / Year	Valves inspected and operated	5410 / Year
Length of watermain tested for leakage	99.25 km	Ministry of Environment, Conservation and Parks	99.1% Inspection Score	Quantity of water service repairs	94 / Year	Volume of water treated and supplied	19,744,331 m ³
Condition by Asset Class							
Legend:	Watermain	Condition		Facility	Condition		
		Rating	Grade		Rating	Grade	
Very Good	Material			Type			
Good	PVC	1.5	A	Water Well	2.6	B	
Fair	Concrete	2.3	B+	Small Water System	1.4	A	
Poor	HDPE	1.1	A+	Booster Station	2.6	B	
Very Poor	Cured in Place	2	B+	Storage Facility	2.5	B	
	Steel	1.4	A	Treatment Plant	3	C+	
	Galvanized Pipe	4.7	D-	Small Treat Plant	2	B+	
	Copper	4.4	D	Pump Station	1.4	A	
	Cast Iron	4.2	D+	Pressure Control	1.1	A+	
	PE	4.4	D				
	AC Cement	3.7	C				
Expected Service Life (Examples)							
PVC Watermain	105 Years	Cast Iron Watermain	60 Years	Concrete Watermain	95 Years	HDPE Watermain	80 Years
Hydrants	60 Years	Maint. Hole & Chamber	70 Years	System Valve	40 Years	Service Connection	60 Years

Community Energy and Emission Plan (CEEP) Applicable Goals

Goal 5: Decrease energy usage in the potable water treatment and distribution system by up to 60% by 2050.

Current Performance

- Detailed energy studies have been completed for water treatment facilities and implementation of the recommendations are in progress. Recommendations include upgrades to energy consuming equipment. Efficiency has always been a top selection criteria for equipment. However, in many cases, equipment must also be sized up to accommodate required capacity.
- Implementation of 6 mobile district metered area sites to support water loss management.
- A water leak detection project is underway in the subdivision of Moonglo.
- A water efficiency strategy is under development for Greater Sudbury.
- A water transients project is underway to monitor for expected pressure within water systems.

Energy Consumption:	Electricity (kWh)	Natural Gas (m ³)
(Plants, Tanks, Wells, and Booster Stations)	10,280,000	71,800

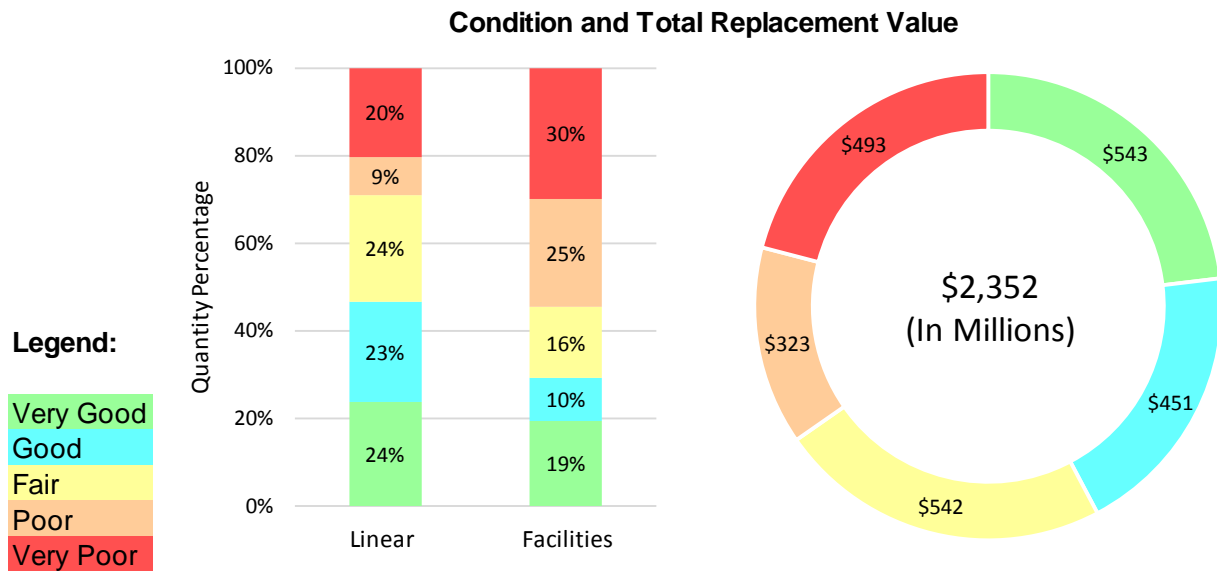
B- Wastewater Collection and Treatment

Wastewater collection refers to the infrastructure that conveys sewage from collection points to the sewage treatment plants.

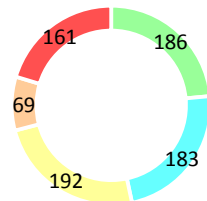
Condition The City owns and operates the infrastructure to support thirteen wastewater collection systems.
(2.9 out of 5)

Inventory: The linear wastewater infrastructure inventory consists of approximately 791 km of wastewater mains, 381 km of lateral connections, 70 control valves, 21 drop shafts and 11,726 maintenance holes. The vertical wastewater infrastructure inventory consists of 83 wastewater facilities including: 69 collection facilities and 14 treatment facilities.

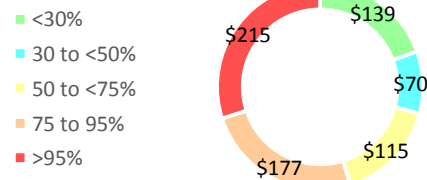
The wastewater collection and treatment infrastructure condition is based on a desktop study of infrastructure age and service life consumption. Overall, wastewater collection and treatment infrastructure is in **Fair to GOOD** condition. A new program of condition assessment is underway to determine the exact condition of the assets.



Linear Condition and Quantity



Facility Condition and Value



Expenditure	
Historical Investment (5 Year Average)	Included with Water
Capital Funding Gap	Included with Water

The funding gap is the unfunded value of infrastructure renewal needs that require attention as of the current year.

Infrastructure Need	
Average Annual Reinvestment Need	Included with Water
Annual Maintenance Infrastructure Need	\$1,700,000

Data Confidence Rating	
B & D (Linear & Facilities)	Confidence rating provided in Methodology.

Wastewater Collection and Treatment

Current Asset Level of Service

How is our infrastructure performing?

Current Performance

Number of City-side sewer backups 138 / Year	Gravity Sewer blockage resulting in a back up 7.1 /100 km / Year	Volume of wastewater treated 30,570,484 m ³	Number of sewage bypass events 12 / Year
Total number of reported overflows 7 / Year	Quantity of maintenance hole (MH) inspections 1188 / Year	Flushing and cleaning program 27% of network	Quantity of MH structure rehab 69 / Year

Condition by Asset Class

Legend:	Sanitary Sewer	Condition		Facility	Condition	
	Material	Rating	Grade	Type	Rating	Grade
Very Good	PVC	1.7	A-	Lift Stations	3.3	C+
Good	Concrete	2.3	B+	Wastewater Treatment Lagoons	4.8	D-
Fair	HDPE	1	A+	Wastewater Treatment Plants	3.9	C-
Poor	Steel	3.3	C+			
Very Poor	Cast Iron	3.7	C-			
	Polyethylene	1.2	A+			
	AC Cement	3.5	C			
	Vitrified Clay	3.8	C-			
	Ductile Iron	1.5	A			

Expected Service Life (Examples)

PVC Sewer 105 Years	AC Cement Sewer 55 Years	Concrete Sewer 90 Years	Cast Iron Sewer 60 Years
HDPE Sewer 80 Years	Steel Sewer 60 Years	Maintenance Hole 70 Years	Service Connection 60 Years

Community Energy and Emission Plan (CEEP) Applicable Goals

Goal 6: Achieve 90% solid waste diversion by 2050. An organics and biosolids anaerobic digestion facility is operational by 2030.

Current Performance

- Detailed energy studies have been completed for wastewater treatment facilities and implementation of the recommendations are in progress. Recommendations include upgrades to energy consuming equipment. Efficiency has always been a top selection criteria for equipment. However, in many cases, equipment must also be sized up to accommodate required capacity.
- I&I (Inflow and Infiltration) projects underway for Lively, Chelmsford, Azilda, and Flour Mill
- New subsidy created to disconnect storm water connections from sanitary sewers

Energy Consumption: Electricity (kWh) Natural Gas (m³)
(Plants and Lift Stations) **14,170,000** **295,600**

B Stormwater Management

Good Condition
(2.5 out of 5)

Stormwater Management is comprised of two main asset types: land drainage and stormwater management.

Land drainage infrastructure includes stormwater collection and conveyance assets such as ditches, municipal drains, catch basins, manholes and gravity mains.

Stormwater management infrastructure includes ponds and oil and grit separators to protect people, property and the environment.

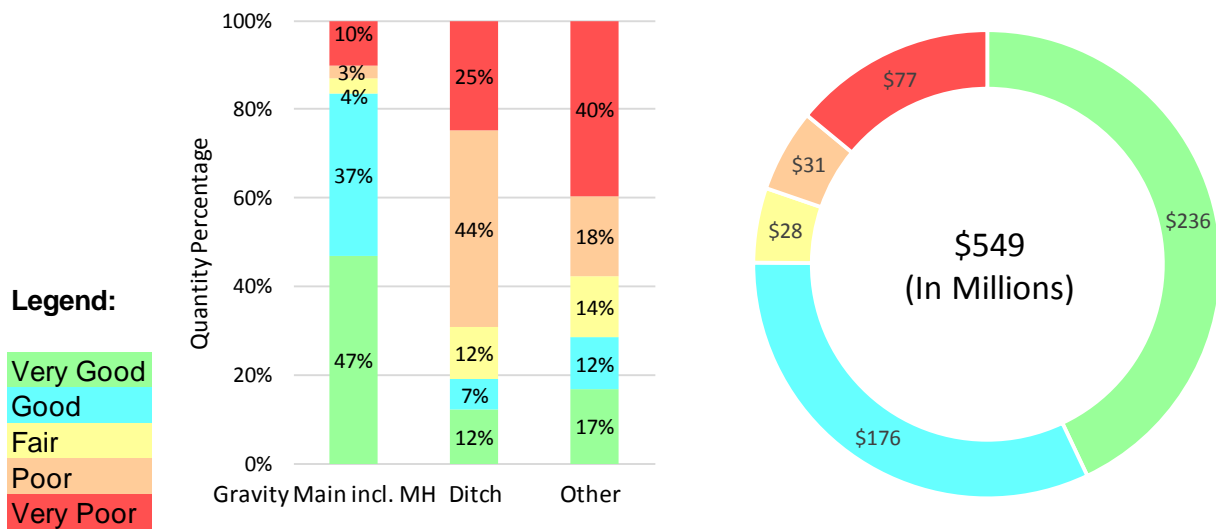
The City's geographic area ensures that the City must maintain a large stormwater management system.

Overall, stormwater management infrastructure is in **GOOD** condition.

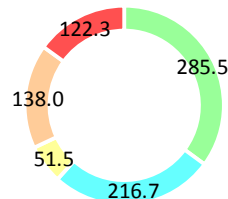
The stormwater system is relatively new and this is reflected in the condition. However, investment including additional maintenance is required to ensure the system continues to serve the community.

Inventory: The Stormwater Management System includes 537 km of stormwater gravity mains, 277 km of ditches (urban), 8,600 maintenance holes, 8,744 catch basins, 15 ponds and 24 oil and grit separators.

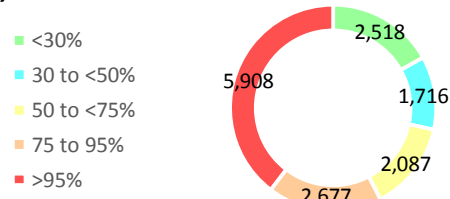
Condition and Total Replacement Value



Linear Condition and Quantity (km)



All Other Condition and Quantity (ea.)



Expenditure	
Historical Investment (5 Year Average)	\$2,500,000
Capital Funding Gap	\$1,600,000

The historical investment for Stormwater Management is contained within the Roads budget. The Drainage items in the Capital Budget are studies and new infrastructure.

Infrastructure Need	
Average Annual Reinvestment Need	\$4,100,000
Annual Maintenance Infrastructure Need	\$6,400,000

Data Confidence Rating	
C	Please refer to confidence rating provided in Methodology.

Stormwater Management

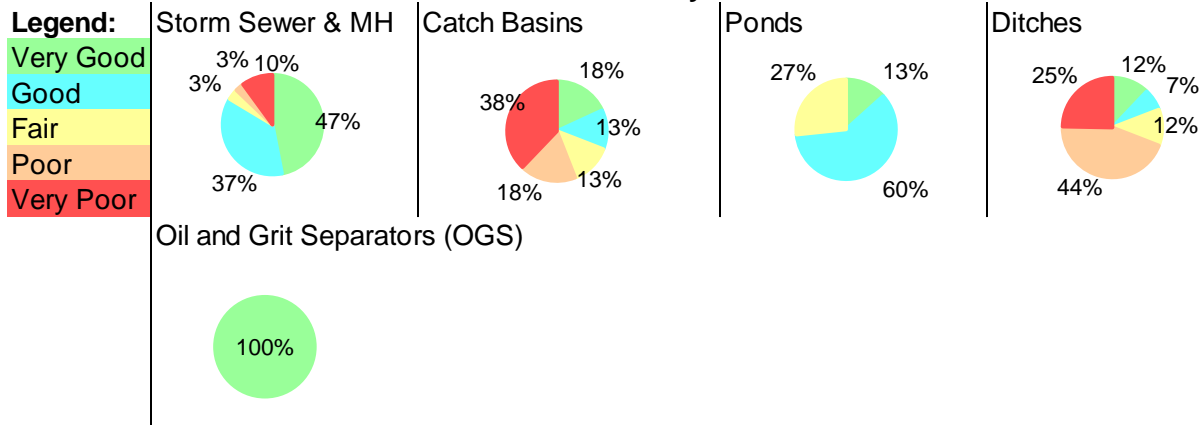
Current Asset Level of Service

How is our infrastructure performing?

Current Performance

Annual culvert cleaning 4% of inventory	Annual catch basin & manhole cleaning 20% of combined inventory	Annual inspection & cleaning of OGS 100% of OGS inventory	Spring cleanup street sweeping 100% Annually
Spring cleanup sidewalk sweeping 100% Annually	Storm sewer flushing and CCTV inspection 1% Annually	Roadside ditching urban 4% Annually	Roadside ditching rural 4% Annually

Condition by Asset Class



Expected Conservative Service Life (Examples)

HDPE Storm Sewer 80 Years	CSP Storm Sewer 30 Years	Concrete Sewer 90 Years	AC Sewer 55 Years
Catch Basin 70 Years	Oil and Grit Separators 50 Years	Maintenance Hole 70 Years	Ponds 25 Years

Community Energy and Emission Plan (CEEP) Applicable Goals

Goal 8: Achieve 35% active mobility transportation mode share by 2050.

Current Performance

Street Bike Lane Sweeping 100%	Spring Cleanup Sidewalk Sweeping 100%
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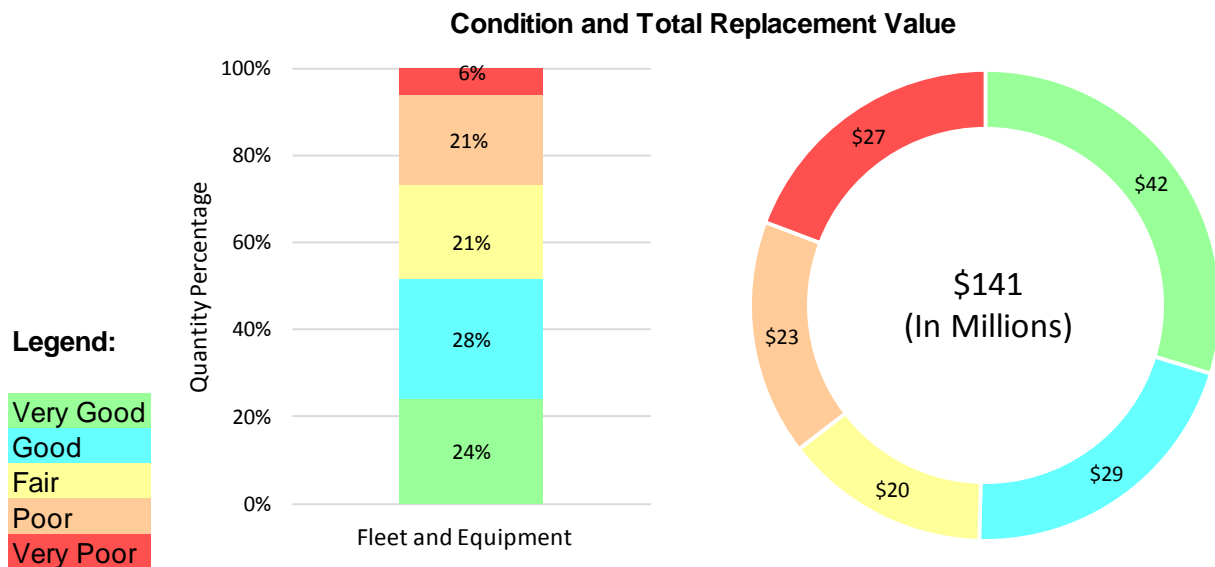
B- Fleet and Equipment

Good Condition
(60 out of 100)

Fleet and equipment includes assets that support services such as: employee transportation; the GOVA transit system; parks and recreation facility management; emergency services; and municipal road, sewer and water maintenance.

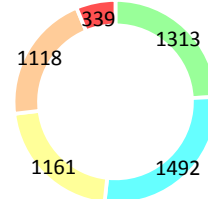
Furthermore, fleet and equipment includes: fuel and oil supply and fill station infrastructure. Overall, Fleet and Equipment infrastructure is in **GOOD** condition.

Inventory: The City owns a fleet of 570 vehicles, 4,738 pieces of equipment and 115 bus shelters. The inventory includes: heavy, medium and light duty vehicles, ambulances, fire trucks, GOVA bus, heavy equipment, municipal tractors and light diesel equipment, paramedic equipment, fire equipment, bus stop shelters, park maintenance equipment and various operating equipment



Condition and Quantity

- 80 to 100
- 60 to 79
- 40 to 59
- 20 to 39
- 0 to 19



Expenditure	
Historical Investment (5 Year Average)	\$8,000,000
Capital Funding Gap	\$2,600,000

The funding gap is the unfunded value of infrastructure renewal needs that require attention as of the current year.

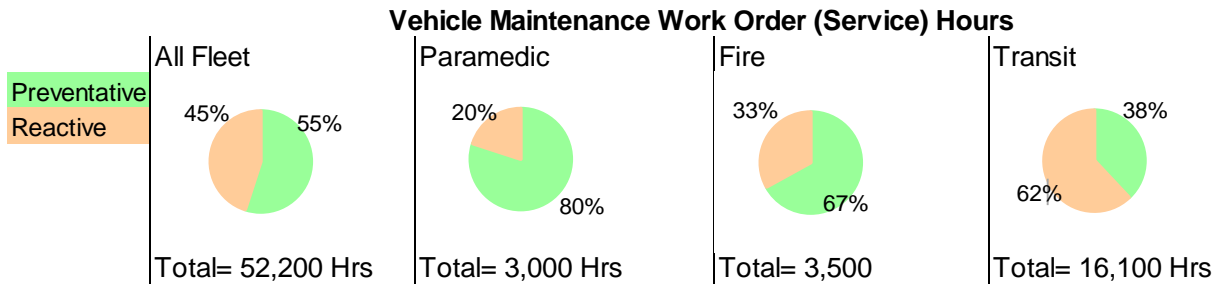
Infrastructure Need	
Average Annual Reinvestment Need	\$10,600,000
Annual Maintenance Infrastructure Need	\$12,700,000

Data Confidence Rating	
B	Please refer to confidence rating provided in Methodology.

Fleet and Equipment

Current Asset Level of Service

How is our infrastructure performing?



Total Annual Mileage

All Fleet	Paramedic	Fire	Transit
≈11,700,000 kms	≈1,400,000 kms	≈1,300,000 kms	≈3,700,000 kms

Average Annual Engine Hours

Municipal Tractors and Light Diesel	Heavy Equipment
381 Hours	621 Hours

Expected Service Life (Examples)

Light Duty Vehicle	Medium Duty Vehicle	Snowplow	Solid Waste Packer
10 Years	10 years	10 Years	10 Years
Ambulance	Fire Truck	Transit Bus	Transit Shelter
7 Years	20 years	15 Years	15 Years
Municipal Tractor	Heavy Equipment	Difibrillators	Power Stretcher
12 Years	15 years	7 Years	6 Years
Structural Hose	Fire Bunker Gear	Zero-Turn Mower	Ice Edger
20 Years	10 Years	15 Years	20 Years

Community Energy and Emission Plan (CEEP) Applicable Goals

Goal 7: Enhance Transit Service to increase transit mode share to 25% by 2050

Goal 9: Electrify 100% of transit and City fleet (vehicles) by 2035

Current Performance

# of Hybrid Vehicles	# of Electric Vehicles	Electric Vehicle Penetration-Light Duty
31	11	5%

GOVA Ridership	GOVA Service Hours	Fuel Consumption (litres/year)
4,605,502	>181k/yr	4,570,000
(Pre-COVID)		

As mandated within the CEEP, Greater Sudbury will begin to electrify its fleet in the coming years. Electric vehicle charging stations will be installed as required as part of the fleet electrification.

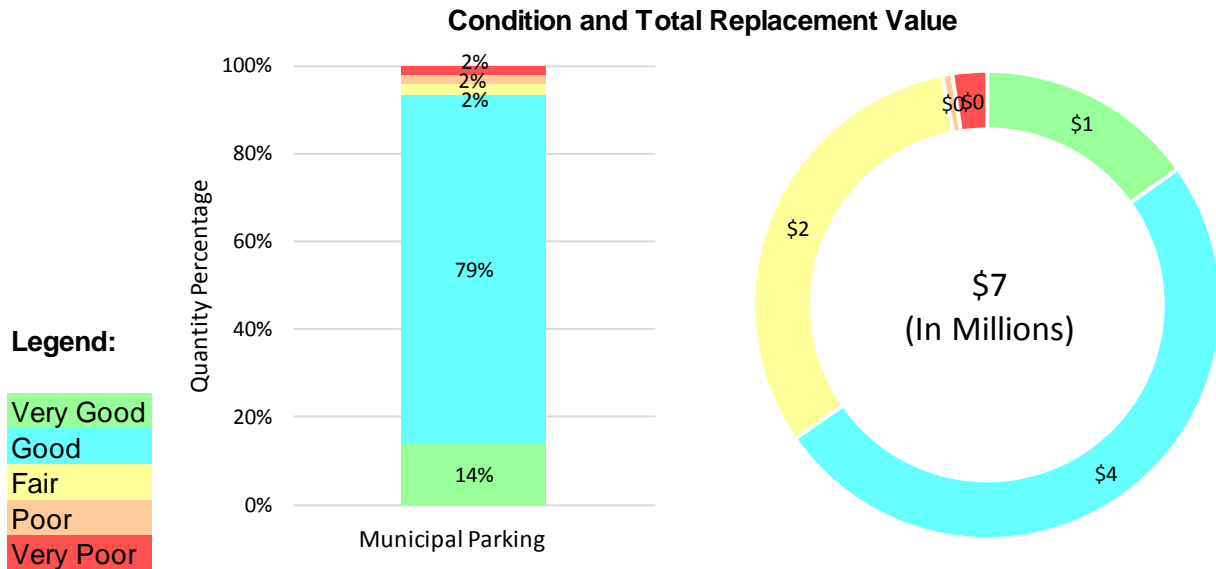
B Municipal Parking

Good Condition
(67 out of 100)

The City of Greater Sudbury recognizes the need to ensure that downtown land uses remain supported by an effective transportation infrastructure network. The Downtown Master Plan anticipates that the planned intensification of the downtown will be supported through incremental investments in active transportation infrastructure and parking.

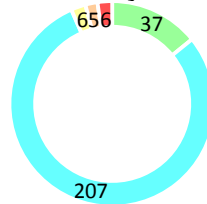
The downtown parking system provides two types of parking opportunities, permit and pay parking. Permit parking allows users to purchase monthly passes, while pay parking allows users to purchase parking time on demand on an hourly or shorter period. Overall, the municipal parking infrastructure is in **GOOD** condition.

Inventory: The City owns 13 municipal parking lots. Of the 13 municipal parking lots, 10 are paved and 3 are gravel. Other parking inventory includes: 230 meters, pay machines, kiosks and ticketing equipment, light standards and signs.



Condition and Quantity

- 80 to 100
- 60 to 79
- 40 to 59
- 20 to 39
- 0 to 19



Expenditure	
Historical Investment (5 Year Average)	\$107,000
Capital Funding Gap	\$0

The average annual reinvestment need is elevated when compared to the 5-year historical investment. However, existing parking revenue will permit additional expenditure as required.

Infrastructure Need	
Average Annual Reinvestment Need	\$195,000
Annual Maintenance Infrastructure Need	\$110,000

Data Confidence Rating	
B	Please refer to confidence rating provided in Methodology.

Municipal Parking

Current Asset Level of Service

How is our infrastructure performing?

Current Performance			
Quantity of on-street spaces 438 Spaces	Quantity of spaces in municipal lots 1769 Spaces	Quantity of Lots with illumination 9 Lots	Average hourly rate for on-street parking \$1.30 /hour (2019)
Parking tickets per 100k population 10949 /100k (2019)	Parking revenue per space managed (2019) \$1,238.27	Operating Cost per space managed \$657 /space (2019)	Revenue to cost ratio for spaces managed 1.88 (2019)
Expected Service Life (Examples)			
Paved Lot <u>60 Years</u>	Gravel Lot <u>60 Years</u>	LED Light Fixture <u>100,000 Hours</u>	Light Pole <u>40 Years</u>
Parking Meters <u>20 Years</u>	Parking Ticket System <u>5 Years</u>	Pay Machines <u>10 Years</u>	Light pole ESL will be monitored. Lot poles are not exposed to the same quantity of salts as on-street light poles.

Community Energy and Emission Plan (CEEP) Applicable Goals

Goal 8: Achieve 35% active mobility transportation mode share by 2050.

Current Performance

- All municipal parking lots and spaces are located in or around the downtown core.
- Parking in the municipal lots on the downtown perimeter are lower cost than parking within the downtown core. All parking lots are connected to the downtown by sidewalk promoting walking into the downtown area.
- Solar Panels are installed with all new pay-by-plate technology.
- All new or retrofitted lighting fixtures receive LED lights and photocell technology to ensure optimal usage during dark hours only.

C+

Fair
Condition

(12.5 out of 100)

Bldgs. & Facilities

A well-maintained building and facility portfolio promotes economic vitality and a positive image. Investing in a measurable approach in the preventative maintenance of building(s) will ensure the continued economic and social vitality of the city.

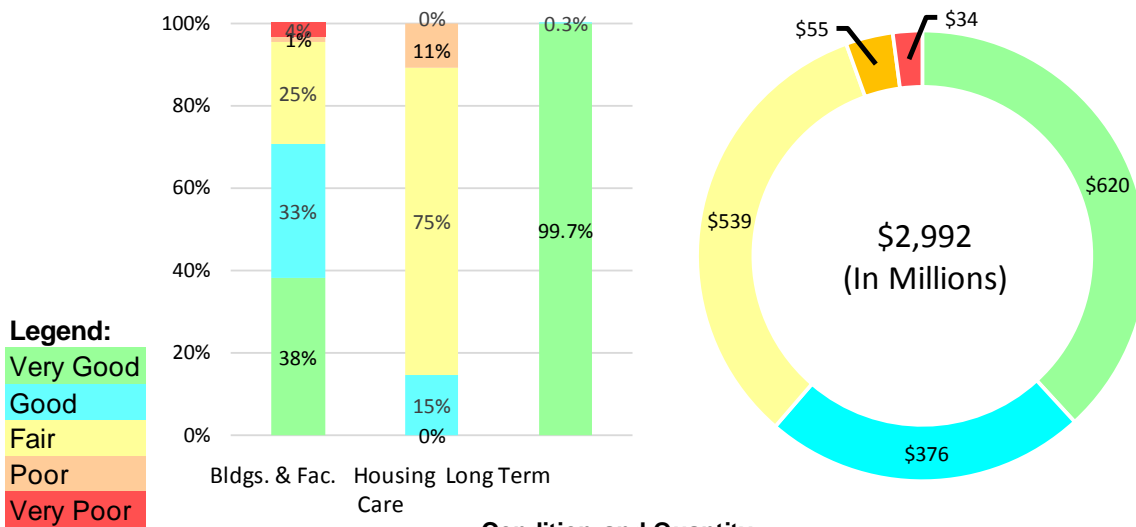
The City of Greater Sudbury strives for complete preventative work schedules to ensure that the assets are kept in a state of good repair.

The City of Greater Sudbury owns a building inventory consisting of 399 buildings and facilities and 237 residential housing facilities, that equates to over 5,000,000 square feet. The building inventory is managed across several areas including Assets and Fleet Services, Cemetery Services, Emergency Services, Environmental Services Solid Waste, Leisure Services, Library and Heritage Services, Long-Term Care as well as Sudbury Housing Operations.

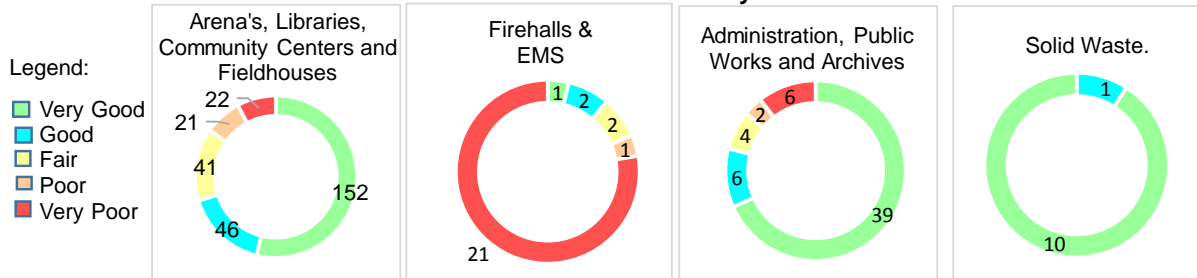
The City's building and Facility portfolio's main purpose is to provide safe and reliable spaces for the services that the community expects and to provide safe, expected levels of service, and are maintained to ensure safe and optimal use. Overall, the assets in the Buildings and Facilities portfolio are in **FAIR** condition.

Inventory:

Condition of Inventory and Total Replacement Value



Condition and Quantity



Expenditure	
Historical Investment (5 Year Average)	\$10,048,682
Capital Funding Gap to Maintain PCI	In Progress

The funding gap is the unfunded value of infrastructure renewal needs that require attention as of the current year.

Infrastructure Need	
Average Annual Reinvestment Need	In Progress
Summer Maintenance Infrastructure Need	In Progress

Data Confidence Rating	
C	Please refer to confidence rating provided in Methodology.

Building and Facilities Network

Current Asset Level of Service

How is our infrastructure performing?

<u>Building Size/Footprint (sq.ft)</u>			
	Buildings & Facilities	Housing Operations	Long Term Care
In Millions	3.14	1.66	0.323
			5.13

<u>Building Inventory</u>			
	Buildings & Facilities	Housing Operations	Long Term Care
	399	237	9
			645

<u>Building Condition Assessments</u>	
percentage of assets with completed Condition Assessments	BCA Intervals
80%	5 years

Community Energy and Emission Plan (CEEP) Applicable Goals

- Goal 2:** Periodically increase the energy efficiency of new buildings until all new buildings in 2030 onward are Passive House energy efficiency compliant.
- Goal 3:** The existing building stock is retrofit for 50% increased energy efficiency by 2040 and large buildings are routinely commissioned
- Goal 4:** Achieve net-zero emissions in City buildings by 2040
- Goal 14:** Install net-metered solar photovoltaic (PV) systems on 90% of new buildings and 80% of existing buildings, supplying 50% of their electric load

Current Performance

Notable climate efforts in Greater Sudbury include:

- A 5 MW district energy cogeneration system was installed, jointly by the City, providing heating, cooling and electricity to some downtown buildings.
- approx. 500 kilowatt of solar rooftop projects were installed on City buildings
- All new roof replacement/refurbishments do so with increase R-values to provide energy efficient heating and cooling
- All new or retrofitted lighting fixtures receive LED lights, when and where possible

B

Good
Condition
(64 out of 100)

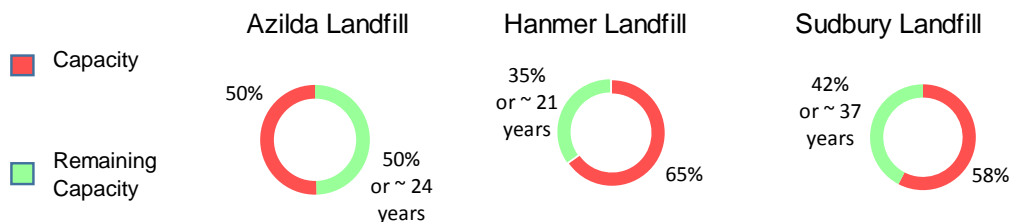
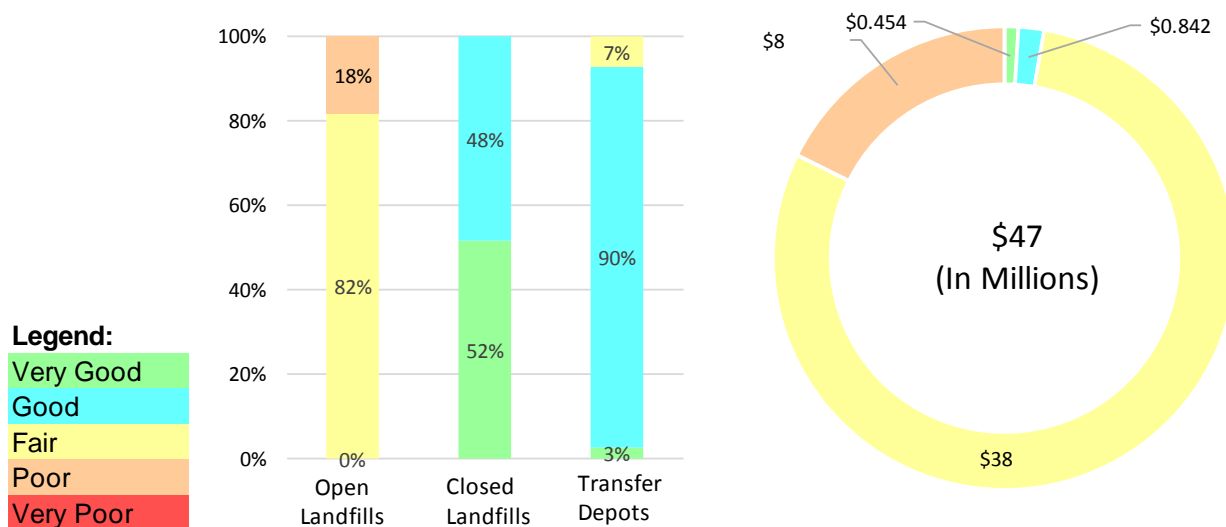
Solid Waste

The City of Greater Sudbury's primary goal for solid waste management/environmental services is reducing and eliminating adverse impacts of waste materials on human health and the environment to support economic development and superior quality of life. Environmental services are responsible for three areas: Collection and recycling, Waste processing and disposal, and solid waste support services.

Environmental Services Division is committed to implementing projects, programs, and processes that promotes the 3R's and that extends the lifespan of our assets, meeting the current needs and challenges while anticipating the needs and challenges of the future. Overall, the assets in the Solid Waste network are in **GOOD** condition.

Inventory: The City of Greater Sudbury owns and operates three active landfill sites, two closed landfill sites and one small vehicle transfer station.

Condition of Inventory and Total Replacement Value



Expenditure	
Historical Investment (5 Year Average)	\$895,183
Capital Funding Gap	In Progress

The funding gap is the unfunded value of infrastructure renewal needs that require attention as of the current year.

Infrastructure Need	
Average Annual Reinvestment Need	In Progress
Maintenance Infrastructure Need	In Progress

Data Confidence Rating	
C	Please refer to confidence rating provided in Methodology.

Solid Waste Network

Current Asset Level of Service

How is our infrastructure performing?

Annually	Solid Waste Management			
	33,795	5,827	15,108	362
	tonnes of collection of waste and litter	# of Toxic Taxi Pick-ups	processed tonnes at Recycling Centre	tonnes of hazardous waste handled

Maintain and Operate processing and handling facilities with capacities for approx. 100,000 tonnes of waste annually using:

13	1	1	1
# of residential transfer depots	# of small vehicle transfer station	# of Recycling Centres	# of Household Hazardous Waste Depots

Maintain/Operate residual disposal of waste with reserve capacity of approx. 6 million tonnes, est. service life of 60-84 yrs. Utilizing:

3

of landfill sites, 6 days per week

Community Energy and Emission Plan (CEEP) Applicable Goals

CEEP Goal #18: Increase the reforestation efforts of the Regreening Program

Current Performance

- Greater Sudbury Utilities' 1.5 MW Landfill Gas Generation System was completed. It converts landfill methane into electricity, powering the equivalent of over a thousand homes.
- Leaf and yard waste diverted and supplied to Vale to be used for tailings remediation, contributing to the regreening efforts and carbon sequestration.
- With the recent change to waste collection biweekly, the CGS has noticed the decrease in garbage and the increase in organics, diverting inorganics to the landfill.

C Parks and Recreation

Fair
Condition
(43 out of 100)

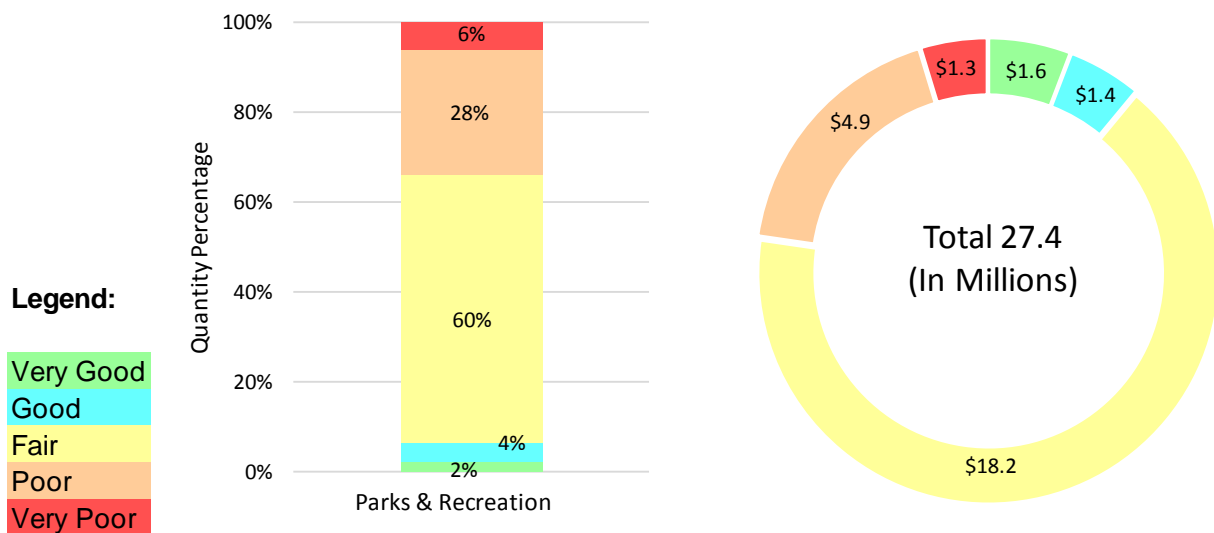
Parks and Recreation includes all municipal parks, playgrounds, beaches, tot lots, splash pads, trails, ski hills, planters, sporting field and courts enjoyed by community members across the City of Greater Sudbury. Leisure and Parks Services mission is to provide parks, open spaces and leisure programs and facilities that contribute to the social, cultural

and economic well-being of residents and enhance overall quality of life. To achieve this goal Parks maintains its necessary infrastructure assets to achieve uninterrupted service levels as defined within the Parks, Recreation and Culture Asset Management Plan.

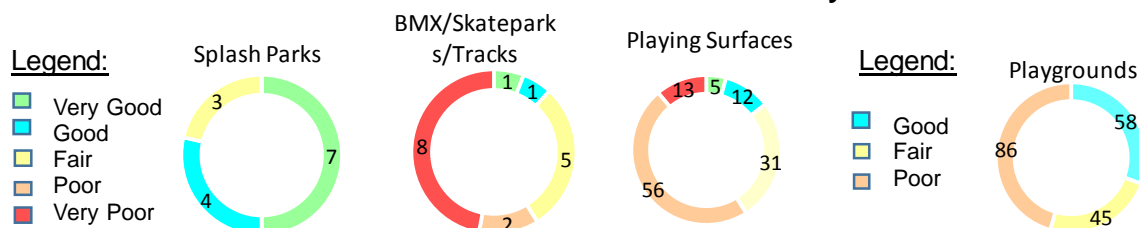
Overall, Parks and Recreation infrastructure is in **FAIR** condition.

Inventory: The city owns a total of 417 assets that make up Parks and Recreation; these include basketball courts, BMX track, boat launches, bocce courts, running tracks, outdoor rinks, dog parks, playgrounds, skate parks, soccer/football fields, softball/baseball diamonds, splash parks, tennis courts, trails, and volleyball courts.

Condition and Total Replacement Value



Condition and Quantity



Expenditure	
Historical Investment (5 Year Average)	\$1,832,971
Capital Funding Gap	TBD

The funding gap is the unfunded value of infrastructure renewal needs that require attention as of the current year.

Infrastructure Need	
Average Annual Reinvestment Need	TBD
Annual Maintenance Infrastructure Need	TBD

Data Confidence Rating	
C	Please refer to confidence rating provided in Methodology.

Parks and Recreation

Current Asset Level of Service

How is our infrastructure performing?

To guide the development of a parks system, the City will use the following active parkland targets:

	Parkland	Neighbourhood Parks	Community Parks	Regional Parks
Asset Level of Service per 100,000 population	866.87 ha	2.3 ha	1.3 ha	3.6 ha
	Trails	Premier Sports Field	Playground Sites	Outdoor Rinks
Asset Level of Service per 100,000 population	1.1 km	1.85	117.28	34.7

Community Energy and Emission Plan (CEEP)

Appendix 1: Public Charging Stations Strategy

Phase 1: “Create Visibility, Generate Demand” Strategy: Increase public infrastructure, and concentrate charging stations in high density population areas. Making charging available and visible is a primary EV encouragement approach for the City. Priority areas for charging stations include: City public facilities; **Recreation facilities**; Libraries; Retail hubs; Employment hubs; Hospitals; and High-visibility curbside locations.

Current Performance

of EV charging Stations at Parks and Recreation Sites

0

Greater Sudbury has 14 arenas, 5 pools, playfields and rinks. Most facilities have upgraded lighting (LED) and arenas have low-emission roofs. One community arena has a 245kW solar PV array. Building condition assessments determine energy efficiency needs - every 5 years. There is a need to develop more of an organizational culture about energy efficiency - need energy champions, real-time data for facilities