



# Finance and Administration Committee Agenda

**Tuesday, April 22, 2025**

**Tom Davies Square**

**Councillor McIntosh, 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.	<b>Call to Order</b>	
2.	<b>Roll Call</b>	
3.	<b>Closed Session</b> Resolution to move to Closed Session to deal with one Information Supplied in Confidence (Competitive Position/Negotiations) item regarding MBNCanada and one Labour Relations or Employee Negotiations item regarding non-union staff in accordance with the Municipal Act, 2001, par. 239(2)(d) and (i).	
4.	<b>Recess</b>	
5.	<b>Open Session</b>	
6.	<b>Roll Call</b>	
7.	<b>Declarations of Pecuniary Interest and the General Nature Thereof</b>	
8.	<b>Matters Arising from the Closed Session</b> At this point in the meeting, the Chair of the Closed Session, will rise and report. The Committee will then consider any resolution(s) emanating from the Closed Session.	
9.	<b>Presentations</b>	
9.1	<b>Water Wastewater Long Range Financial Plan</b> This report and presentation provides a recommendation regarding the Water and Wastewater Long Range Financial Plan that must be updated to comply with Ontario Regulation 453/07. BMA Management Consulting Inc. (BMA) was engaged to perform that update and Jim Bruzzese President of BMA will present the Plan to the Finance and Administration Committee.	5
10.	<b>Managers' Reports</b>	
10.1	<b>Non-Union Salary Administration Policy</b> This report provides a recommendation regarding the Non-Union Salary Administration Policy as directed by resolution FA2024-25.	55
10.2	<b>Strategic Core Areas Community Improvement Plan Review</b> This report provides a recommendation regarding proposed changes to programs and areas of applicability in the proposed Greater Sudbury Community Improvement Plan.	65
10.3	<b>2025 Property Tax Policy</b> This report provides recommendations regarding tax policy choices that will be used in determining final tax bills for 2025.	120
11.	<b>Referred &amp; Deferred Matters</b>	

11.1	<b>Jack Nicholas Business and Innovation Subdivision Street ‘C’ Cost Sharing and Development Charge Credit Applications</b>	129
	This report provides recommendations regarding applications by Kingsway Employment District Inc. for Cost Sharing and Development Charge Credits for the construction of Street “C” within the Jack Nicholas Business and Innovation Subdivision (Kingsway Employment District) from Kingsway Boulevard to the north limit of the subdivision property.	
12.	<b>Members' Motions</b>	
12.1	<b>Request for Review of Policy on Development Cost Sharing</b>	
	As presented by Councillors Labbée and Signoretti:	
	WHEREAS the Policy on Development Cost Sharing was adopted by City Council in July of 2016;	
	AND WHEREAS the Policy indicates “that this document will be reviewed on a regular basis by the City and the Development Community to gauge its applicability and effectiveness”, but it has not been reviewed since its implementation in 2016;	
	AND WHEREAS the policy does not contain eligibility criteria for developers applying for cost sharing agreements;	
	AND WHEREAS new and existing developers in Greater Sudbury would benefit from the opportunity to engage on the policy;	
	THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs that staff initiate a review of the Policy on Development Cost Sharing, in consultation with the Development Community, and present a report to Council by the end of the first quarter of 2026, including options to establish eligibility criteria for applicants, such as being in good standing with regard to all property taxes and all contractual obligations with the City of Greater Sudbury;	
	AND BE IT FURTHER RESOLVED that the current policy be immediately amended to provide that no cost sharing funds be disbursed by the City to applicants, where applicants owe any amounts to the City, including but not limited to property tax arrears.	
13.	<b>Correspondence for Information Only</b>	
13.1	<b>Development Charges – July 2025 to June 2026</b>	142
	This report provides information regarding indexation changes to Development Charges (DC) that will be effective July 1, 2025 in accordance with By-Law 2024-105 to 2024-110.	
13.2	<b>2024 Contract Award Report</b>	146

This report provides the information regarding Contract Awards \$250,000 or greater awarded from January 1, 2024, to December 31, 2024, including previously omitted Contract Awards from past reporting periods.

**13.3 Service Performance Benchmarking**

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This report provides information regarding the City's municipal benchmarking efforts, through participation in the Municipal Benchmarking Network Canada and the World Council on City Data.

- 14. Addendum
- 15. Civic Petitions
- 16. Question Period
- 17. Adjournment



## Water Wastewater Long Range Financial Plan

Presented To:	Finance and Administration Committee
Meeting Date:	April 22, 2025
Type:	Presentations
Prepared by:	Carlee Parisotto Corporate Services
Recommended by:	General Manager of Corporate Services

## Report Summary

This report and presentation provides a recommendation regarding the Water and Wastewater Long Range Financial Plan that must be updated to comply with Ontario Regulation 453/07. BMA Management Consulting Inc. (BMA) was engaged to perform that update and Jim Bruzzese President of BMA will present the Plan to the Finance and Administration Committee.

## Resolution

THAT the City of Greater Sudbury approves the Water and Wastewater Long Range Financial Plan in compliance with Ontario Regulation 453/07, as outlined in the report entitled “Water Wastewater Long Range Financial Plan”, from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on April 22, 2025; which indicates that the City of Greater Sudbury drinking water and wastewater system is financially viable;

AND THAT staff submit the Water and Wastewater Long-Range Financial Plan to the Province;

AND THAT staff be directed to incorporate the recommended Plan and annual rate increase of 6% into the 2026-2027 Budget.

## Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report refers to the sustainable infrastructure priority of the Corporate Strategic Plan.

## Financial Implications

If approved, recommendations within this plan will form part of the 2026 and 2027 annual budget for water and wastewater subject to Council approval during budget deliberations. The Plan provides the City with a realistic and informed view of the Water and Wastewater operating and capital expenditures needed over time to maintain the integrity and health of its physical infrastructure and to accommodate growth and new environmental standards. The setting of rates and amount of capital budgets for Water and Wastewater will be subject to Council's review and approval during the budget process.

## Background

In 2011, Council endorsed a 10-year Financial Plan for Water and Wastewater as financially viable and approved that plan in compliance with Ontario Regulation 453/07. That Plan covered the period 2012-2021 and recommended annual rate increases of 7.4% to achieve sustainability. That rate was subject to Council approval during budget deliberations. Council approved a 7.4% increase in each of the four years 2016 through 2019.

In 2019, the Plan was updated so that the timeframe of the Plan covered a minimum six-year period commencing in the year in which the existing municipal drinking water licence expires. At that time the City's licences were set to expire in 2020, so the Plan, at a minimum, had to be updated to cover the period ending 2026. The update was prepared with a 10-year timeframe. During 2019 Budget deliberations, the Finance and Administration Committee requested that options for 15, 20 and 25 years be prepared as well. BMA Management Consulting Inc. was engaged to update the Plan and the recommended timeframe for the Plan was 20 years covering 2020 through 2039 with an annual rate increase of 4.8%. This was to achieve sustainability but also deemed to be affordable to the water users. That rate increase has been approved in the budget years for the years 2020 through 2025.

The Auditor General performed audits of Wastewater Treatment (Nov 24th, 2020) and Water Treatment (May 18th, 2021). In both cases it was recommended that the City update its Water Wastewater Financial Plan. Although the Plan does not require updating as the 20-year timeframe covers the current drinking water licences of 2024 through 2029, staff agree with the Auditor General that it is appropriate to update the Plan sooner than later.

In addition to incorporating recommendations from the latest Asset Management Plan, this update recognizes several large water projects that have been identified during recent Budget deliberations. These include, but are not limited to, the Wanapitei Trunk Watermain Upgrade and Garson Water Servicing. While these projects serve as key examples, it is important to highlight that numerous other upgrades, as outlined in the Water and Wastewater Master Plan and the updated Asset Management Plan, contribute to ongoing financial pressures on the capital plan. Collectively, these documents stress the significant strain on the budget. It is also worth noting that inflation has exceeded the rate increase on multiple occasions over the past five years. With substantial increases in operating costs, our capacity for capital funding has been further compromised.

BMA Consulting Inc. has been retained to update the Plan and will be presenting their findings to Committee at the April 22, 2025, meeting.

## Summary

The recommended timeframe of the Water Wastewater Long Range Financial Plan update is 15 years for the period 2026 through 2041 with an annual overall rate increase of 6.0% each year during that period.

## Resources Cited

Ontario Regulation 453/07  
<https://www.ontario.ca/laws/regulation/R07453>

2019 Financial Plan for Water and Wastewater  
<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=2998>

Auditor General audits of Wastewater Treatment  
<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=38527>

Auditor General audits of Water Treatment

<https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=40073>

# Water and Wastewater Long-Range Financial Plan

In Accordance with O.Reg. 453/07

**City of Greater Sudbury**

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***Introduction - Water and Wastewater Financial Plan***



### ***Purpose of Financial Plan***

BMA Management Consulting Inc. was engaged by the City of Greater Sudbury to assist in the preparation of a Financial Plan for its water and wastewater systems.

The development of a water Financial Plan is a requirement of the Safe Drinking Water Act, 2002 (SDWA) to renew a Municipal Drinking Water Licence. Municipal Drinking Water licences must be renewed every five years. The Act requires that the Financial Plan be prepared in accordance with the prescribed requirements in the Financial Plans Regulation (O. Reg 453/07). The City also developed a Financial Plan for its wastewater operations to ensure sustainability of the system although this is not required for regulatory purposes.

The purpose of this report is to propose a financially viable multi-year Financial Plan for the Water and Wastewater operations as required by Regulation (O. Reg. 453/07).

### ***Review of Regulatory Requirements***

Financial Plan provisions set out in the Financial Plans Regulation that must be met include:

- Financial plans must be approved by Council resolution indicating that the drinking water system is financially viable;

- Financial plans must include detail regarding proposed or projected financial operations itemized by total revenues, total expenses, annual surplus/deficit and accumulated surplus/deficit (i.e. the components of a “Statement of Operations” as per Public Sector Accounting Board (PSAB) for each year in which the Financial Plans apply;
- Financial Plans must include a statement that the financial impacts have been considered and apply for a minimum six-year period;
- Financial Plans are to be made available to the public upon request and at no charge;
- If a website is maintained, Financial Plans are to be made available to the public through publication on the Internet at no charge;
- Notice of the availability of the Financial Plans is to be given to the public; and
- Financial Plans must be given to Ministry of Municipal Affairs and Housing.

### ***Sustainable Financial Planning***

The Ministry of the Environment, Conservation and Parks released a guideline (“Towards Financially Sustainable Drinking-Water and Wastewater Systems”) that outlines suggested principles for Water and Wastewater and provides possible approaches to achieving sustainability. The Province’s Principles of Financially Sustainable Water and Wastewater Services are provided below:

- **Principle #1:** Ongoing public engagement and transparency can build support for, and confidence in, Financial Plans and the system(s) to which they relate.
- **Principle #2:** An integrated approach to planning among Water, Wastewater, and Storm Water systems is desirable given the inherent relationship among these services.
- **Principle #3:** Revenues collected for the provision of Water and Wastewater services should ultimately be used to meet the needs of those services.
- **Principle #4:** Life-cycle planning with mid-course corrections is preferable to planning over the short-term, or not planning at all.
- **Principle #5:** An asset management plan is a key input to the development of a Financial Plan.
- **Principle #6:** A sustainable level of revenue allows for reliable service that meets or exceeds environmental protection standards, while providing sufficient resources for future rehabilitation and replacement needs.
- **Principle #7:** Ensuring users pay for the services they are provided leads to equitable outcomes and can improve conservation. In general, metering and the use of rates can help ensure users pay for services received.
- **Principle #8:** Financial Plans are “living” documents that require continuous improvement. Comparing the accuracy of financial projections with actual results can lead to improved planning in the future.
- **Principle #9:** Financial Plans benefit from the close collaboration of various groups, including engineers, accountants, auditors, utility staff, and municipal council.



### ***Guiding Principles***

The following guiding principles were used as the basis for the creation of the Water and Wastewater Financial Plans to meet the requirements of O. Reg 453/07:

- Ensure reasonable degree of stability and predictability in the rate burden;
- A fair sharing in the distribution of resources between current and future ratepayers;
- Maintain programs and services at their desired levels; and
- Balance increased investment with affordability.

This Financial Plan will be instrumental in the City's ability to meet the Provincial reporting requirements included in O.Reg. 453/07 for Water and Wastewater operations and has been developed in recognition of the above noted principles.

### ***General Approach to Preparing the City's Financial Plan***

The Financial Plans take a full cost recovery approach to achieve long term financial sustainability.

As part of full cost recovery , the following costs were considered:

- Expected operating and capital outlays for each year of the plan;
- Expected revenues for each year and their source;
- Reserve contributions to enable assessment of the Financial Plan; and
- Debt charges.

### ***The Financial Plan is Dynamic***

The Water and Wastewater Financial Plans have been developed to provide the City with a realistic and informed view of operating and capital expenditures needed over time to maintain the integrity and health of its physical infrastructure and accommodate growth. Although great effort has been made to present accurate financial projections, based upon the most recent data, the Financial Plan is a “living” document and should be updated and re-evaluated, on an ongoing basis. Comparing the accuracy of financial projections with actual results can lead to improved planning in the future.

Council priorities, planning policies, changes to service levels, consumption projections and infrastructure requirements, will certainly lead to changes and the Financial Plan should be adjusted to reflect these changes as they occur.

The Financial Plans have been prepared to meet the regulatory requirements of the Safe Drinking Water Act, 2002 and are not binding on Council, however, they provide a framework for guiding future operating and capital budgets.

It is well recognized that a Financial Plan is a **dynamic document** that should be updated and re-evaluated, on an **ongoing** basis to:

- Amend the assumptions, projections and strategies based on changes in the municipal environment;
- Continue building awareness of the results of projections of current operating and capital spending and funding levels;
- Assist the City in determining the extent of its financial challenges;
- Reconfirm the key financial goals and strategies that should guide future planning; and
- Spur the development of actions in future business plans that would respond to the long-term strategies.



***Background Information Used to Prepare the  
Water and Wastewater Financial Plan***



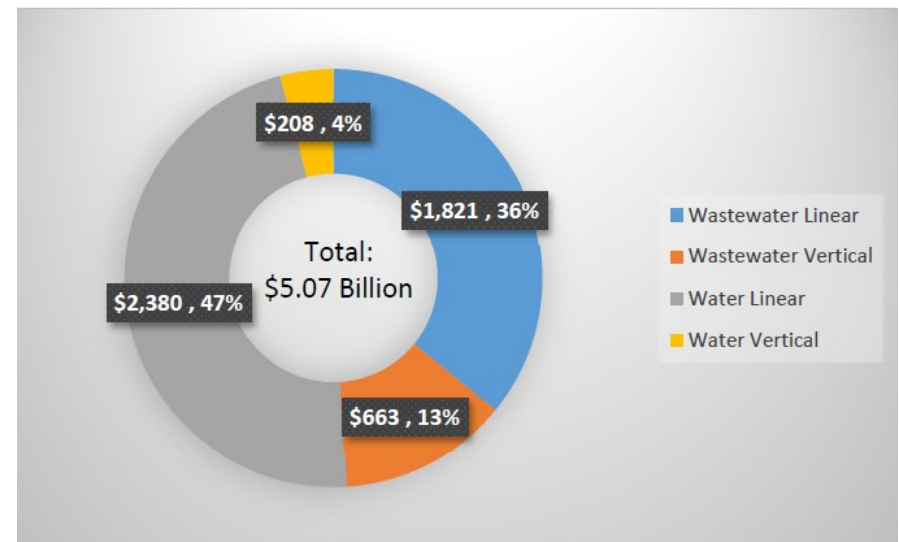
### Asset Management Plan

The City updated the water and wastewater Asset Management Plan in 2024. Combining the Asset Management Plan with this financial analysis will establish a long term sustainable infrastructure.

The following provides highlights of the results of the Plan:

- Water and wastewater assets have an estimated **replacement value of \$5.07 billion**.
- The tables on the next two pages provides a summary of the following:
  - Asset type
  - Current age assets
  - Condition of the assets
  - Average expected life
  - Quantity of the assets

(000's)	Current Asset Replacement Cost
Water Linear	\$ 2,379,584
Water Vertical	\$ 208,413
<b>Total Water</b>	<b>\$ 2,587,997</b>
Wastewater Linear	\$ 1,821,152
Wastewater Vertical	\$ 663,609
<b>Total Wastewater</b>	<b>\$ 2,484,761</b>
<b>Total Linear Water/WW</b>	<b>\$ 4,200,736</b>
<b>Total Vertical Water/WW</b>	<b>\$ 872,022</b>
<b>Total Water/WW</b>	<b>\$ 5,072,758</b>



**Asset Management Plan—Water Linear and Vertical Assets (updated AMP 2024)**

Water Linear Assets			Current Average Asset Age	Average Expected Asset Life	Average Asset Condition	Current Asset Replacement Cost
	Quantity	UOM				
Water Chamber	2,538	no.	51	40	Poor	\$ 78,070,543
Water Pressurized Main	966,342	meters	49	86	Fair	\$ 1,897,422,000
Water Service Connection	468,165	meters	47	60	Fair	\$ 234,090,378
Water Valve	14,845	no.	45	40	Poor	\$ 94,910,467
Water Hydrant	5,358	no.	45	60	Fair	\$ 63,553,270
Water-Control Valve	90	meters	44	30	Very Poor	\$ 847,943
Water Meter Station	6	meters	50	30	Very Poor	\$ 1,360,120
Water Meter	47,940	meters	23	20	Poor	\$ 9,329,229
Total Water Linear Infrastructure						\$ 2,379,583,950
Water Vertical Assets			Current Average Asset Age	Average Expected Asset Life	Average Asset Condition	Current Asset Replacement Cost
	Asset Type	Quantity				
Water	Booster Station	12	24	60	Fair-Good	\$ 16,762,138
Water	Fluoridation Station	1	30	60	Good	\$ 2,211,185
Water	Rechlorination Station	1	1	60	Very Good	\$ 577,170
Water	Water Metering Facility	1	24	60	Fair-Good	\$ 253,000
Water	Pressure Control Facility	4	13	60	Very Good	\$ 3,499,792
Water	Reservoir	1	26	60	Good	\$ 21,099,148
Water	Water Storage Facility	7	38	60	Good	\$ 16,514,988
Water	Water Well Facility	22	20	60	Fair-Good	\$ 48,438,691
Water	Water Treatment Plant	2	36	60	Good	\$ 99,057,001
Total Water Vertical Infrastructure						\$ 208,413,113

**Asset Management Plan—Wastewater Linear and Vertical Assets (updated AMP 2024)**

WW Linear Assets	Quantity	UOM	Current Average Asset Age	Average Expected Asset Life	Average Asset Condition	Current Asset Replacement Cost
Wastewater Force Main	52,725	meters	42	73	Fair	\$ 139,337,778
Wastewater Gravity Main	794,220	no.	48	82	Fair	\$ 1,363,338,652
Wastewater Lateral Connec	390,354	no.	46	60	Fair	\$ 195,177,152
Wastewater Manhole	11,954	no.	46	70	Fair	\$ 97,266,119
Wastewater Valve	82	no.	40	30	Very Poor	\$ 2,932,658
Wastewater Drop Shaft	21	no.	33	70	Good	\$ 23,100,000
<b>Total WW Linear Infrastructure</b>						<b>\$ 1,821,152,359</b>

WW Vertical Assets	Asset Type	Quantity	Current Average Asset Age	Average Expected Asset Life	Average Asset Condition	Current Asset Replacement Cost
Wastewater	Lagoon	4	50	60	Fair	\$ 28,060,000
Wastewater	Lift Station	70	41	60	Fair	\$ 139,468,954
Wastewater	Wastewater Treatment Plant	10	29	60	Good	\$ 496,080,116
<b>Total WW Vertical Infrastructure</b>						<b>\$ 663,609,070</b>

### ***Annual Funding Shortfall***

- The AMP determined the required average annual capital reserve contribution to meet projected needs over a 25 year period. The report identified that \$50.9 million is required annually in water and \$45 million in wastewater for a total of \$96 million. As illustrated below there is a significant annual funding gap.

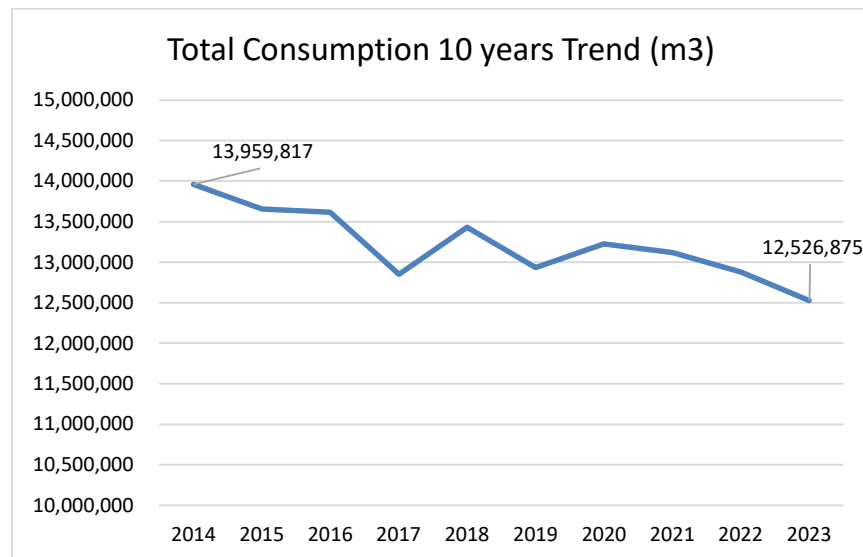
2025 Capital Contributions (000's)	Water		WW		Total
Current Capital Contribution for Asset Replacement	\$	21,562	\$	20,577	\$ 42,139
Debt Principal Payment	\$	177	\$	2,278	\$ 2,455
Linear Assets	\$	45,953	\$	37,877	\$ 83,831
Vertical Assets	\$	5,010	\$	7,188	\$ 12,198
<b>Recommended Annual Average Contribution (AMP)</b>	<b>\$</b>	<b>50,963</b>	<b>\$</b>	<b>45,065</b>	<b>\$ 96,029</b>
Estimated Annual funding Gap	\$	(29,224)	\$	(22,211)	\$ (51,435)

- There is an **annual funding shortfall** in the water capital program of approximately \$29.2 million and \$22.2 million in the wastewater program.
- It should be noted that the 25 year need was greatly impacted by the cumulative deferred capital backlog that has accumulated over a number of years.
- This shortfall will require a significant increase in the water and wastewater revenues.
- The Financial Plan recommends a gradual phase-in of increased capital reserve contributions to capital to achieve the recommended targets over a 15 year period. This approach balances ratepayer affordability with financial sustainability.

### Consumption Trends

Consistent with the experiences in other Ontario municipalities, water billed consumption has been trending down in both the Residential and the Industrial, Commercial and Institutional (ICI) sectors.

- While weather conditions accounts for some of the yearly fluctuations, overall Greater Sudbury has experienced a downward trend for the past 10 years.
- Billable consumption in 2014 was 13.9 million m<sup>3</sup> compared with 12.5 m<sup>3</sup> in 2023.



The following summarizes the key findings and observations:

- While the billable consumption varies from year to year, the average annual reduction in total billable consumption was approximately 1.2% over the past 10 years.
- Average annual Residential consumption declined as a result of the replacement of inefficient toilets, smaller lot sizes showerheads to low flow fixtures and conservation efforts.
- Over the past 10 years, the residential consumption declined annually by 0.8%; ICI declined by 1.8% and the total consumption declined by 0.8%.
- The consumption used to calculate rates assumes that consumption will remain at 2023 levels. Future conservation savings will be offset by new growth. This assumption can be revisited on an annual basis if trends should change.



### Ratepayer Affordability

- A comparison of 2024 water and wastewater rates cost was undertaken against other large Northern municipalities and the average of over 100 Ontario municipalities. An affordability metric was also calculated which compared rates to average household income. As shown below, the cost of service for a typical residential customer consuming 180 m<sup>3</sup> is close to the peer average. In relation to average household income, Sudbury is below the peer average.

Municipality	2024 Est. Avg. Household Income	2024 Residential Water/WW Costs 180	Affordability Metric
Timmins	\$ 109,108	\$ 1,123	1.0%
Sault Ste. Marie	\$ 97,016	\$ 1,032	1.1%
North Bay	\$ 95,128	\$ 1,150	1.2%
Espanola	\$ 100,442	\$ 1,287	1.3%
Thunder Bay	\$ 98,708	\$ 1,317	1.3%
<b>Greater Sudbury</b>	<b>\$ 113,265</b>	<b>\$ 1,513</b>	<b>1.3%</b>
Dryden	\$ 104,731	\$ 1,759	1.7%
Kenora	\$ 110,009	\$ 1,861	1.7%
Greenstone	\$ 103,052	\$ 2,221	2.2%
Parry Sound	\$ 82,464	\$ 1,930	2.3%
Peer Average	\$ 101,392	\$ 1,519	1.5%
Average of 100+ Ontario Municipalities	\$ 124,639	\$ 1,324	1.1%

- It should be noted that all Northern municipalities have identified infrastructure deficits. Their approach and timing to address these challenges varies based on age of assets, size of infrastructure deficit and ratepayer affordability. It should also be noted that Greater Sudbury has a very complex and costly system which services an extremely large land area requiring more linear and vertical infrastructure than most other Ontario municipalities.
- A phase-in strategy to address the infrastructure funding gap is required to address the funding gap while maintaining ratepayer affordability.

***Challenges, Risks and Opportunities***  
***Water and Wastewater Financial Plan***



### **Summary of Financial Environment and Assumptions**

The following summarizes the key challenges, risks and opportunities to long-term financial sustainability which have been addressed as part of the Financial Plan:

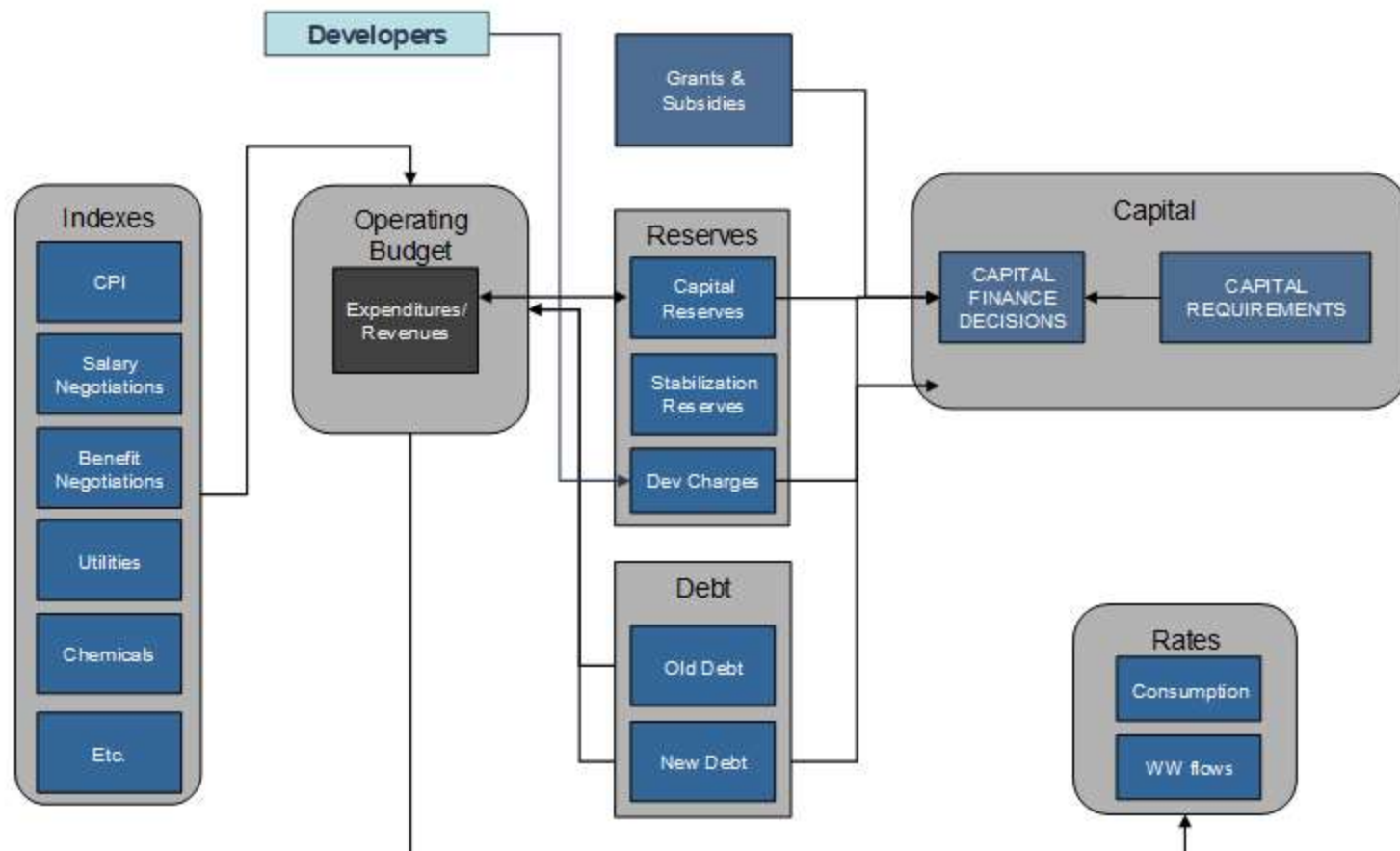
- **Asset Renewal/Replacement**—Like most municipalities in Canada, Greater Sudbury faces a continued struggle to fund the replacement of existing assets.
- **Increasing Costs, Many of Which are Uncontrollable**—A number of the City's water and wastewater operating and capital costs are increasing faster than inflation.
- **Water and Wastewater Rate Revenue Increases**—Water rate revenue requirement increases of 6.5% annually and wastewater increases of 5.7% annually from 2026 onward, taking into consideration the consumption and reserve requirements along with the above noted assumption.
- **Revenue Challenges Related to Decreasing Consumption**—Costs are increasing significantly however consumption has been declining putting more pressure on the rates.
- **Regulatory and Legislative Environment**—Municipalities across Ontario have consistently identified legislative and regulatory changes and requirements as a major factor driving the cost of service over the past 10 years and will continue to be a factor well into the future. Statutes and associated regulations that dictate service levels include:
  - Municipal Act;
  - Clean Water Act;
  - Water Opportunities Act;
  - Ontario Water Resources Act;
  - Safe Drinking Water Act (SDWA);
  - Sustainable Water and Sewage Systems Act; and
  - PSAB 3150, Tangible Capital Assets Reporting.

## ***Financial Model Development and Assumptions***



### Model Development

The Financial Plan was developed based on an analysis of all factors impacting the water and wastewater capital and operating budgets. As shown below, due to the inter-relationship between all components of the plan, changes in any of the assumptions will potentially have an impact throughout the Financial Plan. A financial model was developed to facilitate the impact of different scenarios.



### **Source of Data to Prepare Long Range Financial Plan**

- **Reserves**—Water/WW Capital Reserve opening 2025 balance net of outstanding commitments.
- **Operating Budget**—The 2025 Operating Budgets for Water and Wastewater. The following provides the key assumptions in the operating budget forecast:
  - Expenditure Increases—3% annually.
  - Material Increases—5% annually
- **Financial Information Return (FIRs) 2023**
- **Consumption**—Historical trends were provided. Despite increases in growth, the overall trends reflect declining consumptions. The forecast assumes no increase in consumption from current levels.
- **Customer Accounts and Meters by Size**—Customer account information by meter size were provided by the City.
- **Asset Management Plan 2024 (AMP)** – The City’s AMP was used in the Financial Plan to ensure that there is a sustainable Financial Plan for the timely replacement of assets.
- **Historical Rates**—A review was undertaken of the historical rates to gain perspective into the strategies deployed.
- **Debt Schedules**—Water and Wastewater outstanding debt schedules.
  - Water Debt Outstanding at end of 2025 is \$12.9 million
  - Wastewater Debt Outstanding at end of 2025 is \$26.7 million
- **Debt Issuance**—Over the course of the 6 year forecast period, \$15.7 million in water and no new debt is anticipated in wastewater. Water debt issued as a 20-year debenture at a rate of 4.5%.
- **Capital Requirements**—The 4-year projected Capital Budget 2024-2027. Staff also provided large capital projects required beyond 2027 to build into the forecast. The total capital replacement budget for the 6 year period 2026-2031 is as follows:
  - Water—\$172.9 million
  - Wastewater—\$167.4 million

***Financial Policies and Strategies***  
***Water and Wastewater Financial Plan***



### ***Reserves and Revenue Stability Strategies***

A Reserve is a financial provision designated for a future purpose and are carried forward from one fiscal year to the next to facilitate multi-year financial planning.

The purpose for maintaining reserves includes:

- To provide for rate stabilization;
- To provide financing for one-time or short term requirements;
- To make provisions for replacements/renewals/acquisitions of assets/infrastructure;
- To reduce reliance on long-term borrowings; and
- To ensure adequate and sustainable cash flows.

- The following principles were used in preparing the Financial Plan:

#### ***Reserve and Revenue Stability Strategies***

- *The City will maintain all infrastructure in a state of good repair by implementing life cycle costing and providing adequate annual contributions to the replacement reserves in accordance with the Asset Management Plan (AMP).*
- *A phase-in strategy to gradually move the City toward the recommended AMP capital reserve contributions to support ratepayer affordability.*

The City's approved policies for Water and Wastewater operations which were also used to guide the Financial Plan.





## **Reserves Policies**

### *Water and Wastewater Approved Financial Reserve Policies*

The City has approved a number of leading practice reserve policies:

- This Capital Financing Reserve Fund shall be funded from excess funds from Water capital projects and net under expenditures from the Water operating budget.
- This Capital Financing Reserve Fund shall be used to fund any net over expenditures in the Water operating budget.
- The balance in these reserves should not fall below 10% of the estimated revenues for these services in any year.
- Expenditures may be made from this Capital Financing Reserve Fund for water projects of a capital nature, upon authorization by Council.
- Best efforts shall be made for this Reserve Fund to have a minimum target balance of 1% of estimated asset replacement values for water related assets

### ***Debt Financing Strategies***

As stated in the City's Asset Management Plan most recent report was revised in 2024, in order to meet the proposed levels of service, the financial strategy should consider all sources of financing including rates, reserves, debt, and development charges.

The City may wish to consider the use of debt for additional infrastructure investments, conditional upon one or more of the following:

- The infrastructure investment will provide a stream of non-taxation revenues that can be used to fund some or all of the associated debt servicing costs; and/or
- The City requires debt financing to fund its portion of infrastructure projects that are cost shared with senior government; and/or
- The infrastructure investment is unavoidable as a result of regulatory changes or concerns over public health and safety and cannot be funded through other means; and
- The associated debt servicing costs would not jeopardize the City's financial sustainability or result in the City exceeding its annual debt repayment limit.

The Long Term Financial Plan recommends that as debt charges decline, due to retirement of debt, savings will be applied to accelerate achievement of full life cycle costing for City infrastructure. This strategy has been incorporated into the Water/WW Financial Plan.

The following principle was used in preparing the Financial Plan:

### ***Debt Financing Strategies***

- *As debt charges decline due to retirement of debt, the City will apply the savings to accelerate achievement of full life cycle costing for City infrastructure.*
- *Debt charges as a percentage of own source revenue should not exceed 10%.*

## ***Debt Policies***

### *Debt Approved Financial Policies*

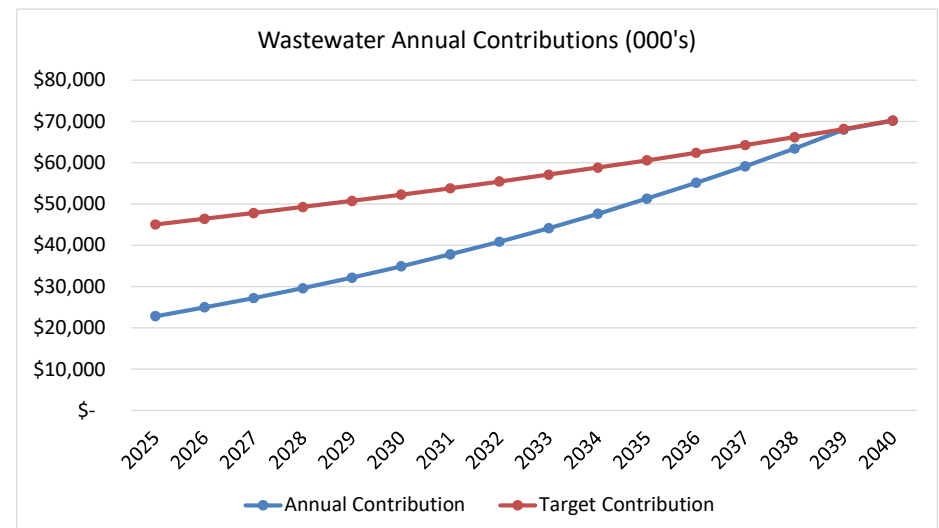
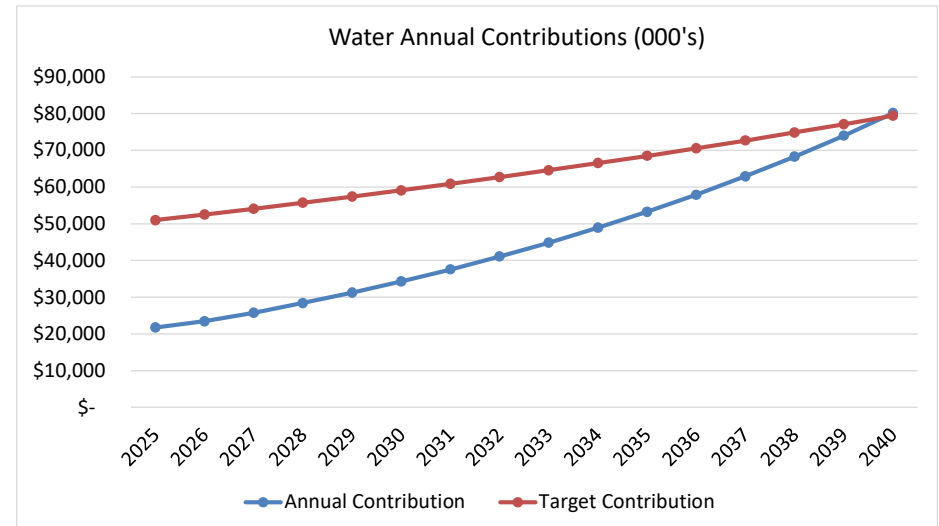
The City has approved a number of leading practices debt policies that have been incorporated into the development of the Financial Plan. The purpose of the Debt Management Policy is to set out the parameters for securing debt, managing outstanding debt and provides guidance regarding the timing of debt, type of debt instrument and the purpose for which the debt will be used.

In accordance with the Long Term Financial Plan (LTFP), use debt financing where appropriate", any internal or external debt financing must be approved by Council, and should only be considered for:

- New, non-recurring infrastructure requirements.
- Programs and facilities which are self-supporting, and projects where the cost of deferring expenditures exceeds debt servicing costs The LTFP also stated that Council should.
- Consider undertaking a short-term, managed program of debt financing to address the City's current infrastructure deficiency and to reduce further deterioration of the City's infrastructure.
- Issue or secure debt for terms no longer than the anticipated life of the funded assets.
- Debt charges as a percentage of own source revenues should not exceed 10% to maintain financial flexibility.
- Debt term shall not exceed the probable life of the asset. If the debt term is less than the life of the asset and affordable, this would be recommended with the view of minimizing long term financing costs.

### Asset Replacement Strategies

- The strategy in the Financial Plan is to increase contributions to the reserves over a 15 year period. This will provide a financially sustainable base upon which assets and infrastructure can be replaced on a timely basis while maintaining rate payer affordability.
- The graphs reflect the increases necessary in capital contributions to move toward the recommended annual replacement funding requirements.
- By 2040, the annual contribution will be equal to the required annual contributions in water and wastewater, as identified in the AMP (target has been inflated annually by 3%).
- This approach comes with risks as the recommended annual contribution to the capital reserve would not be met until 2040. The AMP provided several options that may be considered to help mitigate these risks including:
  - Maintaining existing assets versus installing new assets
  - External funding sources
  - Capital prioritization
  - Changes to levels of service



***Forecast***  
***Water and Wastewater Financial Plan***



### Summary of Water Operating Budget Forecast

The City's objective in establishing the Water rates is to avoid large fluctuations from year to year and to ensure that rates are set at a level to adequately cover current operating costs, maintain and repair the City's existing asset base and replace assets where appropriate. The following table reflects the water operating budget forecast. The majority of the increase is attributed to the increase required in contributions to capital.

Water (000s)	2025 Budget	2026	2027	2028	2029	2030	2031
<b>Revenues</b>							
Rate Revenues	\$ 48,879	\$ 52,032	\$ 55,388	\$ 58,961	\$ 62,764	\$ 66,812	\$ 71,121
Other Revenues	\$ 1,709	\$ 1,760	\$ 1,813	\$ 1,867	\$ 1,923	\$ 1,981	\$ 2,041
<b>Total Revenues</b>	<b>\$ 50,588</b>	<b>\$ 53,792</b>	<b>\$ 57,201</b>	<b>\$ 60,828</b>	<b>\$ 64,687</b>	<b>\$ 68,793</b>	<b>\$ 73,162</b>
<b>Expenditures</b>							
Operating Expenditures	\$ 28,809	\$ 29,757	\$ 30,738	\$ 31,753	\$ 32,803	\$ 33,889	\$ 35,013
Contribution to Reserve	\$ 21,562	\$ 22,917	\$ 25,105	\$ 27,694	\$ 30,518	\$ 33,696	\$ 36,940
Debt Charges	\$ 217	\$ 1,118	\$ 1,358	\$ 1,381	\$ 1,366	\$ 1,208	\$ 1,208
<b>Total Expenditures</b>	<b>\$ 50,588</b>	<b>\$ 53,792</b>	<b>\$ 57,201</b>	<b>\$ 60,828</b>	<b>\$ 64,687</b>	<b>\$ 68,793</b>	<b>\$ 73,162</b>

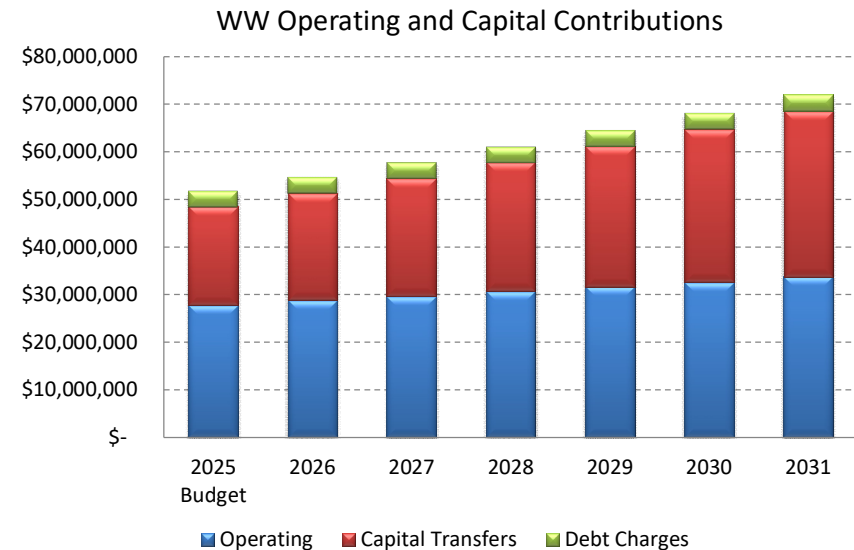
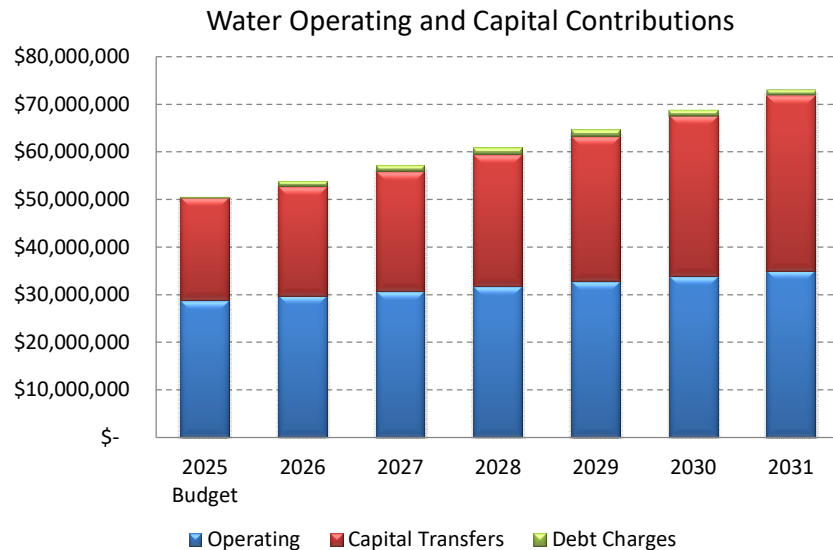
### Summary of Wastewater Operating Budget Forecast

The City's objective in establishing the Wastewater rates is to avoid large fluctuations from year to year and to ensure that rates are set at a level to adequately cover current operating costs, maintain and repair the City's existing asset base and replace assets where appropriate. The following table reflects the wastewater operating budget forecast. The majority of the increase is attributed to the increase in contribution to reserve.

Wastewater (000s)	2025 Budget	2026	2027	2028	2029	2030	2031
<b>Revenues</b>							
Rate Revenues	\$ 51,093	\$ 53,980	\$ 57,030	\$ 60,252	\$ 63,656	\$ 67,253	\$ 71,052
Other Revenues	\$ 786	\$ 810	\$ 834	\$ 859	\$ 885	\$ 912	\$ 939
<b>Total Revenues</b>	<b>\$ 51,879</b>	<b>\$ 54,790</b>	<b>\$ 57,864</b>	<b>\$ 61,111</b>	<b>\$ 64,541</b>	<b>\$ 68,164</b>	<b>\$ 71,991</b>
<b>Expenditures</b>							
Operating Expenditures	\$ 27,846	\$ 28,741	\$ 29,666	\$ 30,621	\$ 31,609	\$ 32,629	\$ 33,684
Contribution to Reserve	\$ 20,577	\$ 22,592	\$ 24,742	\$ 27,034	\$ 29,476	\$ 32,079	\$ 34,851
Debt Charges	\$ 3,456	\$ 3,456	\$ 3,456	\$ 3,456	\$ 3,456	\$ 3,456	\$ 3,456
<b>Total Expenditures</b>	<b>\$ 51,879</b>	<b>\$ 54,790</b>	<b>\$ 57,864</b>	<b>\$ 61,111</b>	<b>\$ 64,541</b>	<b>\$ 68,164</b>	<b>\$ 71,991</b>

### Summary of Water and Wastewater Operating Budget Breakdown

The following graphs reflect the 10 year forecast for water and wastewater operations, breaking down the costs into operating and capital contributions (includes debt principal repayment and contributions to the capital reserve for replacement of assets).



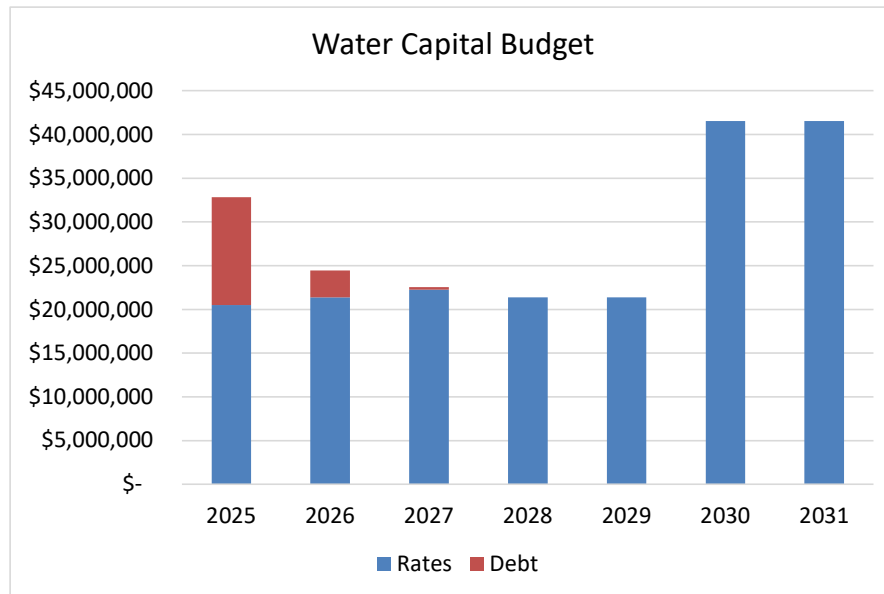
As shown above, the proportion of the operating budget that is to support operating expenditures versus capital changes over time whereby, the gradual increase of capital contributions results in capital being the largest percentage of the total operating budget. For example:

- Water—in 2025, 43% of the water operating budget supported capital replacement, compared with 52% in 2031.
- WW—in 2025, 46% of the wastewater operating budget supported capital replacement, compared with 53% in 2031.



### Summary of Water Capital Budget Forecast

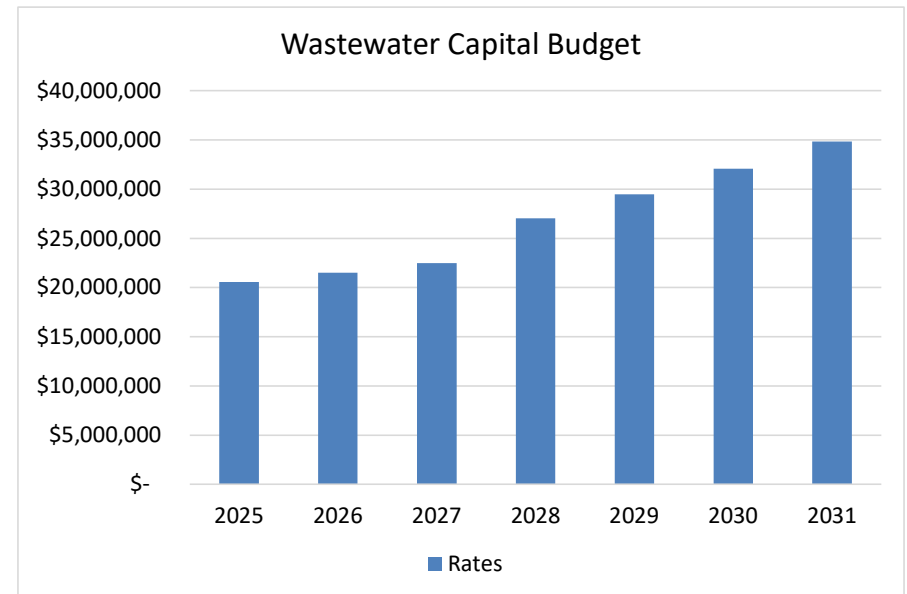
The following table summarizes the Capital Budget forecast for the next 6 years and the associated funding source. The 6 year capital plan, from 2025-2031 includes:



- \$205.7 million is forecast in capital requirements to be funded from the water rates. This includes the issuance of debt of \$15.7 million.

### Summary of Wastewater Capital Budget Forecast

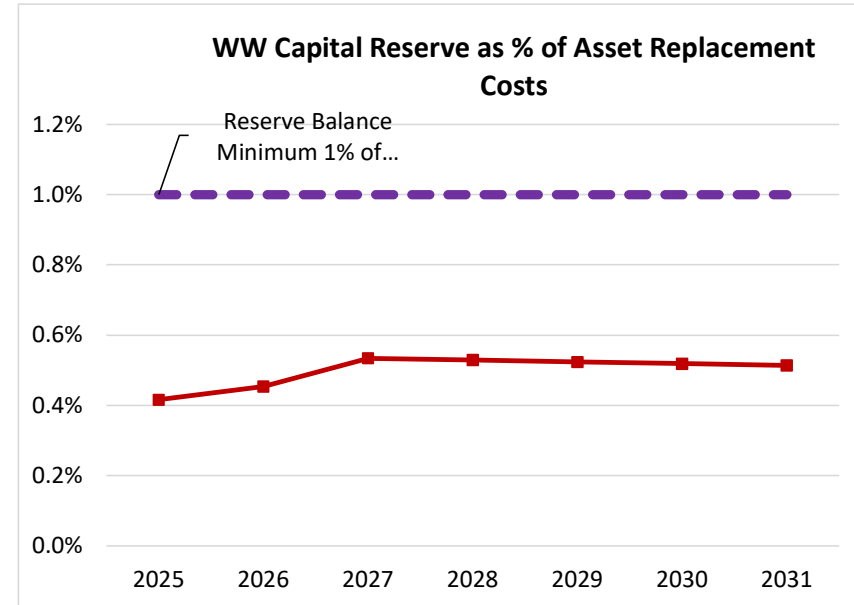
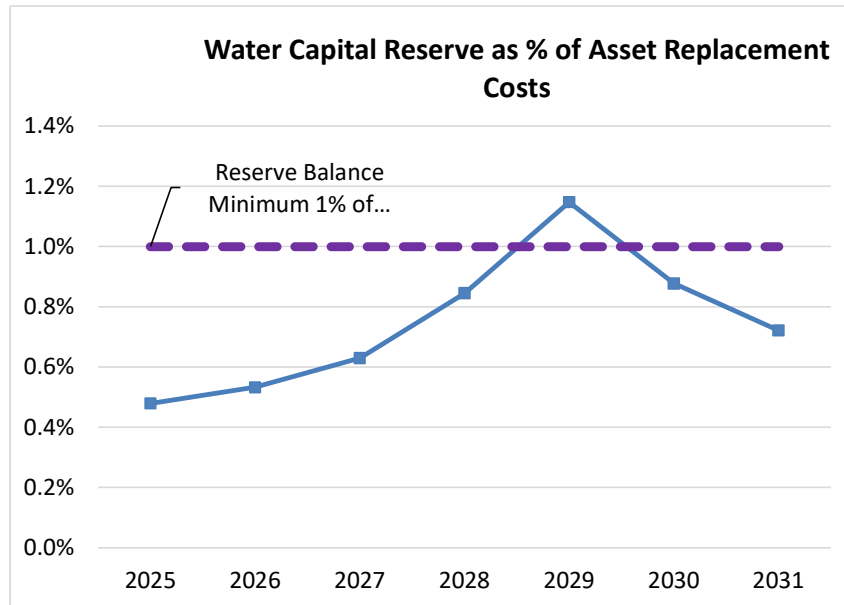
The following table summarizes the Capital Budget forecast for the next 6 years and the associated funding source. The 6 year capital plan, from 2025-2031 includes:



- \$188 million is forecast in capital requirements to be funded from the user fees.

**Reserve Forecast**

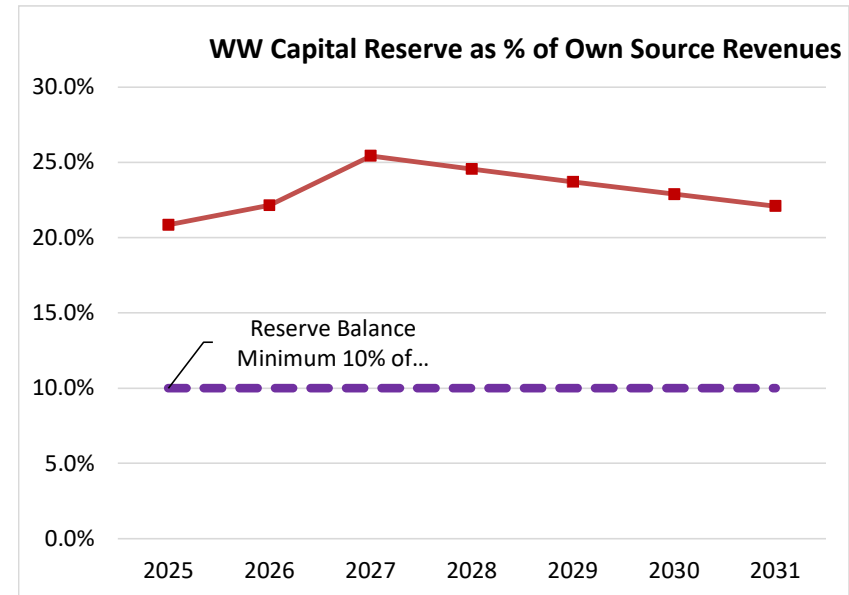
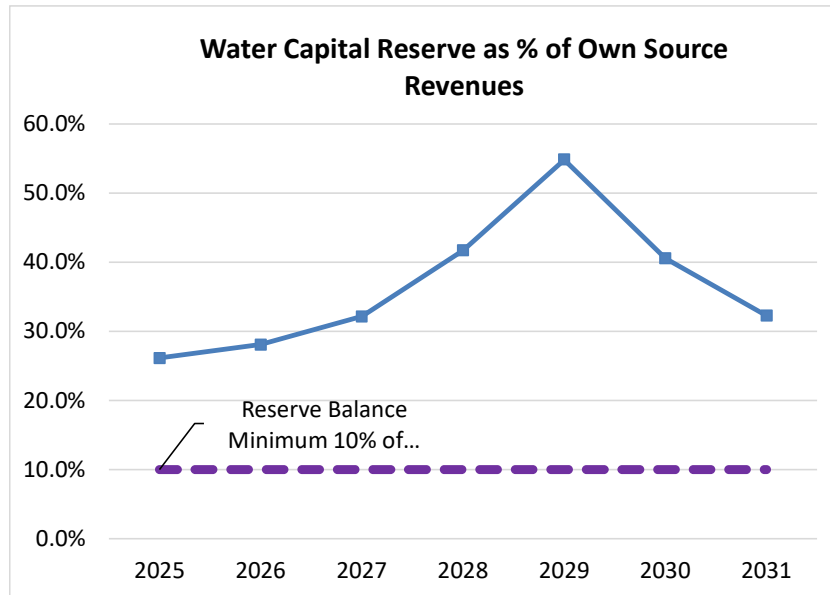
The City's policy is that best efforts be made to maintain a minimum balance of 1% of the asset replacement values. This policy helps ensure there is a reasonable level of funds available for unforeseen expenses, revenue shortfalls, and/or emergency situations.



The Water and Wastewater Reserves are below the target due to significant planned expenditures and a gradual increase to the contribution to the reserves. Continuation of increased reserve contributions will bring both reserve balances up to the minimum level. In the interim because of low debt levels the City has the financial flexibility should a need occur.

### Reserve Forecast

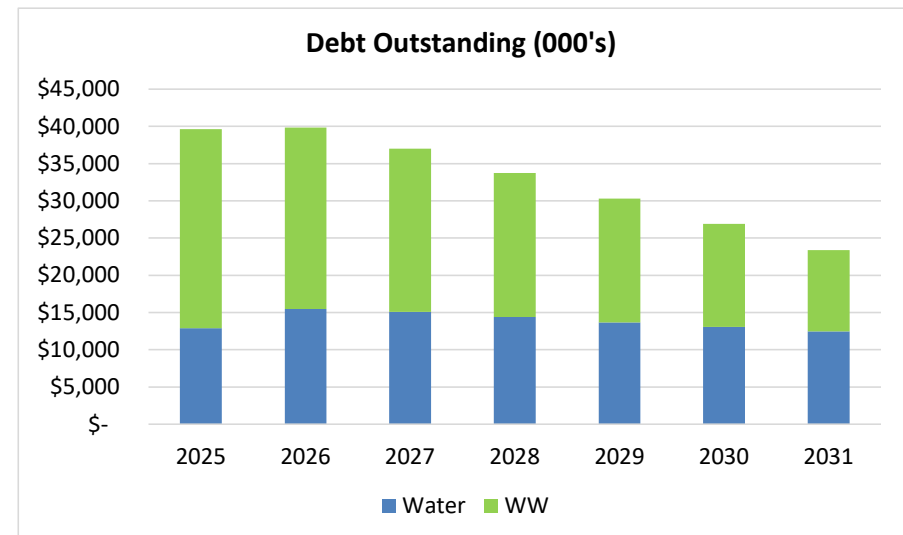
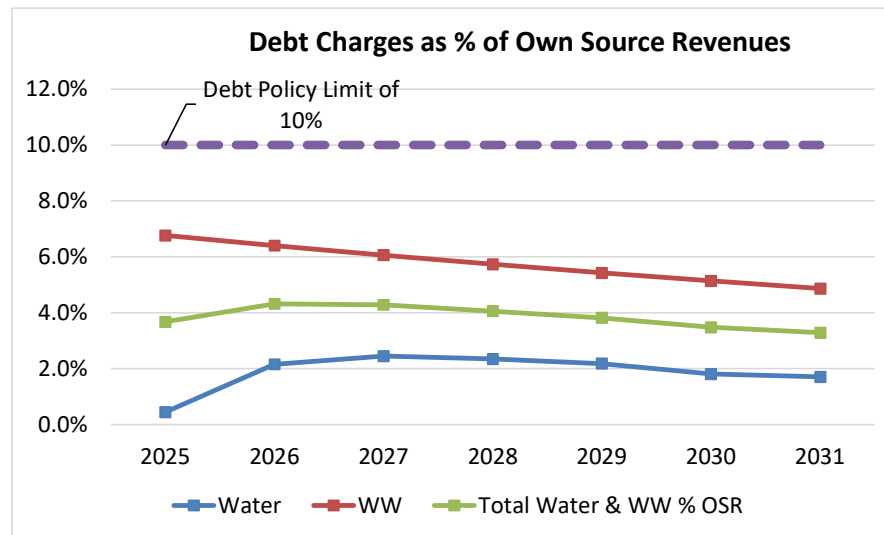
City's policy for Water and Wastewater Capital reserves should not fall below 10% of the estimated revenues for these services in any year.



- The Financial Plan is in accordance with City's Capital Reserve policy and remains above the 10% minimum balance of own source revenues over the forecast.

### Debt Forecast

The following graph provides a summary of the debt charges as a percentage of own source revenues and the total debt outstanding for water and wastewater over the next 6 years.



As shown above, debt charges are not a significant component of the financing strategy due to a pay-as-you-go approach for funding the replacement of capital assets. Debt charges as a percentage of own source revenues gradually reduce over the forecast as no new debt is forecast to be issued over the next 6 years for wastewater. Total debt charges as a percentage of own source revenues was 3.7% in 2025 and reduces to 3.3% in 2031.

Debt outstanding for water and wastewater are also shown above. By 2031, the combined water/ww debt outstanding is \$23.4 million compared with \$39.6 million in 2025.

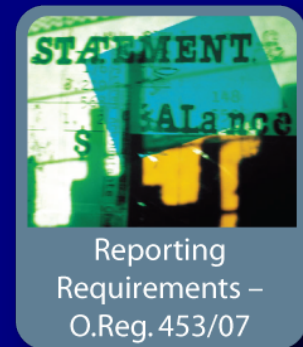
**Projected Water and Wastewater Rates**

Based on the assumptions in terms of the rate revenue requirement, consumption and growth, the following provides a summary of the forecast rates over the forecast period for a residential customer consuming 180 m<sup>3</sup> annually. The table also summarizes the percentage surcharge for wastewater.

<b>180 m<sup>3</sup> residential impact - 5/8"</b>					
Year	Cost of service			% Increase From Prior Year	\$ Increase From Prior Year
	Water	WW	Total		
2023	\$ 679	\$ 765	\$ 1,444		
2024	\$ 712	\$ 801	\$ 1,513	4.8%	\$ 69.0
2025	\$ 746	\$ 839	\$ 1,585	4.8%	\$ 72.1
2026	\$ 795	\$ 886	\$ 1,681	6.0%	\$ 95.8
2027	\$ 846	\$ 936	\$ 1,782	6.0%	\$ 101.3
2028	\$ 900	\$ 989	\$ 1,890	6.0%	\$ 107.5
2029	\$ 958	\$ 1,045	\$ 2,004	6.0%	\$ 114.0
2030	\$ 1,020	\$ 1,104	\$ 2,125	6.0%	\$ 120.9
2031	\$ 1,086	\$ 1,167	\$ 2,253	6.0%	\$ 128.2

On a blended average annual basis, the cost of water/ww service for a typical customer is approximately 6% from 2026 and thereafter.

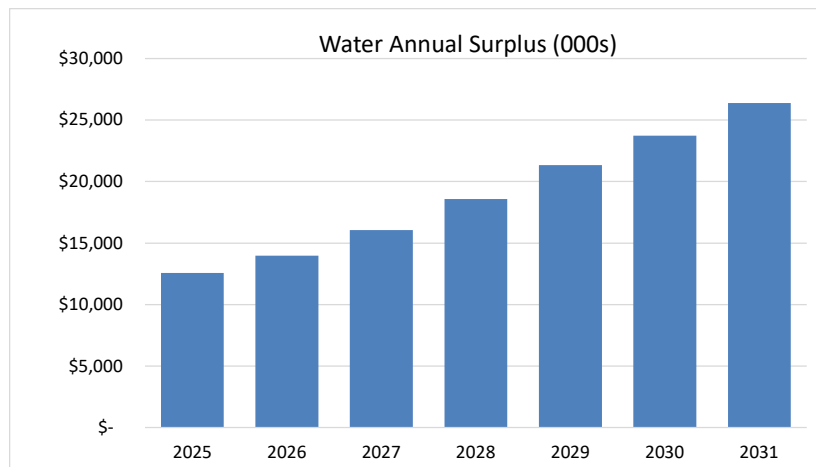
***Reporting Requirements  
O. Reg 453/07***



**Water Financial Plan—O.Reg. 453/07**

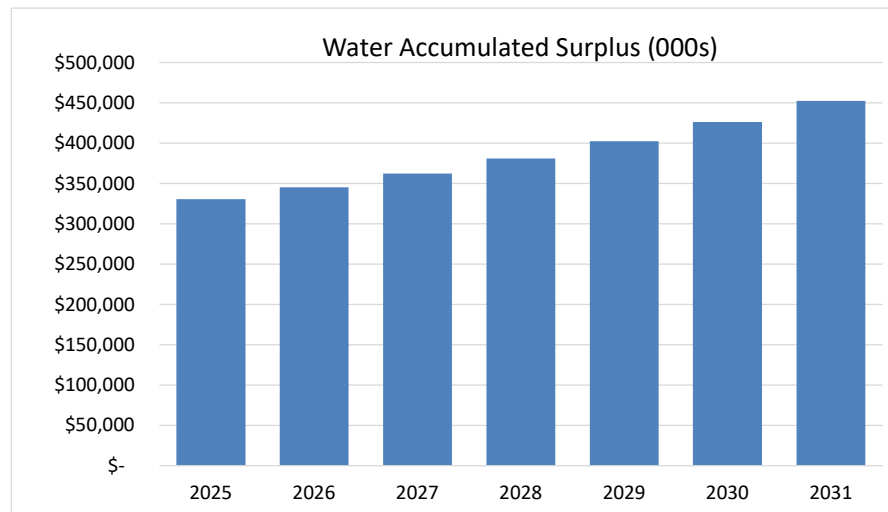
The Financial Plan has been prepared in accordance with the regulation (O.Reg. 453/07) made under the Safe Drinking Water Act. The Financial Plan regulation requires that the plans be updated every five years along with the request for the renewal of the drinking water licence. This ongoing update will assist in revisiting the assumptions made to develop the operating and funding plans as well as reassessing the needs for capital renewal and major maintenance expenses.

- **Statement of Financial Operations**—This statement summarizes the revenues and expenditures. The expenditures include ongoing operating costs plus asset amortization. This statement indicates that the system and its asset base are projected to be maintained with funds being available each year for future capital renewal or major maintenance. As shown in the statement of financial operations and in the graph below, the City is generating excess revenues over expenses including amortization for water, throughout the forecast period.

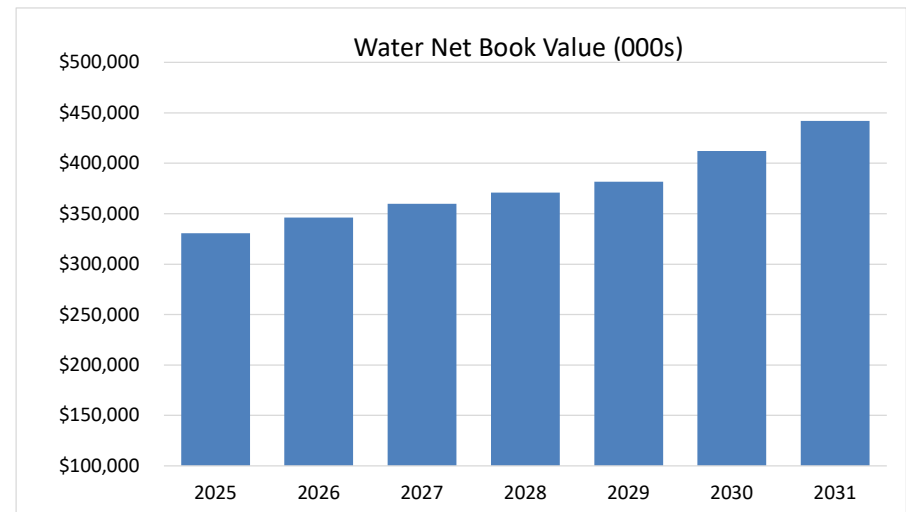


- **Cash Receipts or Gross Cash Payments (Cash Flows)**—The cash flow statement summarizes how the water system is expected to generate and utilize cash resources. The transactions that generate and use cash include the projection of cash to be received from revenues, cash to be used for operating expenditures and financing charges, cash projected to be used to acquire capital assets and projected financial transactions that are the proceeds from debt or debt principal repayment. Cash balances are positive throughout the forecast period, as reflected in the Financial Statements.
- **Net Financial Assets**—An important feature of a water system is its net financial assets. A positive number indicates that the system has the resources to deal with future capital and other needs. A negative number indicates that past capital and other investments must be financed from future revenues. Water net financial assets are in a positive position throughout the forecast.

- **Accumulated Surplus**—Another financial indicator that is reflected in the financial position statement is the accumulated surplus. This indicator represents cash on hand plus the net book value of tangible capital assets less debt. The accumulated surplus is forecast to increase from 2025 to 2031, as shown below and in the Statement of Financial Position.



- **Tangible Capital Assets (Net Book Value)** - Water systems have a great deal of resources tied up in tangible capital assets and managing these assets is critical to maintaining current and future levels of service. An increase in net book value of tangible capital assets is an indication that assets have been renewed faster than they were used. A decrease in net book value indicates that assets are being used, or amortized, faster than they are renewed. The net book value is projected for water to increase from \$330.6 million in 2025 to \$442 million in 2031.





**Statement of Financial Operations—Water**

(000s)	Budget	Projected					
Water Operations	2025	2026	2027	2028	2029	2030	2031
<b>Revenues</b>							
Rate and Fixed Revenues	\$ 48,879	\$ 52,032	\$ 55,388	\$ 58,961	\$ 62,764	\$ 66,812	\$ 71,121
Fire protection levy	\$ 11	\$ 12	\$ 12	\$ 12	\$ 13	\$ 13	\$ 14
Other revenues	\$ 1,698	\$ 1,749	\$ 1,801	\$ 1,855	\$ 1,911	\$ 1,968	\$ 2,027
Interest Earnings	\$ 251	\$ 287	\$ 349	\$ 483	\$ 675	\$ 532	\$ 450
<b>Total revenues</b>	<b>\$ 50,839</b>	<b>\$ 54,079</b>	<b>\$ 57,551</b>	<b>\$ 61,311</b>	<b>\$ 65,362</b>	<b>\$ 69,325</b>	<b>\$ 73,612</b>
<b>Operating Expenses</b>							
Salaries & Benefits	\$ 9,131	\$ 9,405	\$ 9,687	\$ 9,978	\$ 10,277	\$ 10,586	\$ 10,903
Energy Costs	\$ 2,240	\$ 2,307	\$ 2,376	\$ 2,448	\$ 2,521	\$ 2,597	\$ 2,675
Grants - Transfer Payments	\$ 150	\$ 155	\$ 159	\$ 164	\$ 169	\$ 174	\$ 179
Internal Recoveries	\$ 5,329	\$ 5,489	\$ 5,654	\$ 5,823	\$ 5,998	\$ 6,178	\$ 6,363
Materials - Operating Expenses	\$ 4,204	\$ 4,414	\$ 4,635	\$ 4,867	\$ 5,110	\$ 5,365	\$ 5,634
Purchased/Contract Services	\$ 7,678	\$ 7,908	\$ 8,146	\$ 8,390	\$ 8,642	\$ 8,901	\$ 9,168
Rent and Financial Expenses	\$ 77	\$ 79	\$ 81	\$ 84	\$ 86	\$ 89	\$ 92
<b>Total Operating expenses</b>	<b>\$ 28,809</b>	<b>\$ 29,757</b>	<b>\$ 30,738</b>	<b>\$ 31,753</b>	<b>\$ 32,803</b>	<b>\$ 33,889</b>	<b>\$ 35,013</b>
<b>Debt Charges</b>							
Debt Charges - Interest Expenses	\$ 40	\$ 586	\$ 701	\$ 683	\$ 650	\$ 617	\$ 590
<b>Amortization Expense</b>							
Amortization of tangible capital assets	\$ 9,429	\$ 9,747	\$ 10,041	\$ 10,309	\$ 10,576	\$ 11,095	\$ 11,614
<b>Total Expenses</b>	<b>\$ 38,279</b>	<b>\$ 40,091</b>	<b>\$ 41,481</b>	<b>\$ 42,745</b>	<b>\$ 44,030</b>	<b>\$ 45,601</b>	<b>\$ 47,218</b>
<b>Annual Surplus/Deficit</b>	<b>\$ 12,560</b>	<b>\$ 13,988</b>	<b>\$ 16,070</b>	<b>\$ 18,566</b>	<b>\$ 21,333</b>	<b>\$ 23,723</b>	<b>\$ 26,394</b>

**Statement of Cash Flow/Cash Receipts—Water**

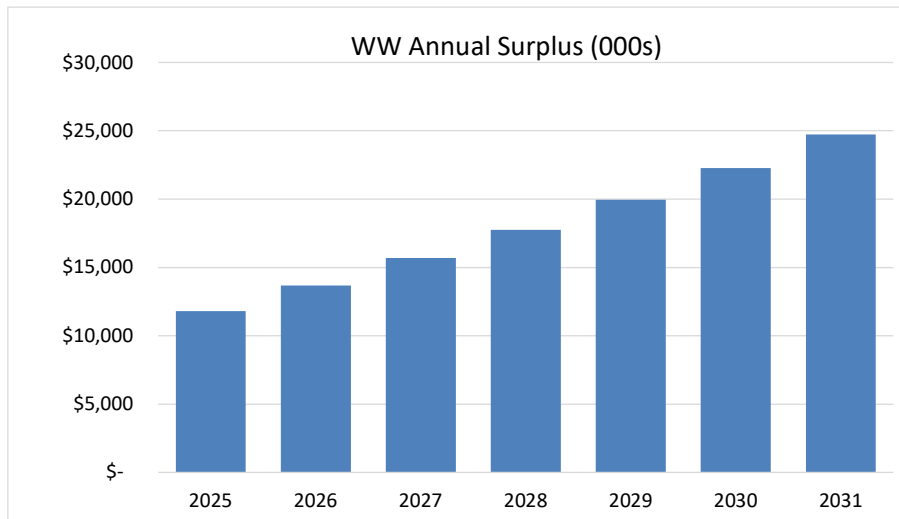
(000s)	Budget	Projected					
Water Operations	2025	2026	2027	2028	2029	2030	2031
<b>Total Revenues</b>	\$ 50,839	\$ 54,079	\$ 57,551	\$ 61,311	\$ 65,362	\$ 69,325	\$ 73,612
<b>Cash Paid For</b>							
Operating Costs	\$ 28,809	\$ 29,757	\$ 30,738	\$ 31,753	\$ 32,803	\$ 33,889	\$ 35,013
Debt Repayment - Debt Interest	\$ 40	\$ 586	\$ 701	\$ 683	\$ 650	\$ 617	\$ 590
<b>Cash Provided from Operating Transactions</b>	\$ 21,989	\$ 23,735	\$ 26,111	\$ 28,874	\$ 31,909	\$ 34,818	\$ 38,008
<b>Capital Transactions</b>							
Acquisition of TCA	\$ 33,774	\$ 25,441	\$ 23,515	\$ 21,378	\$ 21,378	\$ 41,545	\$ 41,545
<b>Finance Transactions</b>							
Proceeds from Debt Issuance	\$ 12,302	\$ 3,119	\$ 294	\$ -	\$ -	\$ -	\$ -
Proceeds from Grants and Subsidies	\$ 960	\$ 960	\$ 960	\$ -	\$ -	\$ -	\$ -
Debt Repayment Principal	\$ 177	\$ 532	\$ 657	\$ 697	\$ 716	\$ 591	\$ 618
<b>Increase/(Decrease) in Cash Equivalents</b>	\$ 1,301	\$ 1,841	\$ 3,193	\$ 6,799	\$ 9,814	\$ (7,318)	\$ (4,155)
<b>Cash and Cash Equivalents at Beginning Balance</b>	\$ 11,477	\$ 12,778	\$ 14,620	\$ 17,813	\$ 24,611	\$ 34,426	\$ 27,108
<b>Cash and Cash Equivalents at Ending Balance</b>	\$ 12,778	\$ 14,620	\$ 17,813	\$ 24,611	\$ 34,426	\$ 27,108	\$ 22,953

**Statement of Financial Position—Water**

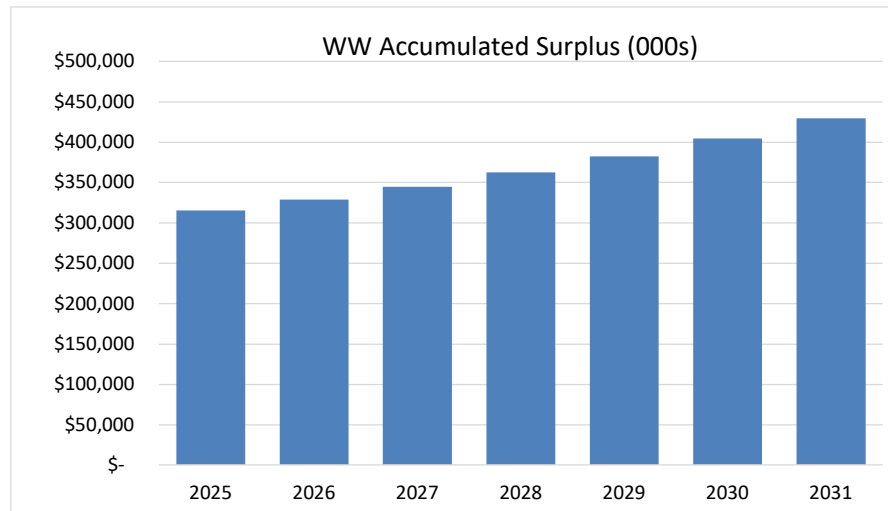
(000s)	Budget	Projected					
Water Operations	2025	2026	2027	2028	2029	2030	2031
<b>Financial Assets</b>							
Cash	\$ 12,778	\$ 14,620	\$ 17,813	\$ 24,611	\$ 34,426	\$ 27,108	\$ 22,953
<b>Liabilities</b>							
Debt - Principal Outstanding	\$ 12,895	\$ 15,482	\$ 15,119	\$ 14,422	\$ 13,706	\$ 13,115	\$ 12,497
<b>Net Financial Assets</b>	\$ (117)	\$ (863)	\$ 2,693	\$ 10,189	\$ 20,719	\$ 13,993	\$ 10,456
<b>Non-Financial Assets</b>							
Tangible Capital Assets	\$ 505,203	\$ 538,977	\$ 564,418	\$ 587,933	\$ 609,311	\$ 630,689	\$ 672,234
Additions to Tangible Capital Assets	\$ 33,774	\$ 25,441	\$ 23,515	\$ 21,378	\$ 21,378	\$ 41,545	\$ 41,545
Accumulated Amortization	\$ 208,381	\$ 218,129	\$ 228,170	\$ 238,479	\$ 249,054	\$ 260,150	\$ 271,764
<b>Total Non-Financial Assets</b>	\$ 330,595	\$ 346,289	\$ 359,763	\$ 370,832	\$ 381,635	\$ 412,085	\$ 442,015
Accumulated Surplus	\$ 330,478	\$ 345,427	\$ 362,456	\$ 381,022	\$ 402,354	\$ 426,078	\$ 452,472
Cash as a % of Non-Financial Assets	3.9%	4.2%	5.0%	6.6%	9.0%	6.6%	5.2%
Debt as a % of Non-Financial Assets	3.9%	4.5%	4.2%	3.9%	3.6%	3.2%	2.8%

**Wastewater Financial Plan—O.Reg. 453/07**

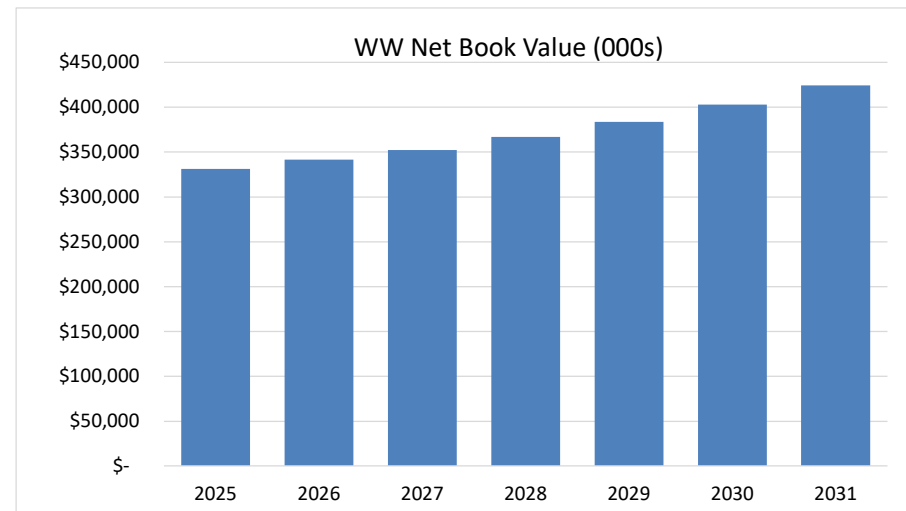
- **Statement of Financial Operations**—This statement summarizes the revenues and expenditures. The expenditures include ongoing operating costs plus asset amortization. This statement indicates that the system and its asset base are projected to be maintained with funds being available each year for future capital renewal or major maintenance. As shown in the statement of financial operations and in the graph below, the City is generating excess revenues over expenses including amortization for wastewater, throughout the forecast period.
- **Cash Receipts or Gross Cash Payments (Cash Flows)** —The cash flow statement summarizes how the wastewater system is expected to generate and utilize cash resources. The transactions that generate and use cash include the projection of cash to be received from revenues, cash to be used for operating expenditures and financing charges, cash projected to be used to acquire capital assets and projected financial transactions that are the proceeds from debt or debt principal repayment. Cash balances are positive throughout the forecast period as shown the Cash Receipts Statement.
- **Net Financial Assets**—An important feature of a wastewater system is its net financial assets. A positive number indicates that the system has the resources to deal with future capital and other needs. A negative number indicates that past capital and other investments must be financed from future revenues. Wastewater net financial assets are in a positive position throughout the forecast. No debt was anticipated throughout the term.



- **Accumulated Surplus**—Another financial indicator that is reflected in the financial position statement is the accumulated surplus. This indicator represents cash on hand plus the net book value of tangible capital assets less debt. The accumulated surplus is forecast to increase from 2025 to 2031, as shown below and in the Statement of Financial Position.



- **Tangible Capital Assets (Net Book Value)** - Wastewater systems have a great deal of resources tied up in tangible capital assets and managing these assets is critical to maintaining current and future levels of service. An increase in net book value of tangible capital assets is an indication that assets have been renewed faster than they were used. A decrease in net book value indicates that assets are being used, or amortized, faster than they are renewed. The net book value is projected to increase for wastewater, from \$331.4 million in 2025 to \$424.6 million in 2031.



**Statement of Financial Operations—Wastewater**

(000s)	Budget	Projected					
WW Operations	2025	2026	2027	2028	2029	2030	2031
<b>Revenues</b>							
Rate and Fixed Revenues	\$ 51,093	\$ 53,980	\$ 57,030	\$ 60,252	\$ 63,656	\$ 67,253	\$ 71,052
Fire protection levy	\$ 11	\$ 12	\$ 12	\$ 12	\$ 13	\$ 13	\$ 14
Other revenues	\$ 775	\$ 798	\$ 822	\$ 847	\$ 872	\$ 898	\$ 925
Interest Earnings	\$ 209	\$ 234	\$ 284	\$ 290	\$ 296	\$ 302	\$ 308
<b>Total revenues</b>	<b>\$ 52,088</b>	<b>\$ 55,024</b>	<b>\$ 58,148</b>	<b>\$ 61,401</b>	<b>\$ 64,837</b>	<b>\$ 68,466</b>	<b>\$ 72,299</b>
<b>Operating Expenses</b>							
Salaries & Benefits	\$ 7,891	\$ 8,127	\$ 8,371	\$ 8,622	\$ 8,881	\$ 9,147	\$ 9,422
Energy Costs	\$ 3,027	\$ 3,118	\$ 3,211	\$ 3,308	\$ 3,407	\$ 3,509	\$ 3,614
Grants - Transfer Payments	\$ 108	\$ 111	\$ 115	\$ 118	\$ 122	\$ 125	\$ 129
Internal Recoveries	\$ 5,096	\$ 5,249	\$ 5,407	\$ 5,569	\$ 5,736	\$ 5,908	\$ 6,085
Materials - Operating Expenses	\$ 2,970	\$ 3,119	\$ 3,275	\$ 3,438	\$ 3,610	\$ 3,791	\$ 3,980
Purchased/Contract Services	\$ 8,731	\$ 8,993	\$ 9,263	\$ 9,541	\$ 9,827	\$ 10,122	\$ 10,425
Rent and Financial Expenses	\$ 23	\$ 24	\$ 24	\$ 25	\$ 26	\$ 27	\$ 27
<b>Total Operating expenses</b>	<b>\$ 27,846</b>	<b>\$ 28,741</b>	<b>\$ 29,666</b>	<b>\$ 30,621</b>	<b>\$ 31,609</b>	<b>\$ 32,629</b>	<b>\$ 33,684</b>
<b>Debt Charges</b>							
Debt Charges - Interest Expenses	\$ 1,178	\$ 1,083	\$ 983	\$ 878	\$ 768	\$ 653	\$ 532
<b>Amortization Expense</b>							
Amortization of tangible capital assets	\$ 11,256	\$ 11,525	\$ 11,806	\$ 12,144	\$ 12,513	\$ 12,914	\$ 13,349
<b>Total Expenses</b>	<b>\$ 40,281</b>	<b>\$ 41,349</b>	<b>\$ 42,455</b>	<b>\$ 43,643</b>	<b>\$ 44,889</b>	<b>\$ 46,196</b>	<b>\$ 47,565</b>
<b>Annual Surplus/Deficit</b>	<b>\$ 11,807</b>	<b>\$ 13,675</b>	<b>\$ 15,694</b>	<b>\$ 17,758</b>	<b>\$ 19,948</b>	<b>\$ 22,270</b>	<b>\$ 24,734</b>

**Statement of Cash Flow/Cash Receipts—Wastewater**

(000s)	Budget	Projected						
WW Operations	2025	2026	2027	2028	2029	2030	2031	
<b>Total Revenues</b>	\$ 52,088	\$ 55,024	\$ 58,148	\$ 61,401	\$ 64,837	\$ 68,466	\$ 72,299	
<b>Cash Paid For</b>								
Operating Costs	\$ 27,846	\$ 28,741	\$ 29,666	\$ 30,621	\$ 31,609	\$ 32,629	\$ 33,684	
Debt Repayment - Debt Interest	\$ 1,178	\$ 1,083	\$ 983	\$ 878	\$ 768	\$ 653	\$ 532	
<b>Cash Provided from Operating Transactions</b>	\$ 23,064	\$ 25,200	\$ 27,500	\$ 29,902	\$ 32,460	\$ 35,184	\$ 38,083	
<b>Capital Transactions</b>								
Acquisition of TCA	\$ 20,577	\$ 21,526	\$ 22,476	\$ 27,034	\$ 29,476	\$ 32,079	\$ 34,851	
<b>Finance Transactions</b>								
Proceeds from Debt Issuance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Proceeds from Grants and Subsidies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Debt Repayment Principal	\$ 2,278	\$ 2,373	\$ 2,473	\$ 2,578	\$ 2,688	\$ 2,803	\$ 2,924	
<b>Increase/(Decrease) in Cash Equivalents</b>	\$ 209	\$ 1,301	\$ 2,550	\$ 290	\$ 296	\$ 302	\$ 308	
<b>Cash and Cash Equivalents at Beginning Balance</b>	\$ 10,448	\$ 10,657	\$ 11,958	\$ 14,508	\$ 14,798	\$ 15,094	\$ 15,396	
<b>Cash and Cash Equivalents at Ending Balance</b>	\$ 10,657	\$ 11,958	\$ 14,508	\$ 14,798	\$ 15,094	\$ 15,396	\$ 15,704	

**Statement of Financial Position—Wastewater**

(000s)	Budget	Projected					
WW Operations	2025	2026	2027	2028	2029	2030	2031
<b>Financial Assets</b>							
Cash	\$ 10,657	\$ 11,958	\$ 14,508	\$ 14,798	\$ 15,094	\$ 15,396	\$ 15,704
<b>Liabilities</b>							
Debt - Principal Outstanding	\$ 26,733	\$ 24,360	\$ 21,886	\$ 19,308	\$ 16,620	\$ 13,817	\$ 10,893
<b>Net Financial Assets</b>	\$ (16,076)	\$ (12,402)	\$ (7,378)	\$ (4,510)	\$ (1,526)	\$ 1,579	\$ 4,811
<b>Non-Financial Assets</b>							
Tangible Capital Assets	\$ 637,610	\$ 658,187	\$ 679,714	\$ 702,191	\$ 729,224	\$ 758,701	\$ 790,779
Additions to Tangible Capital Assets	\$ 20,577	\$ 21,527	\$ 22,477	\$ 27,034	\$ 29,476	\$ 32,079	\$ 34,851
Accumulated Amortization	\$ 326,791	\$ 338,317	\$ 350,123	\$ 362,267	\$ 374,779	\$ 387,693	\$ 401,042
<b>Total Non-Financial Assets</b>	\$ 331,396	\$ 341,397	\$ 352,068	\$ 366,958	\$ 383,921	\$ 403,086	\$ 424,588
Accumulated Surplus	\$ 315,319	\$ 328,995	\$ 344,690	\$ 362,448	\$ 382,395	\$ 404,666	\$ 429,400
Cash as a % of Non-Financial Assets	3.2%	3.5%	4.1%	4.0%	3.9%	3.8%	3.7%
Debt as a % of Non-Financial Assets	8.1%	7.1%	6.2%	5.3%	4.3%	3.4%	2.6%



***Appendix A—Alternative Option***

**Appendix A—Alternative Option—10 Year Phase-in**

<b>180 m<sup>3</sup> residential impact - 5/8"</b>					
Year	Cost of service			% Increase From Prior Year	
	Water	WW	Total		
2025	\$ 746	\$ 839	\$ 1,585	4.8%	
2026	\$ 807	\$ 896	\$ 1,703	7.4%	
2027	\$ 872	\$ 956	\$ 1,829	7.4%	
2028	\$ 943	\$ 1,021	\$ 1,964	7.4%	
2029	\$ 1,020	\$ 1,089	\$ 2,109	7.4%	
2030	\$ 1,102	\$ 1,163	\$ 2,265	7.4%	
2031	\$ 1,192	\$ 1,242	\$ 2,433	7.4%	

## Non-Union Salary Administration Policy

Presented To:	Finance and Administration Committee
Meeting Date:	April 22, 2025
Type:	Managers' Reports
Prepared by:	Maria Saari Human Resources and Organizational Development
Recommended by:	General Manager of Corporate Services

## Report Summary

This report provides a recommendation regarding the Non-Union Salary Administration Policy as directed by resolution FA2024-25.

## Resolution

THAT the City of Greater Sudbury approves the revised list of comparators for external salary benchmarking and the process for conducting the external market review for non-union salaries as outlined in the report entitled “Non-Union Salary Administration Policy” from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on April 22, 2025.

## Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

Achieving Council’s desired outcomes from its Strategic Plan and Climate Change Action Plans require the attraction and retention of talented municipal employees with the right combination of competence, technical skill, education, experience and commitment to public service. The Non-Union Salary Administration Policy is a critical tool for enabling the achievement of Council’s priorities.

## Financial Implications

There are no financial implications associated with this report. The first comprehensive non-union salary review will be completed in 2027 with a subsequent report presented to Council with recommendations and any financial implications of those changes.

## Background

The organization employs approximately 360 non-union, full-time employees and 218 full-time equivalent non-union part-time employees. Most non-union part-time employees are employed in entry level or student jobs (e.g., junior arena maintenance, service and program staff in Leisure Services).

A review of the Non-Union Salary Administration Policy was completed by an external consultant, Marianne Love of ML Consulting. A report with the results of that assessment and recommendations for additional analysis was presented to the Finance and Administration Committee at the September 10, 2024, meeting.

The report suggested the following additional analysis be completed:

- A. Revise the list of comparators (relevant labour market) used for external equity comparison purposes to the list recommended by the consultant in Appendix A and review the market comparators for pay groups 10 and below and recommend a set of comparators that based on criteria more specifically addressing roles within these groups; and,
- B. Change the process for performing an external review, once per Council term that considered both the suitability of comparators and an external equity analysis providing a thorough report for Council and recommendations to meet external equity goals; and,
- C. Update the salary administration plan based on the changes in A and B above.

At the September 10, 2024, Finance and Administration Committee Meeting, resolution FA2024-25 was passed:

THAT the City of Greater Sudbury Council directs staff, with assistance of an external consultant to produce, by the end of Q4 2024, a report outlining the implications associated with changes to:

- a) The list of comparators used for external salary benchmarking.
- b) The process for conducting the external market review for non-union salaries

## **Analysis**

This report provides a summary of the work completed by the consultant on the list of external market comparators, including the implications associated with the changes. Recommendations on the market comparators and process for ongoing review, including a new salary administration policy are being presented for approval (see Appendix 1 – Non-Union Salary Administration Policy).

### **External Market Comparators**

Historically, a defined comparator group was approved by Council for General Manager (GM) and Chief Administrative Officer (CAO) positions with another comparator group for positions in pay bands 1 through 18. Some comparators were common for both employee groups.

**Table 1: External Comparators - Historical**

The following provides a list of the approved Council comparators, the list of comparators recommended in the September 10, 2024, report and the final recommended list of comparators.

City of Greater Sudbury Municipal Comparators				
	Current Council Approved Municipal Comparators		Appendix 2 Sep.10.2024	Final Recommendation
	Non-Union Group 1-18	CAO/GM	All Non-Union	All Non-Union
Barrie	■		■	■
Brantford			■	■
Burlington	■	■		
Cambridge	■		■	■
Chatham-Kent	■	■	■	■
Durham			■	■
Guelph - City	■		■	■
Haldimand			■	
Hamilton - City		■		■
Kingston	■	■	■	■
Kitchener	■	■		
London		■	■	■
Markham	■			
Niagara - Region		■	■	■
Oakville	■		■	■
Oshawa	■	■		
Richmond Hill	■		■	■
Sault Ste Marie			■	
Simcoe County			■	■
St. Catherines	■			
Thunder Bay	■	■	■	■
Vaughan	■			
Waterloo - Region		■	■	■
Windsor	■	■	■	■

**Table 2: External Comparators – Recommended**

Due to the similarity in service scope and availability of good job matches, staff are recommending the City of Hamilton be added to the list of comparators. Sufficient data was not available for job matches with the

municipalities of Haldimand and Sault Ste. Marie. As a result, the consultant and staff recommend that these are not included as external market comparators.

The final recommended list of comparators for external market comparison is the following:

City of Greater Sudbury Municipal Comparators	
City	All Non-Union
Barrie	■
Brantford	■
Cambridge	■
Chatham-Kent	■
Durham	■
Guelph - City	■
Hamilton - City	■
Kingston	■
London	■
Niagara - Region	■
Oakville	■
Richmond Hill	■
Simcoe County	■
Thunder Bay	■
Waterloo - Region	■
Windsor	■

The proposed external market comparators are being recommended to apply to all non-union positions, including the CAO and General Managers as they closely represent municipalities of similar size and population, geographic location, budget and revenue, and service scope. It is critical to the process that enough accurate matches exist among comparators and this revised list of comparators provides good job matches. The reason this is important is so that there is adequate, comparable data in the relevant labour market to make external market comparisons and draw meaningful conclusions about the job rates in the market.

### **Salary Administration Policy**

The Non-Union Salary Administration Policy sets out the pay philosophy and four (4) compensation goals:

- internal equity
- external equity
- employee compensation (attraction, retention, motivation)
- ability to pay

The principles and goals of modern salary administration programs were outlined in the September 10, 2024 report to the Finance and Administration Committee and are reflected in the revised Non-Union Salary Administration Policy (Appendix 1 – Non-Union Salary Administration Policy).

The purpose of this policy is to establish a framework for administering non-union employee salaries that ensures equitable, objective, consistent and transparent salary administration practices. This policy enables the organization to attract, retain, and reward a qualified and diverse workforce while ensuring fiscal responsibility and compliance with applicable laws and regulations. This policy applies to all management and all non-unionized employees.

### **Process for Market Review**

The consultant utilized a comprehensive job-to-job matching process to assess market competitiveness. Just over 70% of all positions were matched by the consultant to similar positions in comparator organizations having regard to job title, job information, organizational charts, and 2024 annual and hourly job rates. The same set of comparators was used for all positions. Any outlier matches were removed from the analysis.

The process undertaken by the consultant of job matching up to 70% of all positions is recommended moving forward and is included in the revised Non-Union Salary Administration Policy. It is recommended that an external consultant conduct this review once per term of Council on a four-year cycle.

Market statistics based on three or more matches were calculated to determine market competitiveness using the 50<sup>th</sup>, 55<sup>th</sup>, 60<sup>th</sup> and 65<sup>th</sup> percentile values. Percentile targets help define CGS's relative placement to the defined pay market.

The percentile target is a measure of how the positions are ranked in the comparator group, highest to lowest.

- The 50<sup>th</sup> percentile target is the dollar rate where 50% of the wage rates in the comparator organizations are below this amount and 50% are above; this is the market median
- The 65<sup>th</sup> percentile target is the dollar rate where 65% of the wage rates in the comparator organizations are below this amount and 35% are above

A review of CGS's position with the external market at the various percentiles shows that we fall within a reasonable range of just under 5% overall in comparison with the 50<sup>th</sup> percentile. The consultant has recommended that should Council approve to remain at the 50<sup>th</sup> percentile, that CGS should make every attempt to pay as close to the 50<sup>th</sup> percentile as possible. The consultant indicates many municipalities pay at a higher percentile than 50<sup>th</sup> with the 60<sup>th</sup> percentile being the most prevalent. There are potential risks to remaining below the median of the external market including difficulty in attracting and retaining talented staff to lead and deliver municipal services.

Staff recommend the target percentile remain at 50<sup>th</sup> percentile for pay groups 1 to 18 but change the variance in the current policy from within 10% to be within a 5% variance of the 50<sup>th</sup> percentile. Also, staff recommend a change to be within 5% variance of the 65<sup>th</sup> percentile for the General Manager and CAO roles. This recommendation is based on the review and recommendation by the consultant, the nature of the labour market, and the need to be fiscally responsible while remaining competitive to the external market. Also, with reviews being completed once per Council term (i.e. every four years) the 5% variance will ensure non-union staff pay groups do not fall substantially behind market or be allowed to get too far ahead without correction.

Staff will continue to monitor turnover, the labour market and CGS's ability to attract qualified candidates to non-union roles. Compensation is an important factor in employee attraction and retention. It is not the only factor though and needs to be considered along with employee benefits, the existence of a competitive OMERS pension, corporate culture and employee relations policies and leadership. Processes used to gather employee engagement feedback, information about satisfaction with various employee policies and programs and data from departing employees is also important information to guide further, non-compensation related policy.

## **Conclusion and Next Steps**

Staff recommend the Finance and Administration Committee approve the revised list of market comparators and the process for conducting the external market review.

The revised policy provides the framework to enable the organization to attract, retain and reward a qualified and diverse workforce while ensuring alignment with CGS's long term financial goals and compliance with applicable legislation. The updated policy provides a revised set of external market comparators, along with a modified and comprehensive approach to determine market competitiveness. It is recommended the current pay philosophy of targeting the 50<sup>th</sup> percentile with a 5% variance is adopted for all non-union roles and continuing to target the 65<sup>th</sup> percentile with a 5% variance for the CAO and General Manager roles. A comprehensive review by an external consultant will be completed once per term of Council on a four-year cycle to enable a review of the comparator group and market competitiveness.

If the revised list of comparators and external market review process is approved, the Non-Union Salary Administration Policy will be posted on City Links and the external website to be open and transparent on CGS's pay philosophy and goal of attracting and retaining key talent to the organization. The first comprehensive review will be presented to the next CGS Council in the first half of 2027.

## **Resources Cited**

Review of Non-Union Salary Administration Policy - Report to Finance and Administration Committee on September 10, 2024.



HUMAN RESOURCES POLICIES AND PROCEDURES	<b>Creation Date:</b> February 26, 2004
<b>NON-UNION SALARY ADMINISTRATION POLICY</b>	<b>Revision Date:</b> April 1, 2025
<b>Approved By:</b>  <div> Chief Administrative Officer <div>Date: April 1, 2025</div> </div>	

## 1.0 POLICY STATEMENT

The City of Greater Sudbury (CGS) aims to be an employer of choice by maintaining a transparent and consistent compensation program. It focuses on attracting, retaining, promoting and rewarding a qualified and skilled workforce, placing the right employees in the right roles to meet organizational needs.

## 2.0 PURPOSE/SCOPE

The purpose of this policy is to establish a framework for administering non-union employee salaries that ensures CGS has equitable, objective, consistent and transparent salary administration practices, while supporting Council's Strategic Plan. This policy achieves that through four compensation goals:

1. Internal Equity: Ensure that employees are compensated fairly in relation to their colleagues within the organization and is the comparison of employee positions using a gender-neutral job evaluation system, considering factors such as skills, effort, responsibilities and working conditions.
2. External Equity: Maintain competitive salary levels by benchmarking against similar positions in the relevant labour market to attract and retain talent.
3. Employee Compensation: Provide a comprehensive compensation package that includes base salary, benefits, and other incentives to reward and motivate employees.
4. Ability to Pay: Align salary administration with the organization's financial capacity and long-term financial plans. This involves balancing competitive compensation with the need to ensure sustainability and fiscal responsibility.

This policy applies to all management and/or non-unionized employees.

## 3.0 DEFINITIONS

**Internal equity**: The comparison of employee positions in the organization to ensure fair pay.

**Market comparators**: The group of municipalities used for external comparison purposes that have similar characteristics such as size and population; geographic location; budget and revenue; have a similar municipal service scope; and also, organizations that the municipality recruits from and loses employees to.

**External competitiveness:** The pay rates of an organization's jobs in relation to its relevant labour market/competitors' pay rates.

**Job evaluation system:** The gender-neutral system used to evaluate positions within the organization. Positions are evaluated based on the following factors: skills, effort, responsibilities and working conditions.

**Compensation grid:** The list of positions and their groupings based on the job evaluation system that ensures positions which score relatively equal are compensated at the same rate. This grid has a set number of pay groups. Each pay group is separated by a spread determined by market competitiveness assigned to the structure. This represents the financial structure of the pay grades.

**Pay group:** The salary range for each section on the salary grid. This is also known as the pay band. Each pay group has 5 compensation levels that differ by approximately 4% between each level.

**Job rate:** The top salary of the pay group (Level 5).

**Compression:** The happens when the difference in pay rates as a result of job evaluation do not maintain the required pay differences. Specifically, when the pay gap between non-union supervisors and the non-union employees they supervise is less than 10% or when the pay gap between non-union supervisors and the unionized employees they supervise is less than 20% percent.

**General wage increase (GWI):** The annual rate increase approved by Council provided to staff to account for economic factors, including inflation.

**Pay equity:** Equal pay for work of equal value. The *Pay Equity Act* requires employers to compensate female job classes at least equally to work done by comparable male job classes. The gender-neutral job evaluation system is used to evaluate all jobs in an unbiased manner.

## **4.0 WORKPLACE RESPONSIBILITIES**

### **4.1 Employer**

CGS shall support the purpose of this policy by compensating jobs, such that internal and external equity are achieved.

### **4.2 Supervisor**

n/a

### **4.3 Employee**

n/a

## **5.0 PAY PHILOSOPHY**

### **5.1 Internal Equity and Job Evaluation**

CGS shall maintain a job evaluation system that meets all legislative requirements to address gender discrimination in the compensation of employees employed in female job classes and provides internal equity for all job classes across the organization.

Regular review and maintenance as well as an appeal process shall be available for all non-union employees to ensure internal equity is maintained.

## 5.2 Market Competitiveness

To meet the objective of attracting and retaining talent, CGS has a target to set the pay rates overall at the 50th percentile of the market comparators for pay groups 1 to 18 and a target to set the pay rates at the 65<sup>th</sup> percentile for the General Managers and Chief Administrative Officer roles. A variance with the external market means a market discrepancy greater than five percent (5%).

The relevant market comparators consist of the following municipalities:

Barrie	Brantford	Cambridge	Chatham-Kent
Durham - Region	Guelph	Hamilton	Kingston
London	Niagara - Region	Oakville	Richmond Hill
Simcoe County	Thunder Bay	Waterloo - Region	Windsor

The above list of comparators has been selected based on similar characteristics such as size and population; geographic location; budget and revenue; service scope; and ability to match roles. Given the size and scope of services provided by CGS, the above list of comparators may need to be amended to obtain sufficient data to meet a specific and unique set of circumstances.

A comprehensive market review will be undertaken by a third-party consultant once per Council term or every four (4) years to ensure the goals of this policy are maintained. The outcome of the review and any required adjustment shall be approved by Council.

The criteria for market adjustments due to temporary market pressure are outlined in the Non-Union Market Adjustment Criteria Policy.

The compensation grid is adjusted annually based on the Council-approved general wage adjustment.

## 5.3 Compensation

- Positions are classified on the compensation grid based on the factors evaluated as part of the job evaluation system.
- Positions are placed on the compensation grid based on the job evaluation rating.
- Each pay grade within the compensation grid consists of 5 pay levels.
- Existing employees move through the pay grade based on a successful annual performance evaluation.
- New employees are placed on the compensation grid at a step negotiated based upon experience and market competitiveness.
- Red-circling occurs when a job is re-evaluated and the new pay range is lower than the incumbent's current salary. The incumbent's salary dollars (rate) is then held constant (frozen and ineligible for a step or GWI increase). This will continue until such time as the revised pay rate for the position meets the employee's rate of pay.
- Compression that may arise between supervisory positions and the staff they supervise will be reviewed on an annual basis.

**5.4 Review and Adaptation**

This policy will be reviewed and updated as needed to reflect changes in the City's Long Term Financial Plan, economic conditions, labour market trends or organizational priorities. Any changes to the policy will be approved by Council in open session.

**6.0 TRAINING**

n/a

**7.0 REFERENCED DOCUMENTATION**

Non-Union Market Adjustment Criteria Policy

**8.0 REVISION TABLE**

Revision date	Revised section	Former language	Revised language

## Strategic Core Areas Community Improvement Plan Review

Presented To:	Finance and Administration Committee
Meeting Date:	April 22, 2025
Type:	Managers' Reports
Prepared by:	Ed Landry Planning Services
Recommended by:	General Manager of Growth and Infrastructure

## Report Summary

This report provides a recommendation regarding proposed changes to programs and areas of applicability in the proposed Greater Sudbury Community Improvement Plan.

## Resolution

THAT The City of Greater Sudbury directs staff to return by the end of June 2025, with a Public Hearing under the *Planning Act* for the proposed Greater Sudbury Community Improvement Plan, as outlined in the report entitled “Strategic Core Areas Community Improvement Plan Review” from the General Manager of Growth and Infrastructure, presented at the Finance and Administration Committee meeting on April 22, 2025.

## Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

The proposed Community Improvement Plan aligns with Council’s Strategic Priorities including “Revitalize Greater Sudbury’s Downtown and Town Centres with Public Investment that Supports Private Investment,” “Expand Affordable and Attainable Housing Options,” and “Develop and Promote Solutions to Support Existing Housing Choices.”

Providing incentives for development and redevelopment in built up areas also supports the creation of compact, complete communities, Goal 1 of the CEEP.

## Financial Implications

There are no financial implications associated with this report. Council has budgeted an annual allocation of \$250,000 which is placed in reserve for current and future CIP uses.

## Background

### ***Strategic Core Area Community Improvement Plan (SCACIP)***

The Planning Act allows municipalities to create community improvement plans (CIPs) and to make grants or loans to owners and tenants for projects that are in conformity with a CIP. The City of Greater Sudbury's Official Plan states that the objectives of CIPs are to:

- a. Enhance the quality of the physical and social environment through the development, redevelopment, preservation and rehabilitation of certain areas of the city;
- b. Undertake comprehensive community improvement programs with respect to identified projects or designated community improvement areas; and,
- c. Increase employment, economic activity and investment in the city.

Seven financial incentive programs are available under the SCACIP to help stimulate development and redevelopment. The available programs are:

- Tax Increment Equivalent Grant Programs (Standard, Superstack, and Parking Structure)
- Façade Improvement Program
- Planning and Building Fee Rebate Program
- Residential Incentive Program (Per-Door Grant)
- Commercial Vacancy Leasehold Program (expired in August, 2024)
- Business Improvement Tenant Attraction Loan Program (Council directed staff in June 2024 to pause accepting loan applications)
- Feasibility Grant Program

The SCACIP currently includes, or partially includes the following areas:

- Capreol
- Chelmsford
- Copper Cliff
- Downtown Sudbury
- Flour Mill
- Kathleen Street
- Levack
- Lively
- Corridors

These programs can be used in conjunction with other incentive programs offered by the City, including the Affordable Housing Community Improvement Plan (AHCIP) and the Brownfield Strategy and Community Improvement Plan (BSCIP).

### ***Proposed Greater Sudbury Community Improvement Plan***

On June 18, 2024, staff presented its review of the City's incentive programs along with a range of policy options. Council directed staff to prepare an amendment to the Strategic Core Areas Community Improvement Plan (See Reference 1).

Staff presented an amendment of the SCACIP in January 2025 (See Reference 2). Staff recommended the combination of the three CIPs into one new Greater Sudbury CIP (GSCIP). The proposed incentive programs at the time included:

- Tax Increment Equivalent Grant (Standard, Superstack, Corridors, Parking Structure)
- Façade Improvement Grant
- Planning and Building Fee Rebates
- Residential Incentive Grant
- Additional Dwelling Unit Incentive
- Professional Study Grant
- Tax Assistance Program

It was noted that many of these programs currently apply throughout all of Greater Sudbury, and in particular the Affordable Housing CIP and the Brownfield Strategy and CIP.

Council subsequently directed staff to:

- commence the public consultation process on the draft GSCIP; and,
- return by the end of April 2025 with an analysis of the City's Development Charge (DC) exempt areas along with recommendations regarding new and existing Community Improvement Project Areas, and recommended applicable incentive programs for each new and existing project area.

## **Analysis**

### ***Development Charges By-law (2019-100)***

#### **Exempt Areas**

The DC By-law specifically exempts Development Charges from Schedule “E” (full exemption) and Schedule “F” areas (50% exemption on multi-residential development). A listing and comparison of these areas can be found in Attachments C and D (in table format) of this report.

#### **Observations**

Staff visited and pulled data related to the DC exempt areas. The following observations can be made:

1. Development Charge Exempt Areas each have different characteristics. Some have a higher percentage of commercially-zoned properties (e.g., Capreol, Copper Cliff, Lively), others have a higher percentage of residentially-zoned properties (e.g., Flour Mill, Garson, Dowling), and others are about half and half commercial/residential (e.g., Chelmsford, Val Caron).
2. The existing project areas of the Strategic Core Areas Community Improvement Plan can be characterized generally as having mixed-use, multi-storey building stock, typically with a zero-lot line (i.e., the building is built to the sidewalk).
3. Conversely, the balance of the DC exempt areas can be characterized generally as having single-use, single-storey building stock, typically with buildings set back from the street, with on-site parking in front of the building.
4. Between 2017-2024, approximately 837 building permits were issued for the Schedule “E” DC exempt areas, 481 building permits for the Schedule “F” exemption areas, and 1458 Building Permits issued in the corridors.
5. Over the same period, the City has processed 84 planning applications within the Schedule “E” DC exempt areas, 29 planning applications within the Schedule “F” exemption areas, and 188 planning applications within the corridors.
6. In the Schedule “E” DC exempt areas, 16 of 84 applications were rezoning applications. Of those, 7 (8.3% of all Schedule “E” applications) related to multi-residential development.
7. In the Schedule “F” areas, 6 of 29 applications were rezoning applications. Of those, 1 rezoning (3.4% of all Schedule “F” applications) related to multi-residential development.

## ***Housing Supply***

### ***Greater Sudbury Housing Supply Strategy***

Greater Sudbury's Housing Supply Strategy aims to ensure that all current and future residents have access to housing options that meet their needs at all stages of life and are attainable at all income levels. The strategy encourages thoughtful, targeted, and sustainable residential development to grow the City's population and local economy.

The strategy includes 17 broad focus areas to achieve its goals, such as expanding affordable and attainable housing options and promoting solutions to support existing housing choices. It also aligns with the City's strategic priorities and involves collaboration with various stakeholders, including government bodies, post-secondary institutions, the construction industry, service providers, and non-profits (See Reference 3).

### ***Housing Needs Assessment***

Staff presented an updated Housing Needs Assessment (HNA) in March, 2025 (See Reference 4). The update was a requirement under the Canada Housing Infrastructure Fund (CHIF) as well as the Housing Accelerator Fund (HAF). The HNA demonstrates that there's an anticipated increase in need of single, semi-detached, row and apartment dwellings. This updated HNA is now posted on the City's Housing Supply Strategy Website (See Reference 3).

### ***Housing Accelerator Fund (HAF)***

The City was successful in its 2024 application to the Housing Accelerator Fund. As part of Initiative 1 of the City's Action Plan, the City committed to enhance the community improvement plan and housing-related incentives. The initiative "would support the development of a range of housing, with a focus on multi-residential and missing middle, within areas that are walkable and provide access to a wide variety of amenities and services as well as supporting the development of affordable housing" (See Reference 5).

## **Community Improvement Plan Funding**

Community Improvement Plans are the means by which the City provides financial incentives for the development and redevelopment of properties to meet Council's goals regarding revitalization, brownfield redevelopment, affordable housing, etc. CIP funding is achieved by balancing a CIP Fund composed of four parts:

- 1) Annual allocation of \$250,000 which is placed in reserve for current and future CIP uses.
- 2) Repayment of CIP loans are contributed back to the program.
- 3) Any other funding source to be used for CIP purposes, including top-up funding anticipated as part of the 2024 Housing Accelerator Fund Action Plan<sup>1</sup> (See Reference 5)
- 4) Minus the funds committed to active CIP agreements,

These funds support approved CIP applications with the exception of Tax Increment Equivalent Grants (TIEG) that are funded when the reassessment of property value occurs and the increase in taxation is payable.

Since 2017, Council has contributed a total of \$5,150,760 for CIP programs. To date, the City has issued approximately \$1.8M in grants and loans and has approximately \$2.8M in remaining commitments. The CIP fund currently has a balance of approximately \$1,000,000.

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<sup>1</sup> Staff will return in mid-2025 with a HAF Implementation Plan which will include recommendations on the allocation of HAF monies, including an analysis on anticipated contribution to CIP funding



## Recommendations

1. That the following DC exempt areas from Schedules E and F be included as additional Schedule A areas in the Greater Sudbury Community Improvement Plan:
  - a. Azilda
  - b. Coniston
  - c. Dowling Town Centre
  - d. Garson Town Centre
  - e. Hanmer Mixed Use Commercial Area
  - f. Onaping
  - g. Val Caron Mixed Use Commercial Area
  - h. Wahnapiatae
  - i. Walden Town Centre
2. That the City create a new “Housing Accelerator Program” applicable to the nodes, and that the Planning and Building Permit Fee rebate program be refocused to apply only to the creation of housing. The new proposed “Housing Accelerator Program” would provide incentives of \$20 per square foot or \$20,000 per dwelling unit (whichever is the lesser) for the creation of new residential units. The program would have maximum amount of \$200,000 per property with payment only occurring after occupancy is issued by the City. It is also recommended that the program include a sunset clause and a minimum of three net new dwelling units are created to qualify.
3. That the City tailor eligibility criteria for the façade improvement program to provide further guidance on desired aesthetics, historical preservation, durability, energy efficiency, and accessibility.
4. That the City proceed with a public hearing under the Planning Act by June of 2025, with a view of adopting the GSCIP by mid-year.
5. That staff continue its work on the Downtown Sudbury Master Plan, and return at the conclusion of that process with any applicable amendments to the Greater Sudbury CIP.

## Summary

Staff proposed a Greater Sudbury Community Improvement Plan (GSCIP) in January 2025 based on an earlier review of the City’s incentive framework. Council subsequently directed staff to analyze the City’s Development Charge (DC) exempt areas and provide recommendations regarding new and existing Community Improvement Project Areas and recommend applicable incentive programs for each new and existing project area.

Staff has visited and analyzed the Schedule “E” and “F” DC exempt areas based on existing zoning, as well as the number of building permits and planning applications received over the 2017-2024 period. Overall, staff found that both new commercial and residential redevelopment is occurring within the proposed nodes. According to the City’s Housing Supply Strategy, and per the updated Housing Needs Assessment, staff has identified that offering incentives for at least three new dwelling units (per development proposal) in the nodes would promote a currently underrepresented housing option within the housing continuum.

### THE HOUSING CONTINUUM



(Source: Canada Mortgage Housing Corporation)

The resulting proposed GSCIP would include additional nodes (See Attachments A and B, respectively). The proposed framework would incentivize eligible market housing in the nodes and affordable housing in the built-up areas of the city (See Schedule C of Attachment B).

Staff should now be directed to return by the end of June, 2025 with a Public Hearing under the Planning Act to amend the CIP.

## Resources Cited

1. "Community Improvement Plan Review," report presented at the June 18, 2024 Finance and Administration Committee Meeting  
<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=53833>
2. "2025 Community Improvement Plan Review," report presented at the January 28, 2025 Finance and Administration Committee Meeting  
<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=55833>
3. Greater Sudbury Housing Supply Strategy  
<https://overtoyou.greatersudbury.ca/housing-supply-strategy>
4. "Housing Needs Assessment," report presented at the March 24, 2025 Planning Committee Meeting  
<https://pub-greatersudbury.escribemeetings.com/Meeting.aspx?Id=ec0b3944-90af-45aa-b872-9e2485e8288d&Agenda=Agenda&lang=English&Item=25&Tab=attachments>
5. "Appendix A – Housing Accelerator Fund" presented at the August 13, 2024 meeting of Council.  
[filestream.ashx](#)

# GREATER SUDBURY COMMUNITY IMPROVEMENT PLAN

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## 1.0 PLAN BACKGROUND

### 1.1 Introduction

The City of Greater Sudbury has a diverse collection of communities spread across a wide geographic area. Downtown Sudbury is the historic core of the City, retaining its important function as a local and regional centre of government services, business services, retail, sport and entertainment uses, arts and culture, and community and institutional uses. Town Centres are linked to the historical development of the region. Each Town Centre has developed a distinct character, providing residents and visitors with a range of services, including commercial and housing options.

Throughout these built-up areas, there is a pressing need for more affordable housing. The City of Greater Sudbury Strategic Plan 2019-2027 lists housing as one of the City’s main goals. The goal reflects the City’s desire for residents to have access to safe, affordable, attainable, and suitable housing options in Greater Sudbury.

To help meet these goals, the Greater Sudbury Community Improvement Plan (CIP) has been prepared to allow the City to use powers afforded through section 28 of the Planning Act to make grants available to registered owners assessed owners, and tenants of lands and buildings within the designated areas.

## 2.0 Official Plan Conformity

Section 15 of “The City of Greater Sudbury Official Plan” provides for the use of Community Improvement Plans within the City. Additionally, section 15.2 of the Official Plan designates the entire City of Greater Sudbury as a Community Improvement Project Area. The Official Plan states that the objectives of Community Improvement Plans are to:

- a. Enhance the quality of the physical and social environment through the development, redevelopment, preservation and rehabilitation of certain areas of the City;
- b. Undertake comprehensive community improvement programs with respect to identified projects or designated community improvement areas; and,
- c. Increase employment, economic activity and investment in the City.

This CIP meets all the objectives set out in the Official Plan.

### 2.1 Project Area Description and Boundaries

The Community Improvement Plan Project Areas are shown on the attached Schedules.

The areas in Schedules ‘A’ and ‘B’ have been identified by the City as priority areas for accommodating intensification and higher-density mixed uses in a more compact built-form that support transit and active transportation.

The areas in Schedule ‘C’ have been identified as the priority areas for brownfield redevelopment and for the provision of affordable housing. These boundaries reflect the “Built Boundary” as identified in the City’s Official Plan.

The City has designated several properties to be of cultural heritage value or interest under the Heritage Act. The intention of a designation is to preserve the historic, physical, contextual or other heritage value of a property. Such designated properties are all currently located within Schedule ‘C’ and can access the applicable programs of this Community Improvement Plan.

Community Improvement Project Area Boundaries are established by municipal by-law. To be eligible for the financial programs outlined in this plan, properties must be within the CIP boundary at the time of application. Ineligible properties will not be brought forward for Council’s consideration.

The City will make use of the provisions of Section 2.4 of the City’s Zoning By-law, as amended from time to time, and with necessary modifications, to determine the boundaries of a Community Improvement Project Area. Where none of the provisions apply, the CIP boundary shall be scaled from the attached Schedules.

The City will also make use of the Zoning By-law’s definitions. Where a conflict arises between a term used in the Community Improvement Plan and the Zoning By-law, the Zoning By-law definition will prevail.

### 3.0 Our Greater Sudbury Plan

Section 28 (7) of the Planning Act, and Section 106 (3) of the Municipal Act, 2001, provides municipalities the following authority:

“for the purpose of carrying out a community improvement plan that has come into effect, the municipality may make grants or loans to registered owners, assessed owners and tenants of lands and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the cost of rehabilitating such lands and buildings in conformity with the community improvement plan.”

In summary, the only tools available are either a grant or a loan. However, there are many applications of this grant or loan which can be used on a case-by-case basis to encourage development or redevelopment within the project areas.

### **3.1 Overall concept**

Several barriers currently prevent development and redevelopment from moving forward. The City can help overcome some of these barriers by using financial mechanisms to reduce the cost of development and redevelopment in these areas.

The objectives of these efforts are to:

1. Address the full range of housing options including affordable housing needs.
2. Conserve protected heritage property.
3. Create and retain employment opportunities.
4. Create new units, uses or lots on previously developed land in existing communities, including brownfield sites.
5. Enhance the quality of the public realm.
6. Grow the municipal assessment base.
7. Grow the municipal property tax revenue.
8. Increase the energy efficiency and climate readiness of the existing building stock.
9. Increase the residential population of the strategic growth areas.
10. Revitalize Strategic Growth Areas of the City.
11. Take advantage of existing infrastructure.

### **3.2 Encouraging Development and Redevelopment**

The City of Greater Sudbury may use its legislative authority pursuant to Section 28 of the Planning Act to pass by-laws designating the strategic core areas included in Schedules A, B and C as community improvement plan areas and adopting this strategy as the community improvement plan for the community improvement project areas. In doing so, the City is making the following financial incentives available to approved eligible properties:

1. Tax Increment Equivalent Grant Programs (Standard, Superstack, Corridor, and Parking Structure).
2. Façade Improvement Program.
3. Housing Accelerator Program.
  - a. Planning Fee Rebate
  - b. Building Permit Fee Rebate
4. Not-for-Profit Additional Dwelling Unit Program
5. Professional Study Grant Program.

## 6. Brownfields Tax Assistance Program

These programs, which are described in the following pages, represent a comprehensive series of actions for heritage conservation, brownfield development and redevelopment, the provision of affordable housing, and strategic growth area revitalization.

These incentive programs can also be used in conjunction with new or existing financial incentive programs

The following table describes where the financial incentive programs are available:

<b>SCHEDULE</b>	<b>A (nodes)</b>	<b>B (corridors)</b>	<b>C (built-up areas)</b>
Standard TIEG	X		
Affordable Housing TIEG	X	X	X
Brownfields TIEG	X	X	X
Superstack TIEG	X		X
Corridors TIEG		X	
Parking Structure TIEG	X (Downtown Sudbury Only)		
Façade Improvement Program	X		
Housing Accelerator Program	X		X
Not-for-Profit Additional Dwelling Unit Incentive Program	X	X	X
Professional Study Program	X		X
Brownfield Tax Assistance Program	X		

### 3.2.1 General Requirements Applying to all Programs

All financial incentive programs described herein are subject to the following general requirements. These requirements are not intended to be exhaustive. The City reserves the right to include other reasonable requirements and conditions on a project-specific basis.

1. Works commenced prior to submitting an application are ineligible. Works commenced after submitting an application, but prior to application approval, do so at the applicant's risk.
2. The financial incentives described herein may be used in combination with any other municipal financial incentive program including, but not limited to, development charge exemptions for development in the city's Nodes and Corridors, or the Employment Lands Community Improvement Plan.
3. The financial incentives described herein may be used in combination with any other program offered by the City and/or any other level of government and/or association.
4. Unless otherwise indicated, approved grants may be made to the registered owner, assessed owner or tenants of land and buildings within the community improvement plan areas and, subject to City approval, are assignable to a third party to whom such an owner or tenant has assigned the right to receive a grant.
5. To be eligible, properties must be within the CIP boundary at the time of application. Ineligible properties will not be brought forward for Council's consideration.
6. At its sole discretion, Council may sell municipal property within a community improvement plan area at below fair market value to achieve the goals of the Community Improvement Plan.
7. Notwithstanding the policy on repeat applicants, the City may consider phasing incentives for large, multi-phase redevelopment projects, where it can be clearly demonstrated that the provision of the phased incentive does not exceed the eligible costs associated with any particular phase of development and/or redevelopment.
8. The total amount of all municipal financial incentives provided to an approved eligible property will not exceed the eligible costs for that property. Per the *Planning Act*, as amended from time to time, eligible costs may include the costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.
9. The City may receive applications that exceed the maximum program amounts for the Housing Accelerator Program only. Such applications must include a minimum of 10 dwelling units. The funds provided by the City shall not exceed 50% of the cost to construct budget prepared by a qualified professional and submitted as part of the application. In evaluating these requests, the City will consider the focus areas and housing targets outlined in the Housing Supply Strategy.
10. In the case of a conflict of the provisions outlined in this CIP, the most stringent provision shall apply, unless otherwise permitted in the CIP.

11. All approved works and improvements shall conform to all relevant provincial legislation including, but not limited to, the Environmental Protection Act and the Ontario Building Code.
12. All approved works and improvements shall conform to all relevant municipal by-laws, standards, policies and procedures including, but not limited to, the Official Plan and the Zoning By-law.
13. The City encourages the application of Crime Prevention Through Environmental Design principles. The City will not provide grants, however, to those elements reasonably considered to be hostile architecture.
14. For the purposes of clarity, approval for one or more of the financial incentive programs included herein does not relieve a proponent from the need to obtain any other required municipal, federal, provincial and/or public agency approval associated with the proposed project.
15. City staff, officials and/or agents of the City may inspect any approved eligible property that is subject of a financial incentive program application.
16. The City reserves the right to peer review/audit any studies and/or works approved under a financial incentive program, at the expense of the applicant.
17. The City is not responsible for any costs incurred by an applicant in relation to any of the above financial incentive programs.
18. The eligible property will not be in a position of tax arrears at the time of application.
19. If the applicant is in default of any program requirement, or any other requirement of the City, the City may delay, reduce or cancel its financial incentive program approval. Should the owner or tenant of the approved eligible property default on any condition in the by-law or agreement, the grants, plus interest, will become payable to the City in full.
20. Outstanding work orders and/or orders or requests to comply, and/or other charges from the City (including tax arrears) must be satisfactorily addressed prior to the issuing of any financial incentive, or agreement extension.
21. The City may discontinue any financial incentive program at any time. Notwithstanding this, approved eligible properties will continue to receive approved municipal financial incentives, subject to compliance with the requirements set out herein and any associated by-law and/or agreement.
22. The City of Greater Sudbury is not bound to accept any application. The City of Greater Sudbury reserves the right to consider any, none or all of the applications, to accept applications in whole or in part, and to elect not to proceed with this process at any given time.
23. Eligibility to programs does not guarantee funding of projects.
24. Applications will be evaluated according to adopted policies and by-laws of the City of Greater Sudbury. The City will have regard to its Climate Emergency Declaration and also reserves the right to evaluate applications based on additional criteria developed from time to time,



including the right to require applicants to submit a more in-depth second phase evaluation. Applicants may be contacted by the City of Greater Sudbury during the evaluation process to clarify their application or to provide further information.

25. Applicants may be required to provide the City of Greater Sudbury with additional information to demonstrate their creditworthiness and business track record.
26. At the City's discretion, proponents may be subject to a Second Phase Evaluation in situations including but not limited to: where the estimated total project costs exceed \$1,000,000, and/or where the financial request includes Tax Increment Equivalent Grants.

#### **3.2.1.1. General Implementation Applying to CIP Approvals**

1. CIP Approvals shall be implemented by municipal by-law, outlining the recipient, the general description of project, the financial incentives and maximum amounts of grants.
2. CIP Approvals shall be further implemented by agreement or other document necessary to set out the terms on which the grants will be provided.
3. The agreement or other necessary document shall be signed by the recipient within 6 months of the passing of the implementing by-law. The expiration of this timeline shall constitute a lapsing of the City's approval.
4. Projects, where approved, shall be completed within 18 months of the signing of the agreement. The General Manager of Growth and Infrastructure may extend the agreement, by one year only.
5. Notwithstanding paragraph 4, the General Manager of Growth and Infrastructure may approve a longer timeline for larger projects. Once this agreement is executed, the General Manager of Growth and Infrastructure may extend said agreement, by one year only, as long as demonstratable progress is being made on the project.
6. The City will not accept applications from same applicant for same program and property, including concurrent applications between owner and tenant, unless 5 years has elapsed since the last grant payment associated with the program for said property. This time frame is retroactive and includes any other CIP in effect within a 5-year period.

#### **3.3.1 Tax Increment Equivalent Grant Program**

##### **Purpose:**

To encourage the development and redevelopment of eligible properties by providing grants equivalent to the incremental increase in municipal property tax assessment and revenue resulting from property improvements such as, but not limited to, new construction.

##### **Description:**

The City may provide grants to the owner of an eligible property to help offset costs associated with its rehabilitation, reuse, development and redevelopment of the property, provided that that the improvements to the property result in an increase in assessment and taxation.

The grants can be provided after the improvements to the property are complete and after the reassessment of the property by the Municipal Property Assessment Corporation has demonstrated an increase in the assessed value of the property, resulting in an increase in municipal property tax.

The value of the grant provided is equal to the incremental increase in property assessment and municipal property tax resulting from the improvements. The grant is provided to the owner (registered or assessed), after the taxes have been paid in full for the calendar year to which the application for the annual instalment applies.

The pre and post improvement assessment and tax values will be used to calculate the incremental increase in municipal property tax revenue and the total value of the grant.

#### 3.3.1.1 Standard, Affordable Housing, or Brownfields TIEG

The maximum number of years that any individual project can benefit from under the standard, affordable housing, or Brownfields TIEG is 5 years. In years one through three of the program, the grant to the property owner is equal to 100% of the tax increment. In years four and five, the grant decreases to 50% of the tax increment. The grant ceases thereafter.

#### 3.3.1.2 Corridors TIEG

The City of Greater Sudbury offers a 5-year grant where development fronting along a strategic corridor includes:

- a. A minimum of 30 dwelling units up to 100 dwelling units, in the case of multi-residential development
- b. A minimum of 30 guest rooms up to 100 guest rooms in the case of a retirement home development; or,
- c. In the case of a long-term care facility development, a long-term care home established for a minimum of 30 beds up to 100 beds.

In years one through three of the program, the grant to the property owner is equal to 100% of the tax increment. In years four and five, the grant decreases to 50% of the tax increment. The grant ceases thereafter.

The City also offers a 10-year grant where development fronting along a strategic corridor includes:

- a. Greater than 100 dwelling units, in the case of a multi-residential development;
- b. Greater than 100 guest rooms, in the case of a retirement home development; or,
- c. In the case of a long-term care facility development, a long-term care home established for greater than 100 beds.

In years one through five of the program, the grant to the property owner is equal to 100% of the tax increment. In years six through and ten, the grant decreases to 50% of the tax increment. The grant ceases thereafter.

This Program will cease on December 29, 2028, unless an extension is provided by City Council via resolution. Such an extension shall not require an amendment to this Plan.

#### 3.3.1.5 Superstack TIEG

The City of Greater Sudbury offers a 10-year grant where redevelopment includes brownfield redevelopment and/or affordable housing.

#### **Requirements for Standard, Corridors, Affordable Housing, Brownfields, and Superstack TIEGs:**

1. Standard TIEG, Superstack TIEG and Corridors TIEG applications must be accompanied by:
  - A Cost to Construct Budget prepared by a professional architect/engineer and addressed to the City of Greater Sudbury and dated within 6 months of the date of application.
  - photos in the required format depicting the current condition of the eligible property;
  - plans, reports, estimates, contracts and other information in the required format necessary to understand the proposed development concept for the eligible property, and to ensure conformity with the Official Plan and the objectives of the CIP;

See Section 3.2.1 for further general financial incentive requirements.

See Section 4.0 for additional requirements related to the Brownfields development and redevelopment proposals.

See Section 5.0 for additional requirements related to Affordable Housing proposals.

#### 3.3.1.6 Parking Structure Tax Increment Equivalent Grant (PSTIEG)

The City of Greater Sudbury offers a 20-year Tax Increment Equivalent Grant for the development of a new Parking Structure containing approximately 200 parking spots in Downtown Sudbury. Staff and Council will consider all vertical parking solutions that increase parking availability and density in Downtown Sudbury, and will consider scaling the program to support smaller capacity vertical parking solutions.

#### **Description:**

In years one through ten, the PSTIEG will be equal to 100 percent of the incremental increase in municipal property tax revenue associated with improvements to the eligible property. The grant decreases to 50% for years eleven to twenty. The grant will be provided every year for up to 20 years, after taxes have been paid in full each year.

#### **Requirement for PSTIEG:**

Applications to this program will be subject to an evaluation in two phases. The first phase will evaluate the applications based on the information requirements under the Standard and Superstack TIEG Program. Subject to Council direction, those applications proceeding to a second phase evaluation will be required to submit additional information, including but not limited to:

1. An executive summary

2. Company information, including a description of the Applicant’s organizational structure, how long in business, names of individuals holding key managerial positions and information on their roles and responsibilities
3. Experience and financial capability
  - Proof of experience with similar development projects, key anticipated project personnel, their prior project experiences, and education/certifications;
  - Firm independent evidence from a recognized reputable source as to the developer’s creditworthiness and ability to obtain financing; and,
  - Indication of the primary sources of funding for the project.
4. Proposed Service Delivery Model(s)
5. Proposed Parking Structure, including the details on the following:
  - a. Location within the downtown core (with a preference being within the boundary of the CP Railway to the south and west, Paris Street to the east and Elm Street to the North)
  - b. Conceptual design drawings describing the location, siting and the massing of building(s); the location and number of parking spaces; and, access and internal circulation.
  - c. Outline of any expectations of the City, including financial expectations and the form it would take (e.g. leasing space, assisting with capital, etc.) and any other role envisioned for the City, if any.
  - d. The Development Strategy, including an outline schedule of the critical phases and deadlines to deliver such a project to a status of ready for occupancy and use.

See Section 3.2.1 for further general financial incentive requirements.

### **3.3.2 Façade Improvement Program**

#### **Purpose:**

The Façade Improvement Grant program would provide grants to owners or tenants who rehabilitate and improve façades (including signs, lighting and other permanent exterior security features) of existing commercial, mixed-use or heritage buildings within the Community Improvement Project Area. The purpose is to achieve aesthetic improvements to the streetscapes, or heritage preservation, and grant applications will be required to demonstrate how the proposal will achieve this goal.

Façade Improvement Grants may be used to achieve greater energy efficiency of buildings. In these cases, applicants will be required to demonstrate how the proposed improvements and retrofits achieve greater energy efficiencies. Applicants are encouraged to apply to the Professional Study Grant program to help offset any costs associated with energy audits.

Façade Improvement Grants may also be used to *conserve protected heritage property*. In these cases, applicants will be required to demonstrate how the proposed alterations conserve heritage attributes.

Applicants are encouraged to apply to the Professional Study Grant Program to help offset any costs associated with a heritage impact assessment and/or a heritage architect.

**Description:**

1. A grant of 50% of the cost to improve a building’s main façade, to a maximum of \$20,000 is available. Payment will be made only upon the completion of the work. Signage and lighting improvements will only be considered as part of a comprehensive façade improvement project.
2. A grant of 50% of the cost to improve a building’s exterior, to a maximum of \$30,000 is available for properties designated under the Heritage Act. Payment will be made only upon the completion of the work.
3. The total amount of funding allocated to the signage component of a comprehensive façade improvement project will be limited to \$3,000.
4. For greater certainty, a façade is defined as the primary face of the building that fronts on the main traveled road and does not include the exterior side or the rear of the building that backs onto a lane.
5. The project must be deemed to be in conformity with all applicable City policies, including but not limited to matters of zoning, heritage matters, site plan matters and matters of urban design. Applications that are not deemed to be in conformity shall not be approved;

See Section 3.2.1 for further general financial incentive requirements.

**3.3.3 Housing Accelerator Program**

**Purpose:**

The purpose of program is to encourage residential development in the strategic growth areas (Schedule A), or as part of an affordable housing or brownfield development/redevelopment proposal (Schedule C). Planning Fee Rebates and Building Permit Fee Rebates can be obtained under this program only.

A minimum of 3 net new dwelling units are required to be eligible for this program.

This Program will cease on December 29, 2028, unless an extension is provided by City Council via resolution. Such an extension shall not require an amendment to this Plan.

**Description:**

1. A grant of \$20 per sq foot of newly-created, or newly-habitable residential space, or \$20,000 per dwelling unit (as defined in the City’s Zoning By-law), whichever is lesser, is available. Payment will be made only upon the occupancy permit being issued.
2. The maximum amount of incentive provided under the program to any approved eligible property will not exceed \$200,000.

3. Notwithstanding the above, the City may receive applications that exceed the maximum program amounts for the Housing Accelerator Program only. Such applications must include a minimum of 10 dwelling units. The funds provided the City shall not exceed 50% of the cost to construct budget prepared by a qualified professional and submitted as part of the application. In evaluating these requests, the City will consider its focus areas and housing targets outlined in the Housing Supply Strategy.
4. The City may rebate fees for Planning Act and Ontario Building Code applications associated with improvements to eligible proposals. These include Zoning By-law Amendments; Minor Variances; Site Plan Control; Demolition Permits; and, Building Permits.
5. It should be noted that although these fees are rebated within the project area, this does not mean that they are not required. Applicants are expected to adhere to the requirement of the respective application processes and will receive a grant where applicable. Fees are to be paid in advance and are to be reimbursed per the program requirements outlined below;
6. Fees associated with any outside agencies will be required to be paid and are not subject to a rebate, including, but not limited to the Public Health Sudbury and Districts (Health Unit), Greater Sudbury Hydro, Conservation Sudbury, etc.;
7. An application to the Director of Planning Services must be received and deemed to be eligible prior to the rebating of any fees;
8. This fees-rebate program does not apply to any required performance securities (i.e., letters of Credit) posted by the proponent, required professional studies, rebated fees associated with the Planning Act processes, to expenses incurred by the applicant as a result of an Ontario Land Tribunal Hearing, or to any required legal notices;
9. For planning fees, the City will request the payment of fees at the application stage. Upon release of the building permit for the improvements to the eligible property, all eligible fees will be refunded.
10. For building permit fees, the City will request the payment of fees at the application stage. Upon final inspection approval of the completed and occupied project, all eligible fees will be refunded.
11. The maximum amount of incentive provided under the planning fee component of this program to any approved eligible property will not exceed \$5,000.
12. The maximum amount of incentive provided under the building fee component of this program to any approved eligible property will not exceed \$30,000.

See Section 3.2.1 for further general financial incentive requirements.

See Section 4.0 for additional requirements related to the Brownfields development and redevelopment proposals.

See Section 5.0 for additional requirements related to Affordable Housing proposals.

### **3.3.5 Professional Grant Program**

#### **Purpose:**

The intent of this program is to stimulate private sector investigation of the potential adaptive re-use or redevelopment of buildings or vacant land within the project area. Financial assistance for professional studies, building renovation design, energy efficient improvements, and business plans will be provided through this program.

#### **Description:**

1. A grant up to a maximum of \$7,500 can be applied for;
2. In the case of an evaluation for a Phase II Environmental Site Assessment, a grant up to a maximum of \$20,000, or 50% of the actual costs, whichever is lesser, can be applied for;
3. Fifty (50%) of the grant approved under this program will be provided to the applicant following submission of the final completed study with the original invoice indicating that the study consultant's have been paid in full. The remaining 50% will be paid to the applicant upon the building being available for occupancy;
4. One copy of the study will be provided to the City for its retention. The applicants agree to provide the City with permission to share the findings with any other subsequent project proponents and/or related government agencies;
5. Professional studies shall be for the purpose of improving the energy efficiency of a building, heritage-related studies such as cultural heritage evaluations, heritage impact assessments and the hiring of heritage architects, or a business plan for matters such as but not limited to, structural analysis, soil studies, evaluation of mechanical systems, concept or design plans and market analysis;

See Section 3.2.1 for further general financial incentive requirements.

See Section 4.0 for additional requirements related to the Brownfields development and redevelopment proposals.

See Section 5.0 for additional requirements related to Affordable Housing proposals.

## **4.0 Brownfield Development and Redevelopment**

Brownfield sites are defined by the 2024 Provincial Planning Statement as “undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.”

#### **4.1. Additional Requirements for Applying to Brownfield Development and Redevelopment Proposals**

In addition to the general requirements applying to all CIP programs, the following applies to brownfield development and redevelopment proposals. To be eligible, the property must:

- be located in a community improvement project area (Schedules A B or C),
- be the subject of a residential or mixed-use proposal, and,
- have a Phase II Environmental Site Assessment prepared by a Qualified Person that demonstrates that the property does not meet the standards that must be met under subparagraph 4(i) of Section 168.4(1) of the Environmental Protection Act to permit a Record of Site Condition to be filed under that subsection in the Environmental Site Registry.

#### **4.2 Brownfield Tax Assistance Program**

Purpose:

To encourage the remediation, reuse and redevelopment of eligible properties by cancelling all or a portion of property taxes during a defined assistance period.

Description:

1. Council may, by by-law, and pursuant to subsection 365.1(1) of the *Municipal Act, 2001*, provide tax assistance to an approved eligible property during an assistance period. The assistance period relates to a period of time starting on the date on which the by-law providing tax assistance for the property is passed and ending on the earlier of:
  - (a) the date specified in the by-law, and
  - (b) the date that the tax assistance provided for the property equals the sum of,
    - (i) the cost of any action taken to reduce the concentration of contaminants on, in or under the property to permit a record of site condition to be filed in the Environmental Site Registry under section 168.4 of the *Environmental Protection Act*, and
    - (ii) the cost of complying with any certificate of property use issued under section 168.6 of the *Environmental Protection Act*;
2. Eligible costs include any action taken to reduce contaminant concentrations on, in or under the property to permit a Record of Site Condition to be filed in the Environmental Site Registry under Section 168.4 of the *Environmental Protection Act*, and may include costs relating to:
  - a. Additional Phase II Environmental Site Assessment investigations;
  - b. Remedial action plans;
  - c. Risk assessment and risk management reports and plans;
  - d. Required remedial activities, including the cost of complying with any Certificate of Property Use issued under section 168.6 of the Environmental Protection Act; and,
  - e. Environmental insurance premiums.



3. The tax assistance can be in the form of a deferral or cancellation of all or a portion of the municipal and school purposes levied during the assistance period on one or more specified eligible properties, on such conditions the City may determine.
4. The total amount of tax assistance cannot exceed eligible costs.

**Requirements:**

1. Tax Assistance Program applications must be accompanied by:
  - a. photos in the required format depicting the current condition of the eligible property.
  - b. plans and other information in the required format necessary to understand the proposed development concept for the eligible property; and,
  - c. written confirmation from the owner of the eligible property and the owner's Qualified Person that the eligible costs exceed the estimated tax assistance, together with a preliminary estimate of eligible costs, when known.
2. A By-law authorizing the tax assistance, along with any prescribed information, will be sent to the Minister of Finance within 30 days after the passage of the By-law. The Minister of Finance may give an approval before or after the passage of the by-law, and the approval may be conditional upon the by-law containing such conditions or restrictions with respect to taxes for school purposes as the Minister considers appropriate for review and approval.
3. As a condition of approval, City Council may require the owner of the approved eligible property to:
  - provide an annual report within 30 days of the anniversary of the commencement of the tax assistance for each year or part thereof that is provided containing an update on the concentration and location of contamination on the approved eligible property, the status of remediation work completed to date, the costs expended to date and costs not yet incurred, and time estimates to complete the remedial and redevelopment work;
4. Council may also apply other conditions to the approval where appropriate and warranted.
5. A by-law passed by Council authorizing tax assistance to an eligible property may also provide:
  - that all or some of the taxes that are subject to tax assistance may be levied but not collected during the period before the City determines whether any approved conditions have been met; and,
  - that the taxes shall become payable only upon notice in writing by the municipality to the owner of the property that the conditions required in the by-law have not been met.

If Council passes a by-law providing that taxes become payable in the above circumstances, it may also provide that the interest provisions of a by-law passed under Section 345 of the *Municipal Act, 2001*, apply, if the taxes become payable, as if the payment of the taxes has not been deferred.

7. Council may repeal or amend a tax assistance by-law, but the repeal or amendment does not extinguish the right to tax assistance under the by-law unless the owner of the approved eligible property consents in writing to the repeal or amendment.
8. Should the owner of the approved eligible property default on any condition in the by-law or agreement (e.g. fails to commence or ceases remediation for any reason), the tax assistance provided, plus interest, will become payable in full.
9. Tax assistance is applicable to the owner of an approved eligible property. Tax assistance is not assignable. Tax assistance will be terminated if the property is transferred to a new owner or if the approved eligible property is severed, subdivided, added to or altered in any way.

## 5.0 Affordable Housing

### 5.1. Additional Requirements for Applying to Affordable Housing Proposals

In addition to the general requirements applying to all CIP programs, the following applies to affordable housing proposals.

1. **Affordability:** For eligibility under the CIP incentive programs, rental housing that is rented at or below average market rents will be considered affordable. Affordability is defined as per the Provincial Policy Statement, as amended from time to time.
2. **Affordability Period:** Properties must remain affordable for a period of time consistent with any timelines established through any associated Provincial or Federal Funding agreement (generally in the order of 20 years). An agreement between the City and the owner will be required. If a rental building that is receiving financial incentives under the Affordable Housing CIP program is sold, the new owner of the rental building must enter into an agreement with the City ensuring that the rental units stay affordable for the remaining duration of the affordability period.
3. **Number of Units:** The development or redevelopment must include a minimum of four (4) dwelling units which qualify as ‘affordable’. The four (4) dwelling unit minimum does not apply to the Not-For-Profit Additional Dwelling Unit program, or non-profit developments of fewer units.
4. **Location:** The property must be located in accordance with the locational criteria outlined in Section 5.1.1.
5. **Design:** The development or redevelopment must conform to the design criteria established in section 5.1.2 of this document.

**5.1.1. Locational Criteria**

To be eligible for the financial incentives available to Affordable Housing proposals, projects must meet the locational criteria defined below under the primary criteria heading and must also be in proximity to those items listed under secondary locational criteria. Each project will be assessed based on the ability to address each of the criteria.

The locational criteria were selected to serve the needs of the tenants and reduce other costs of living such as transportation. These areas are ideal for affordable housing development because of the access to a broad range of services including employment; retail; schools; places of worship; social services; and recreational opportunities.

PRIMARY CRITERIA	DESCRIPTION
<b>Built Boundary</b>	Must be located within the Built Boundary as shown in Schedule C.
<b>Servicing Feasibility</b>	Site must have adequate and available municipal services and utilities. Existing sanitary sewers, water services with appropriate capacity for the proposed development.
<b>Development Constraints</b>	Site should be suitable for development and not be subject to constraints that would greatly increase the cost of construction.
SECONDARY CRITERIA	DESCRIPTION
<b>Active Transportation</b>	Proximity to pedestrian trails, bikeways and bicycle lanes.
<b>Educational Facilities</b>	Includes daycares, primary schools, and post-secondary institutions.
<b>Healthcare Facilities</b>	Includes clinics, doctor's offices, pharmacies, hospitals. May also include outpatient centres, and specialized care centres.

<b>Retail</b>	Includes grocery stores and other shopping needs.
<b>Transit Oriented</b>	Should be within 200m of a transit route or bus stop – along an arterial or within a Town Centre. Priority will be given to developments proposed on Frequent and Core transit routes.

### 5.1.2. Design Criteria

The design criteria are intended to ensure high quality of development and ensure that affordable housing development is indistinguishable from adjacent market developments. Not all criteria listed below are applicable to the development of additional dwelling units.

<b>SITE DEVELOPMENT STANDARDS</b>	<b>DESCRIPTION</b>
<b>Accessibility</b>	Provide a universally accessible environment that supports tenants and visitors with disabilities that are AODA compliant. Provision of additional accessible units above the minimum prescribed in the Ontario Building Code is encouraged.
<b>Energy Efficiency</b>	Having an energy efficient building decreases the long term, energy cost to operate the building. Water efficient fixtures should be used (i.e. shower heads, toilets). Passive energy design considering climatic factors when designing and orienting the building such that there are maximum benefits from natural lighting, energy efficiency (solar heat gain) and protection from weather elements.
<b>Crime Prevention Through Environmental Design (CPTED)/Landscaping</b>	Good landscaping is critical to the quality of any project. The design of the exterior space of the project must comply with CPTED principles.
<b>Space for Health/Social Support Provision</b>	<p>Space for support and service provision may be required for developments greater than 20 units. This space should be centrally located, provide access to bathrooms and kitchens and be designed to be flexible for various uses, specifically, service provision by non-profit organizations.</p> <p>The City of Greater Sudbury may require service provision space as part of an agreement.</p>

<b>Central Facilities and Common Rooms</b>	Central facilities such as community rooms and laundry rooms should be located in a central part of the development. Common rooms should be linked to common outdoor space and be accessible, durable and flexible spaces. They should have access to bathrooms, a kitchenette and should have good storage. There should be access to daylight and natural ventilation in all common rooms.
<b>Building Placement</b>	No parking is located between the principal street and any street-facing building elevation.
<b>Connectivity</b>	Provide for sidewalk/pathway connections to adjacent residential and commercial areas.
<b>Low Impact Development (LID)</b>	Limit extent of impervious surfaces. Limit the amount of stormwater runoff by encouraging on-site filtration and by designing swales and permeable surfaces.
<b>BUILDING DESIGN STANDARDS</b>	<b>DESCRIPTION</b>
<b>Façade Treatment</b>	Material used for the façade must be brick or utilize façade articulation which produces a high-quality effect. The development must be designed to be indistinguishable from market housing in the area.
<b>Primary Entrance Design</b>	Shall consist of design elements so that the primary entrance is architecturally prominent and clearly visible from the abutting street.
<b>Sound</b>	Design and construct adjoining units, party walls and utility rooms with appropriate sound transmission ratings.
<b>Durability</b>	<p>Use products with projected high performance, long life cycles, high efficiencies and potential for recycling. If carpet used, consider use of carpet tiles which can be individually replaced when necessary.</p> <p>For example: concrete floors to reduce replacement/repair costs – in floor heating, composite or recycled materials where possible, to develop a net zero complex.</p>

<b>Adaptable Housing</b>	Flexibility in use, the design will accommodate a wide range of individual preferences and abilities.
<b>Mixed Income</b>	The provision of a mix of affordable units and market rent units is encouraged.

## 5.2 Not-for-Profit Additional Dwelling Unit Incentive Program

### Purpose:

The purpose of this program is to encourage the creation of additional dwelling units (formerly secondary dwelling units) by a Non-for-Profit, or Charitable Institution.

This Program will cease on December 29, 2028, unless an extension is provided by City Council via resolution. Such an extension shall not require an amendment to this Plan.

### Description:

The program will provide a maximum funding amount of 50% of the approved project costs to a maximum of \$50,000.

### Requirements:

1. The sum of the mortgages/encumbrances (e.g. other charges on the property) registered on the title and program funding cannot exceed the market value of the home.
2. The funding is provided in the form of a grant.
3. The project must be for a Non-Profit or Charitable Institution.

## 5.3 Land Banking Program

A key component of this community improvement plan will be the land banking of municipal property for use to help achieve Council’s goals regarding the provision of affordable housing. At its sole discretion, Council may acquire, sell, lease, prepare and dispose of property at below fair market value to achieve the goals of the Official Plan and the affordable housing strategy.

## 6.0 Monitoring, Review and Amendments:

The Plan will be monitored on an ongoing basis to track progress relative to the City’s goals and objectives. The monitoring program will be structured around indicators, as outlined below. Information

on these indicators will be collected at the individual project level and aggregated, and will be used as the basis for an annual report to Council. To the extent possible, these annual reports will also address the environmental and social effectiveness of the Plan. Annual reports will be used to inform decisions relating to adjustments to this Plan, including any budget decisions relating to any of the financial incentive programs described herein.

Minor and technical amendments (e.g., correcting typographical errors) may be made without Council approval. Major and substantive amendments will be made by amendment, subject to the statutory process under the *Planning Act*, which includes public consultation and Council approval.

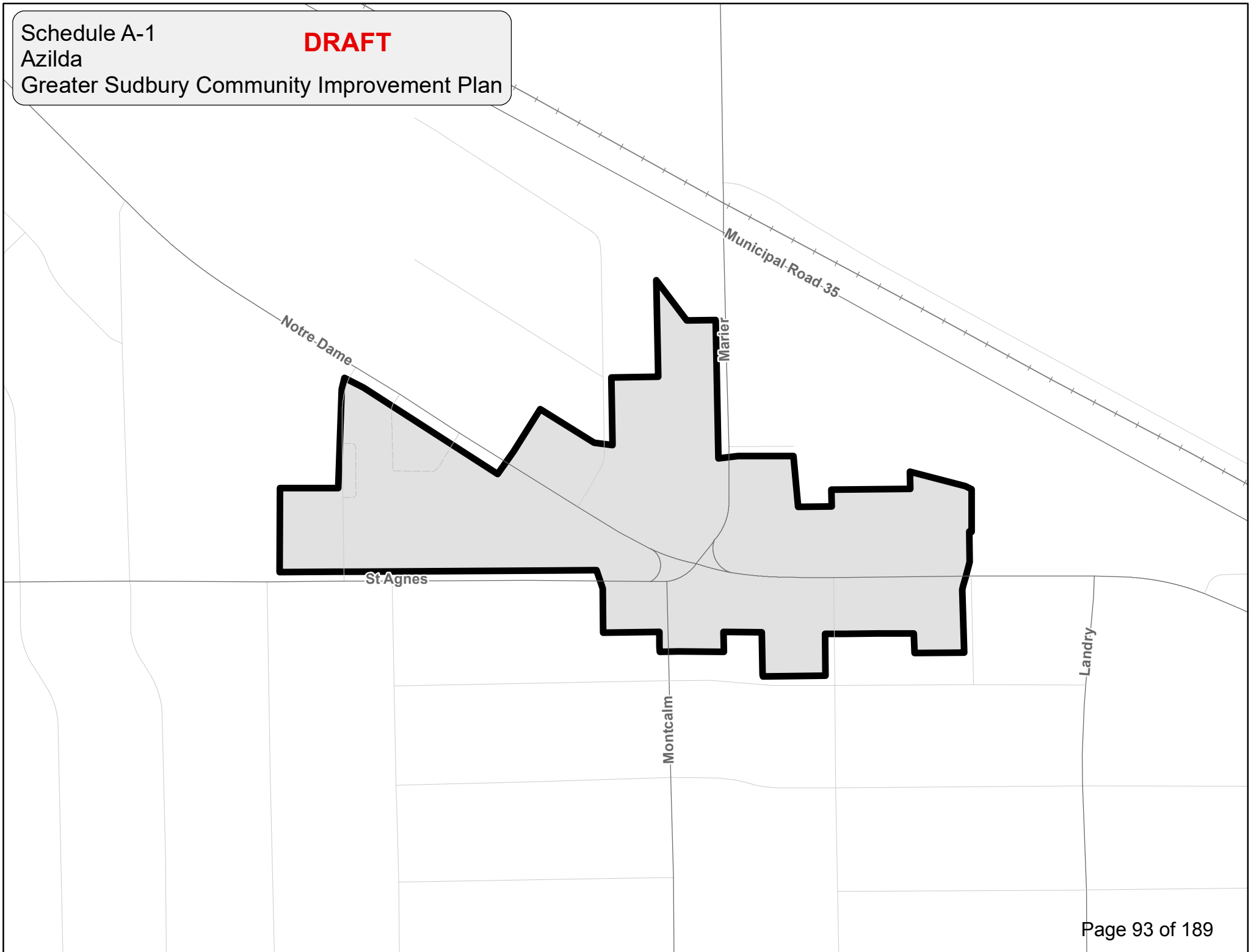
Notwithstanding this, the City may discontinue any of the programs contained in this Plan without amendment. The addition of new programs not expressly referenced herein requires an amendment.

PROGRAM	INDICATOR
TIEG Program and Brownfield Tax Assistance Program	Number of applications received Increase in assessment value of participating properties Estimate and actual amount of municipal tax assistance/grants provided Hectares/acres of land redeveloped Residential/Industrial/commercial space (sq.ft.) rehabilitated or constructed Residential units/sq.ft. rehabilitated or constructed \$ value of private sector investment leveraged
Housing Accelerator Program	Number of applications received Number of new residential units created \$ Value of total grants \$ of private sector investment leveraged  Number, type and \$ value of planning application fees refunded Number and \$ value of demolition and building permit fees refunded Residential/Industrial/commercial space (sq.ft.) rehabilitated or constructed Residential units/sq.ft. rehabilitate or constructed \$ Value of building permit fees paid \$ value of building permits issued
Façade Improvement Program	Number of applications received \$ Value of total grants \$ of private sector investment leveraged
Not-for-Profit Additional Dwelling Unit Incentive Program	Number of applications received Number of second units created

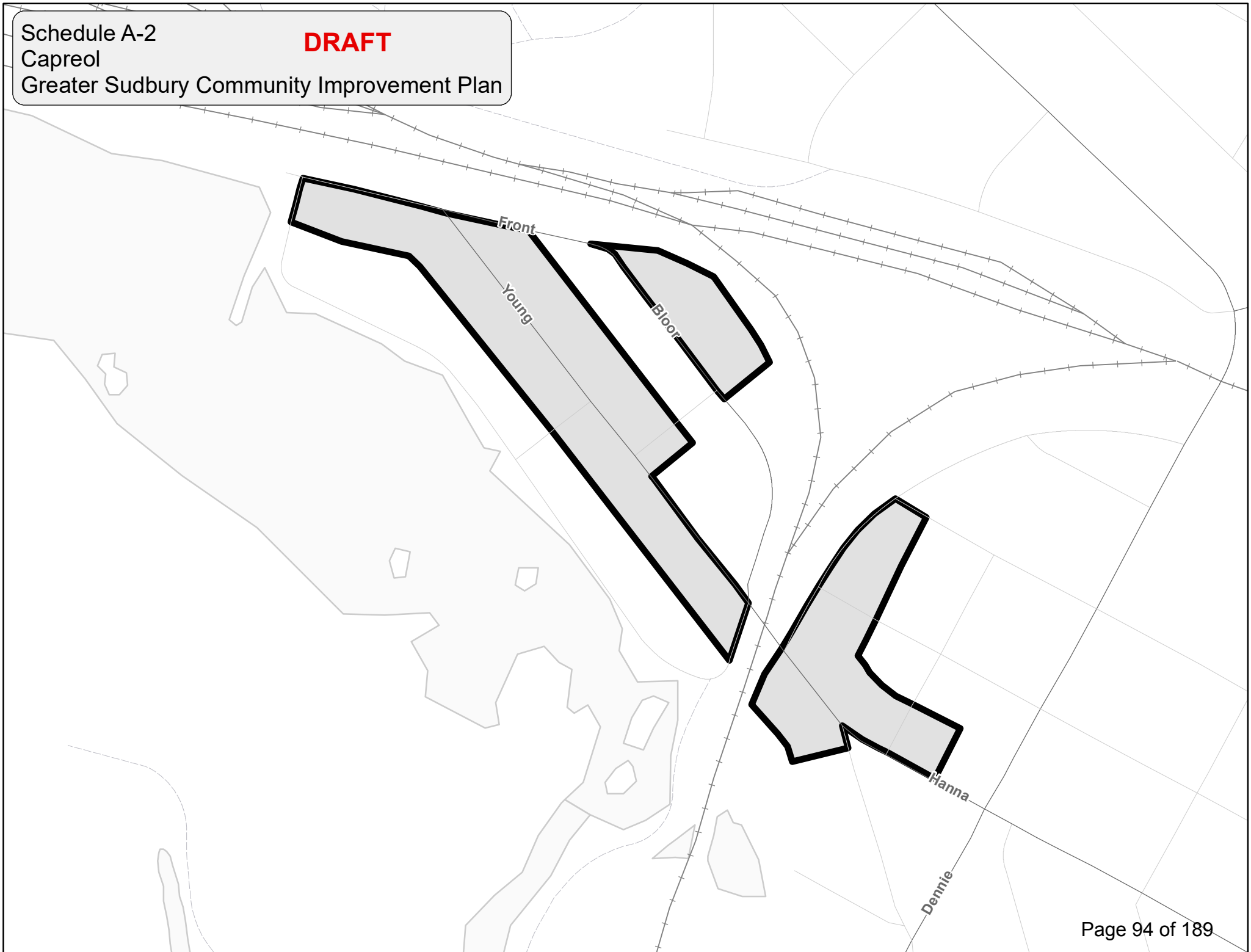
Professional Study Grant Program	<p>Number of applications received</p> <p>Number of Energy Audits Completed</p> <p>\$ Value of total grants</p> <p>\$ of private sector investment leveraged</p>
Land Banking Program	<p>Number and size of properties land banked</p> <p>Fair market value of land</p> <p>A key component of this community improvement plan will be the land banking of municipal property for use to help achieve Council's goals regarding the provision of affordable housing. At its sole discretion, Council may acquire, sell, lease, prepare and dispose of property at below fair market value to achieve the goals of the Official Plan and the affordable housing strategy.</p>

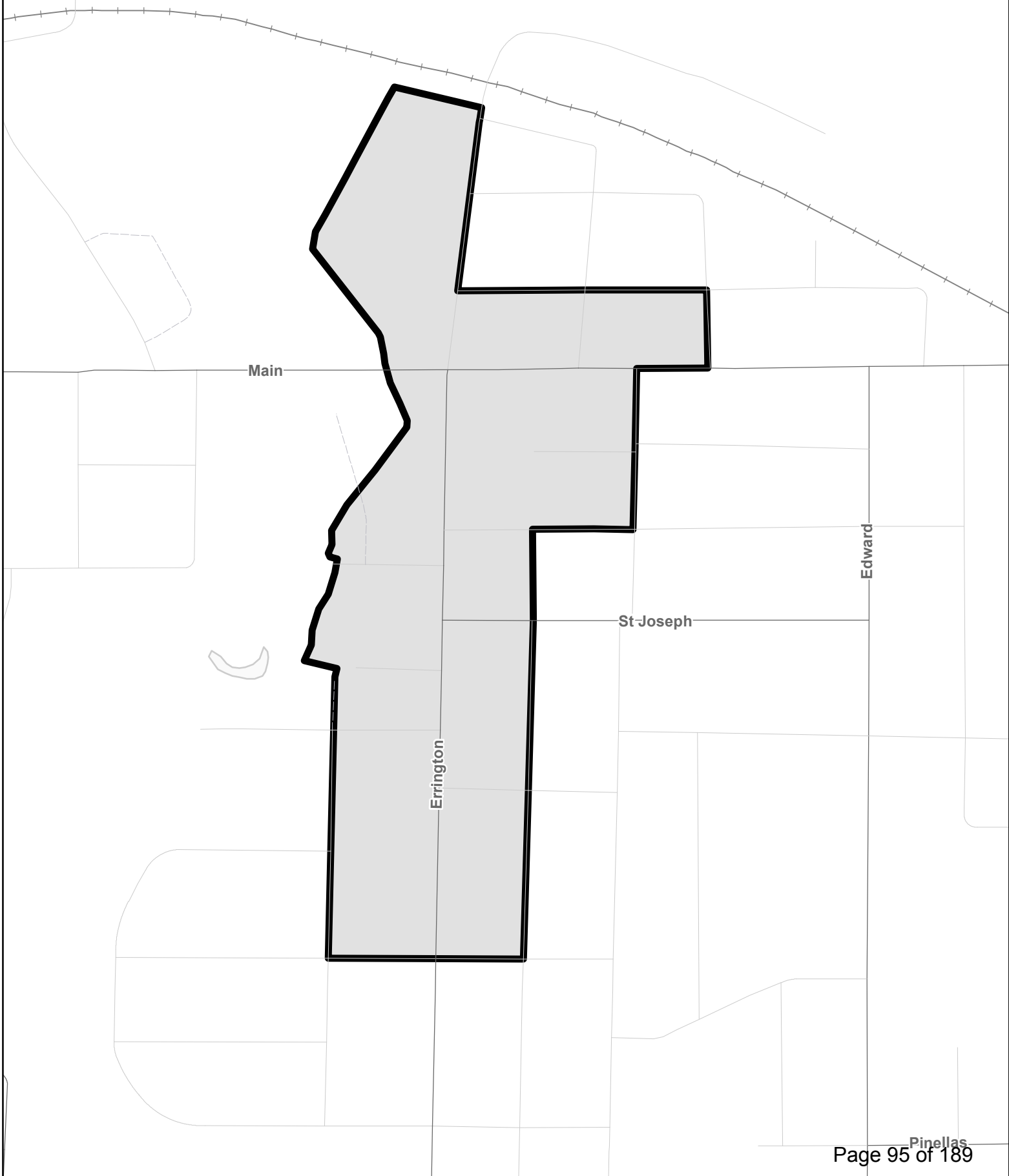


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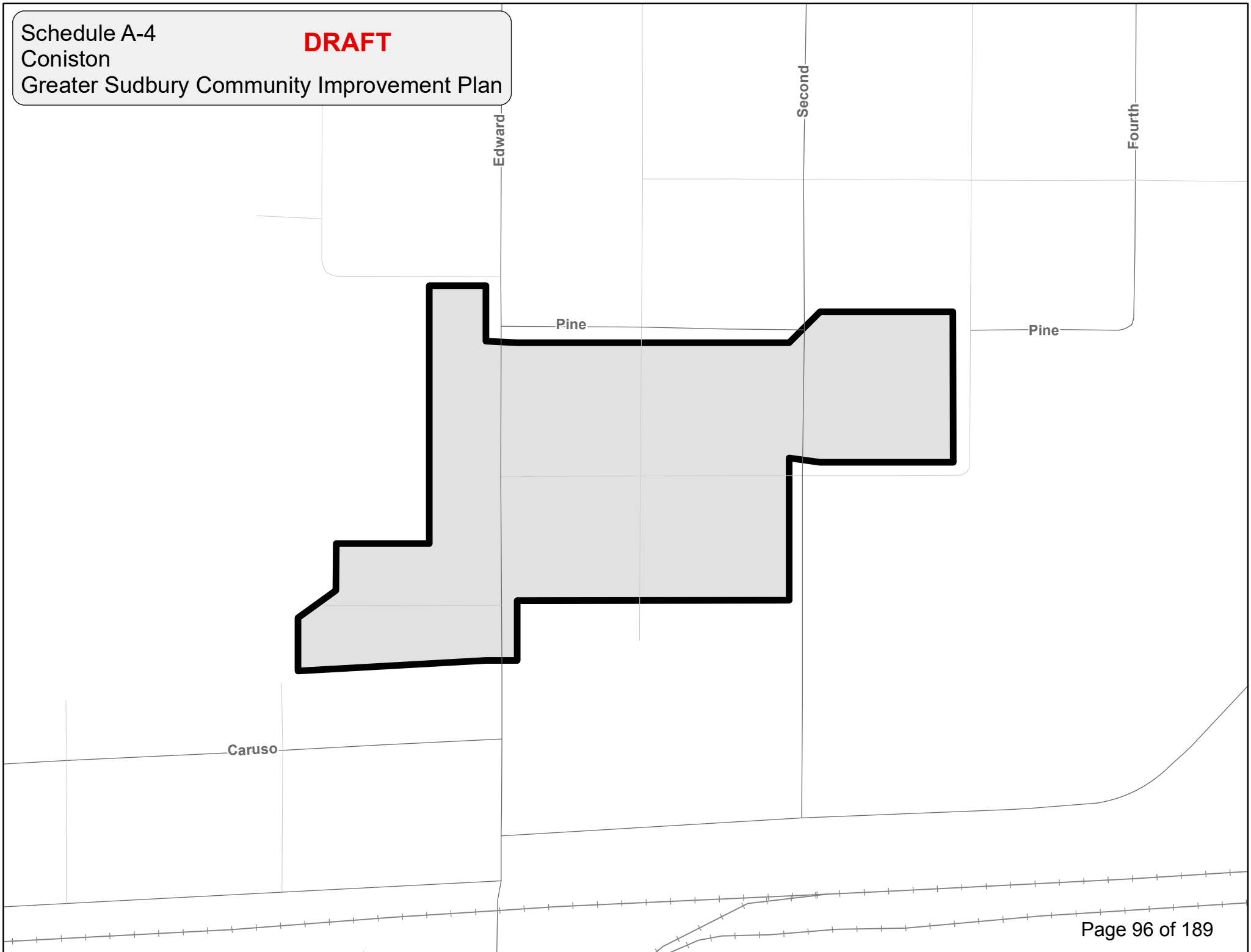


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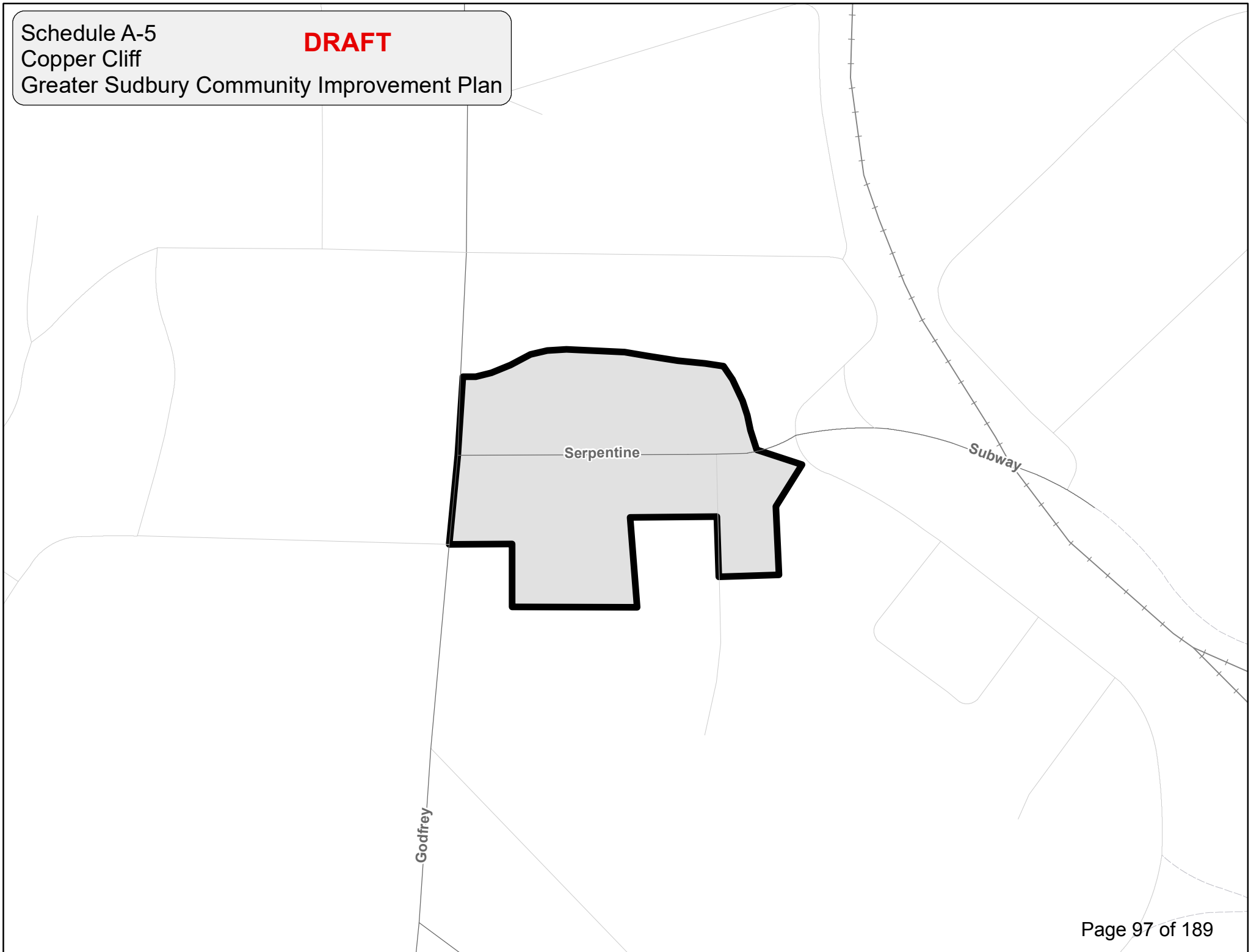




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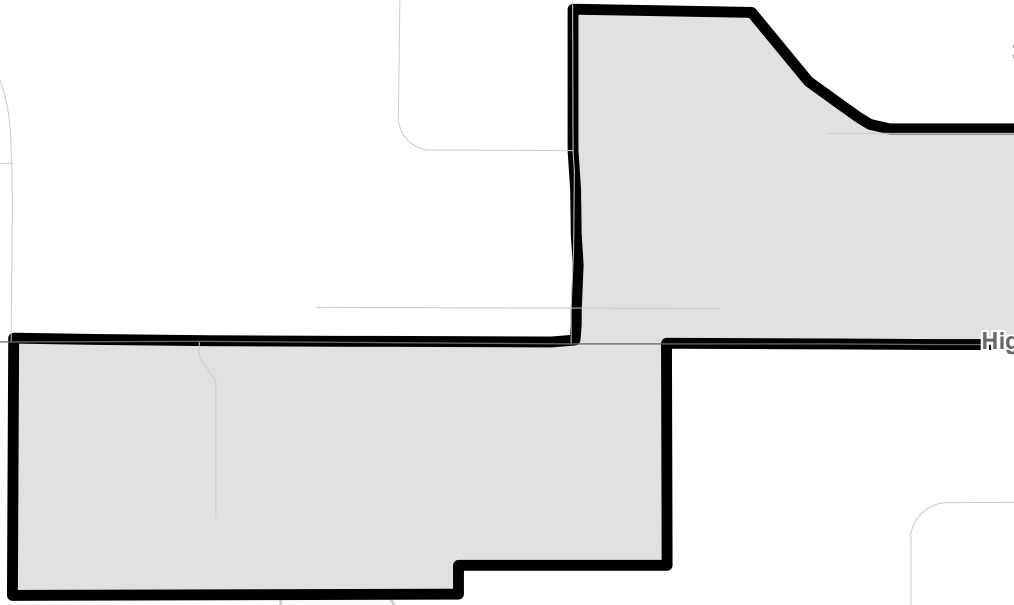


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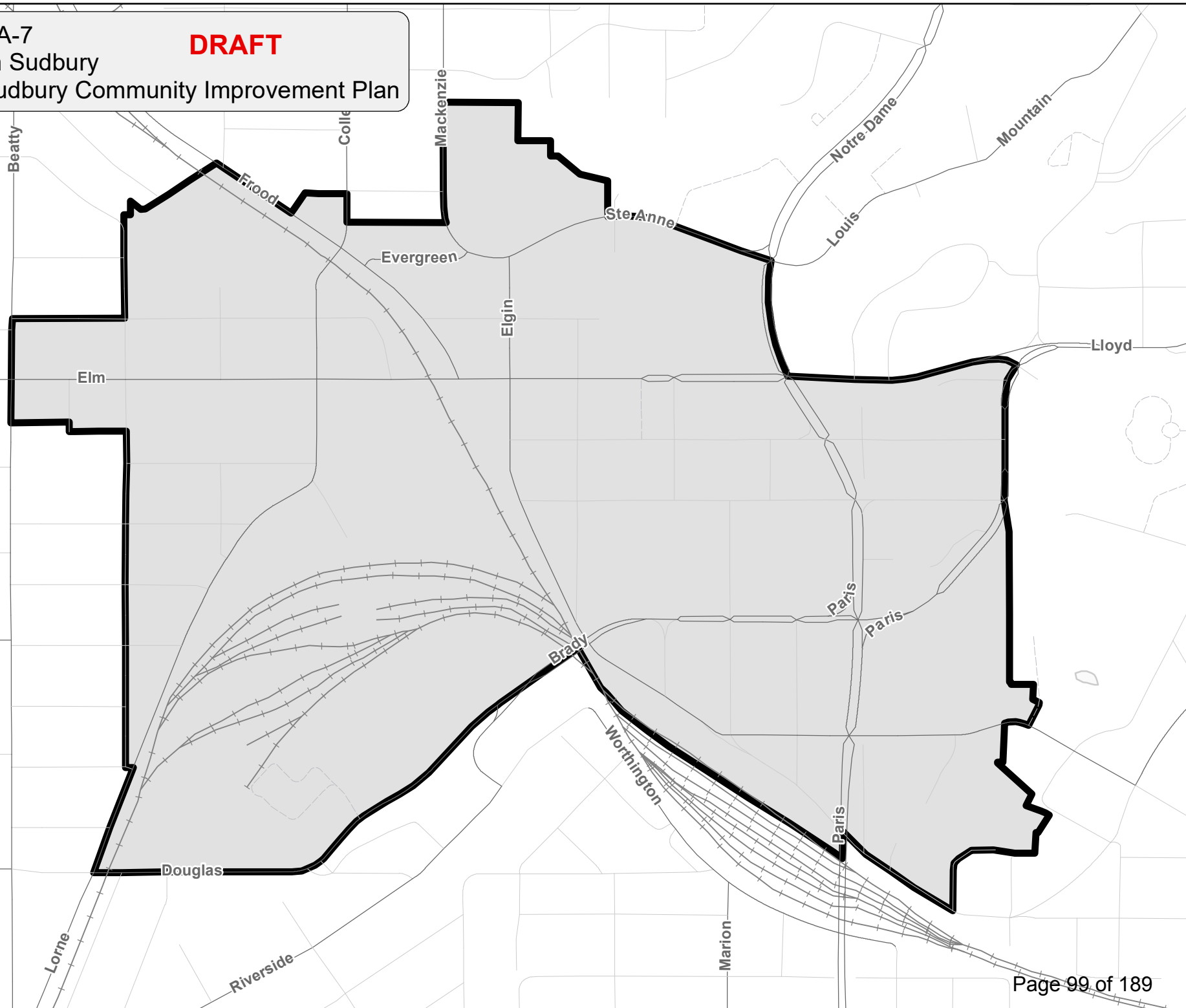
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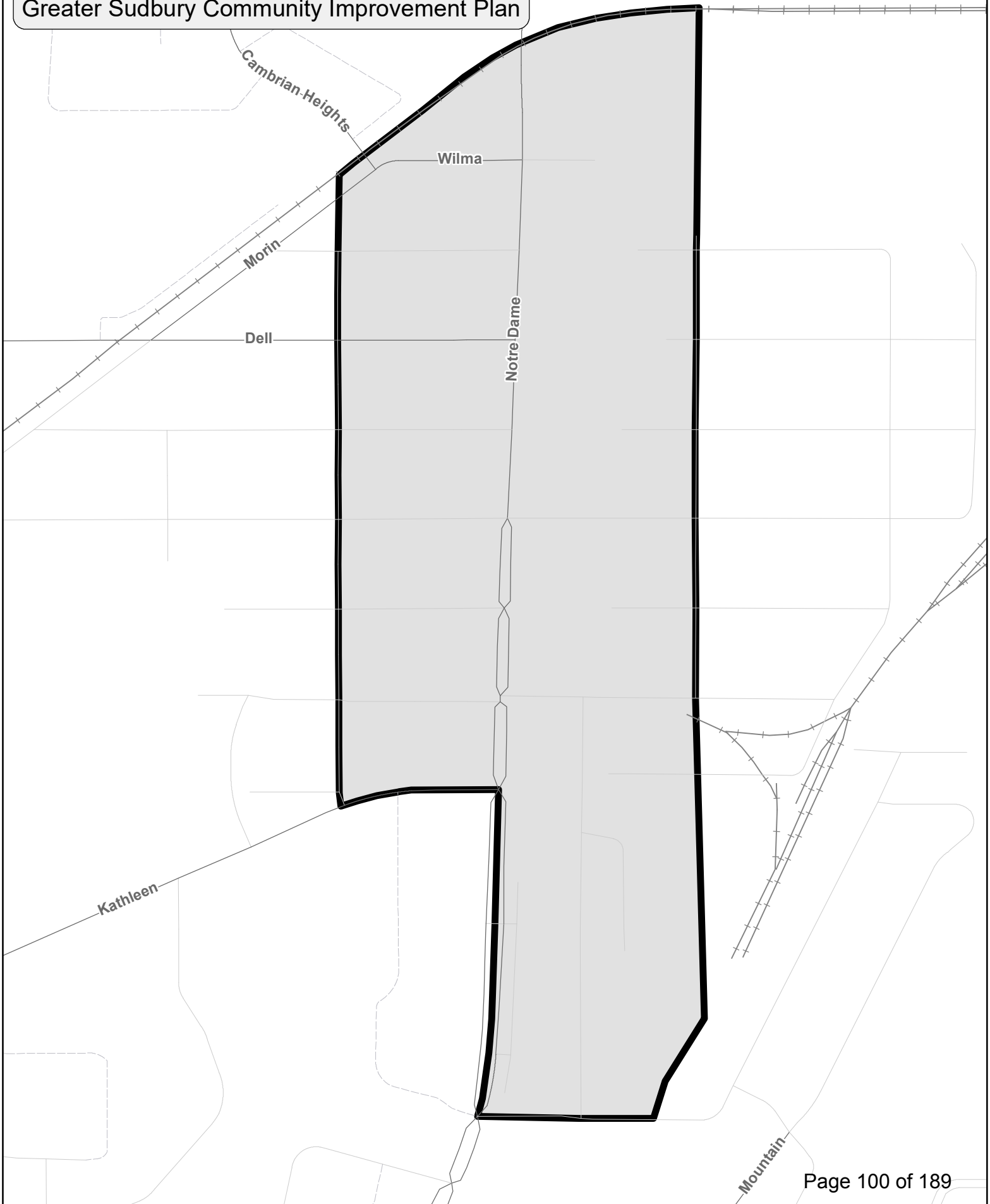
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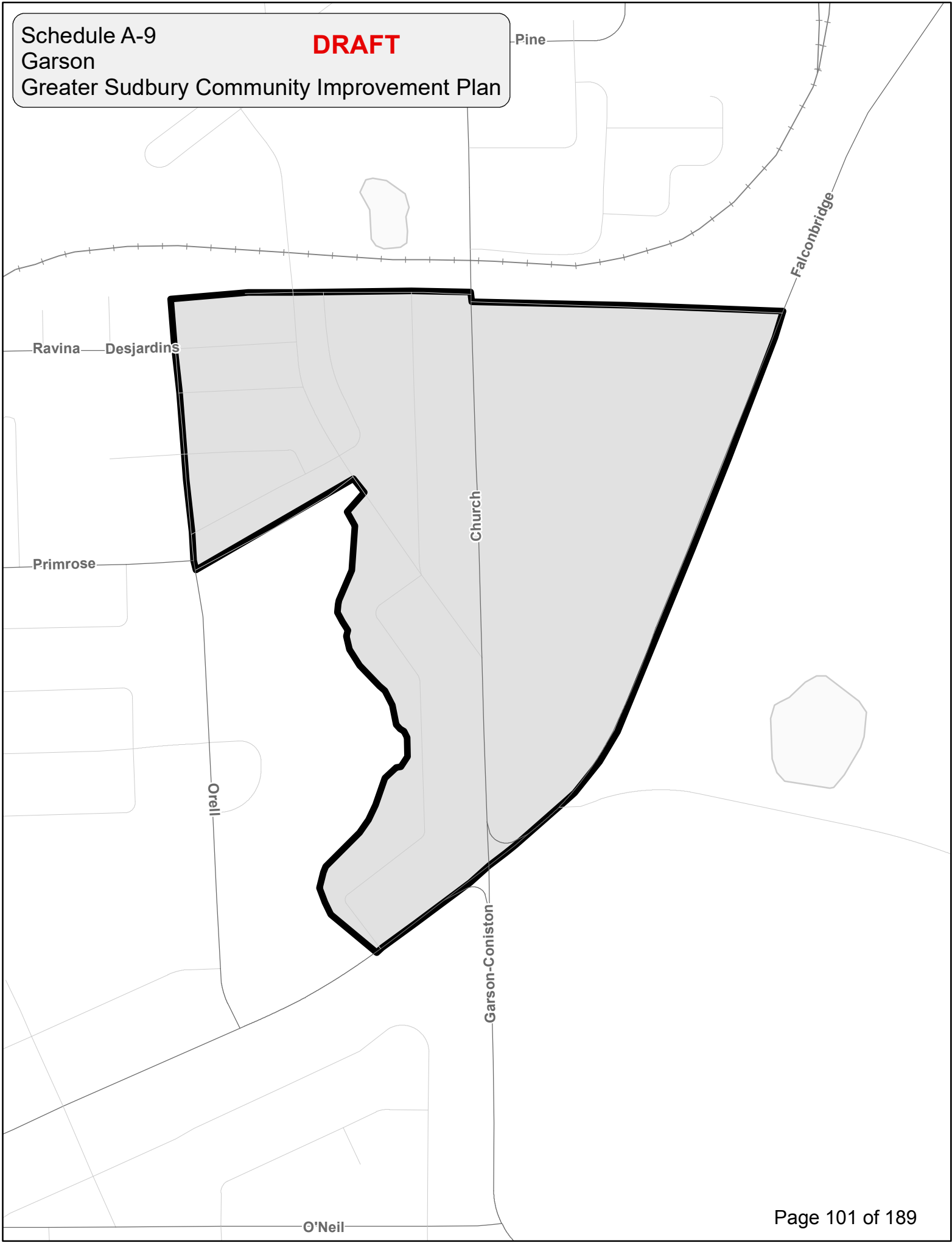
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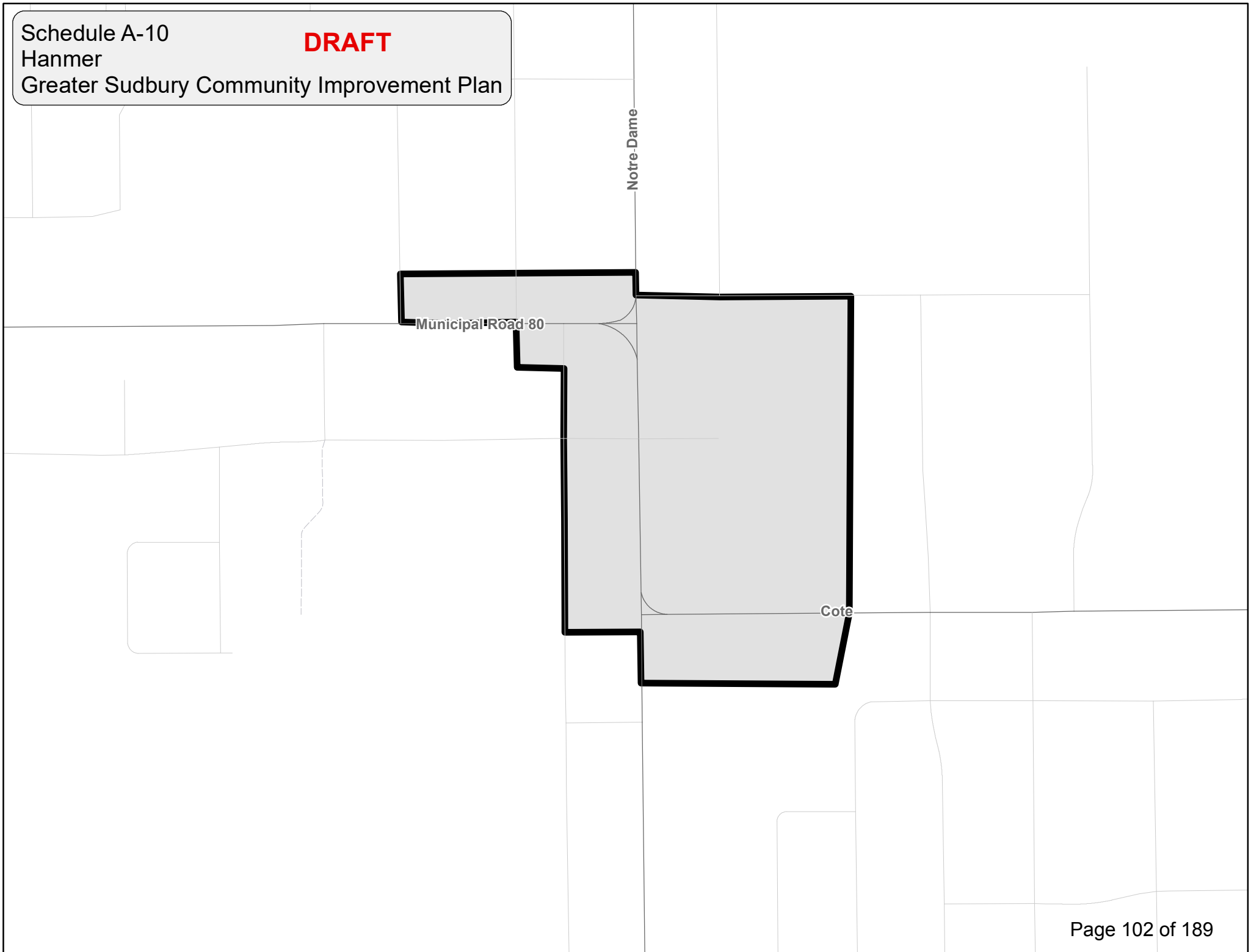




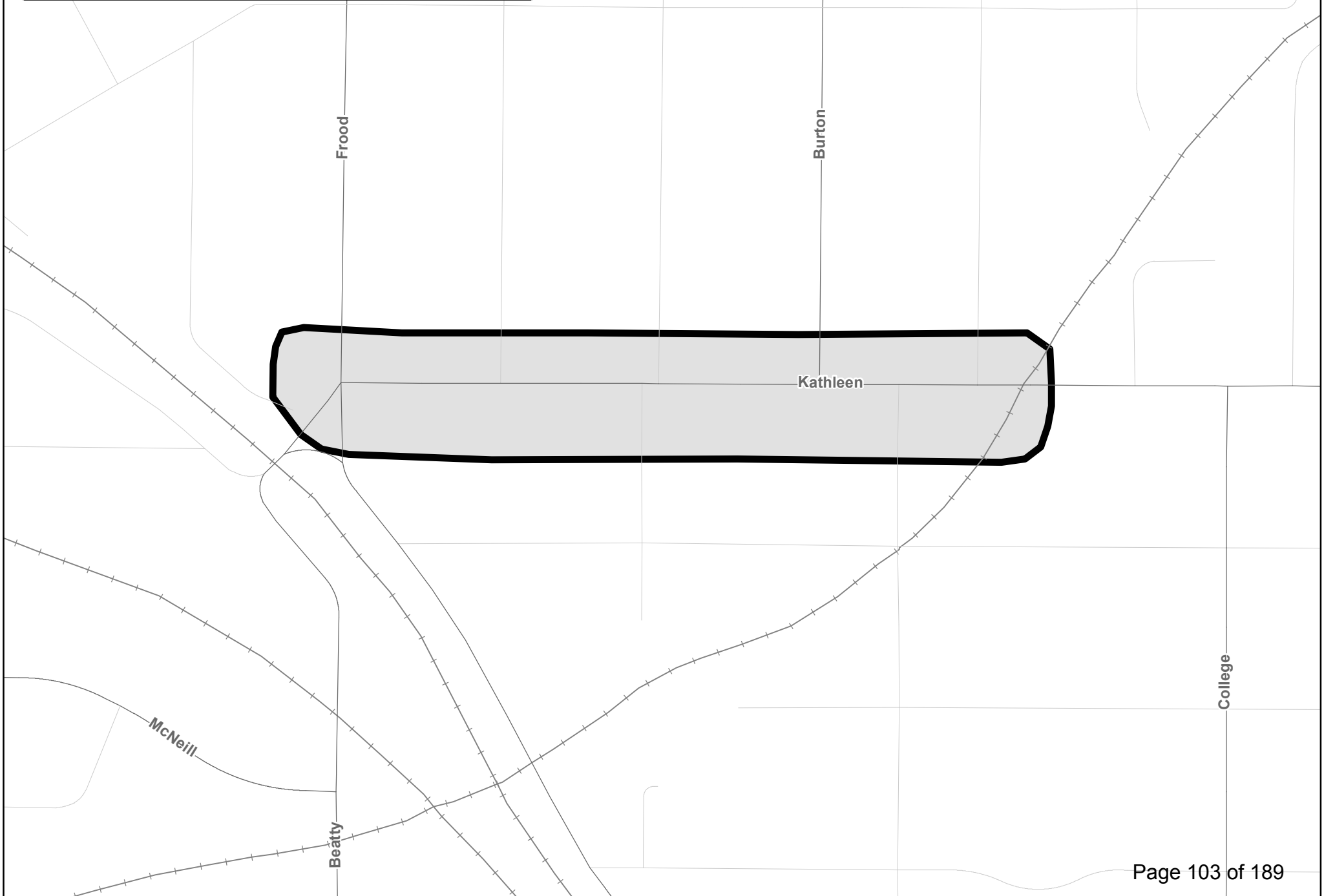
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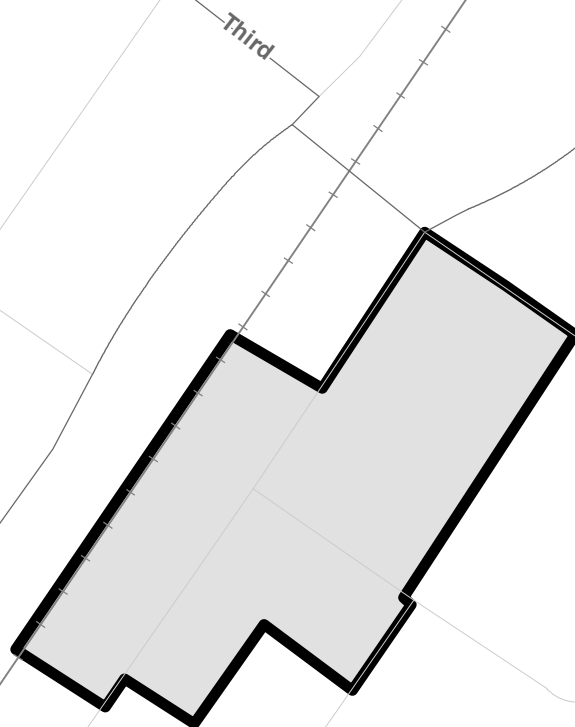


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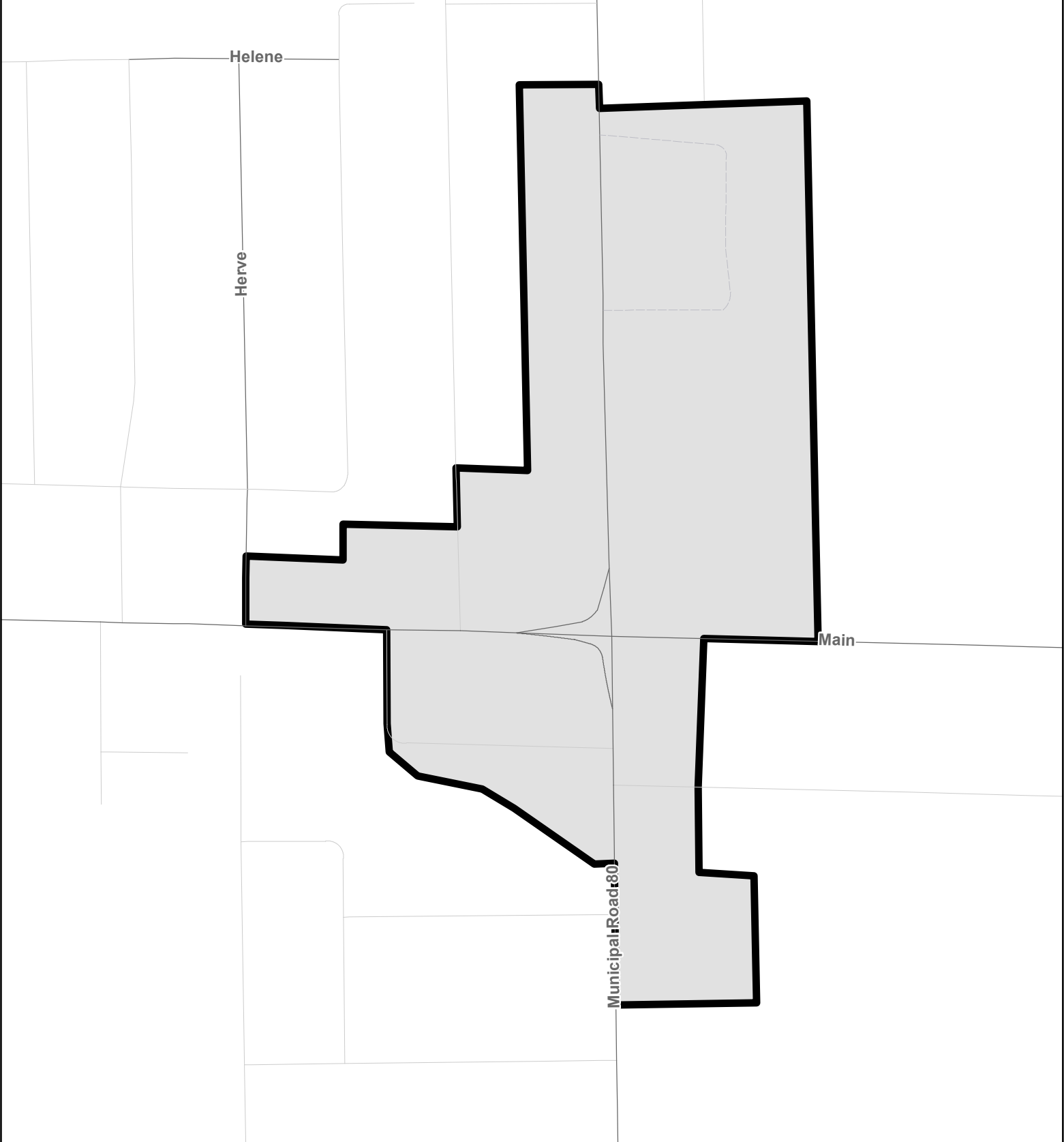




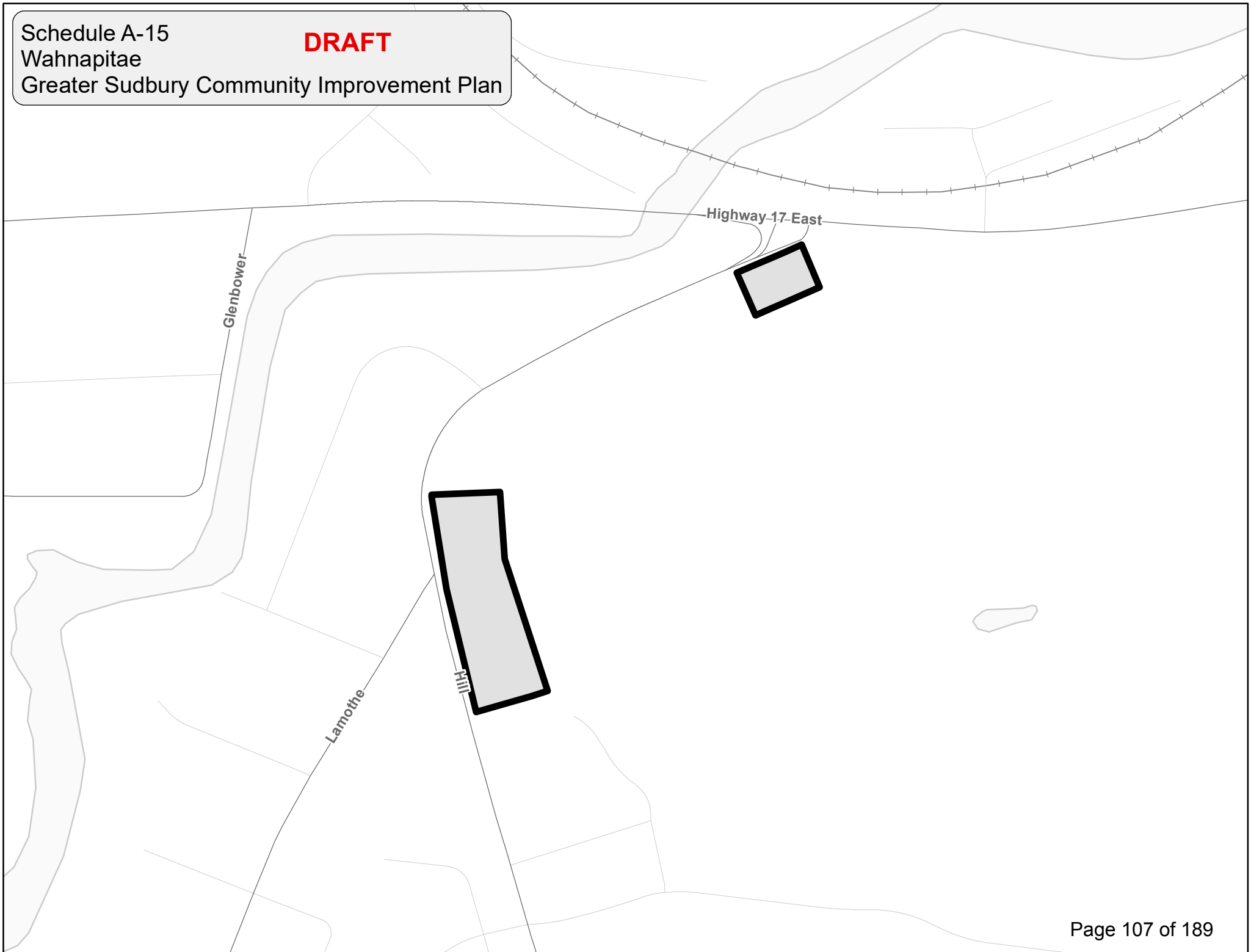
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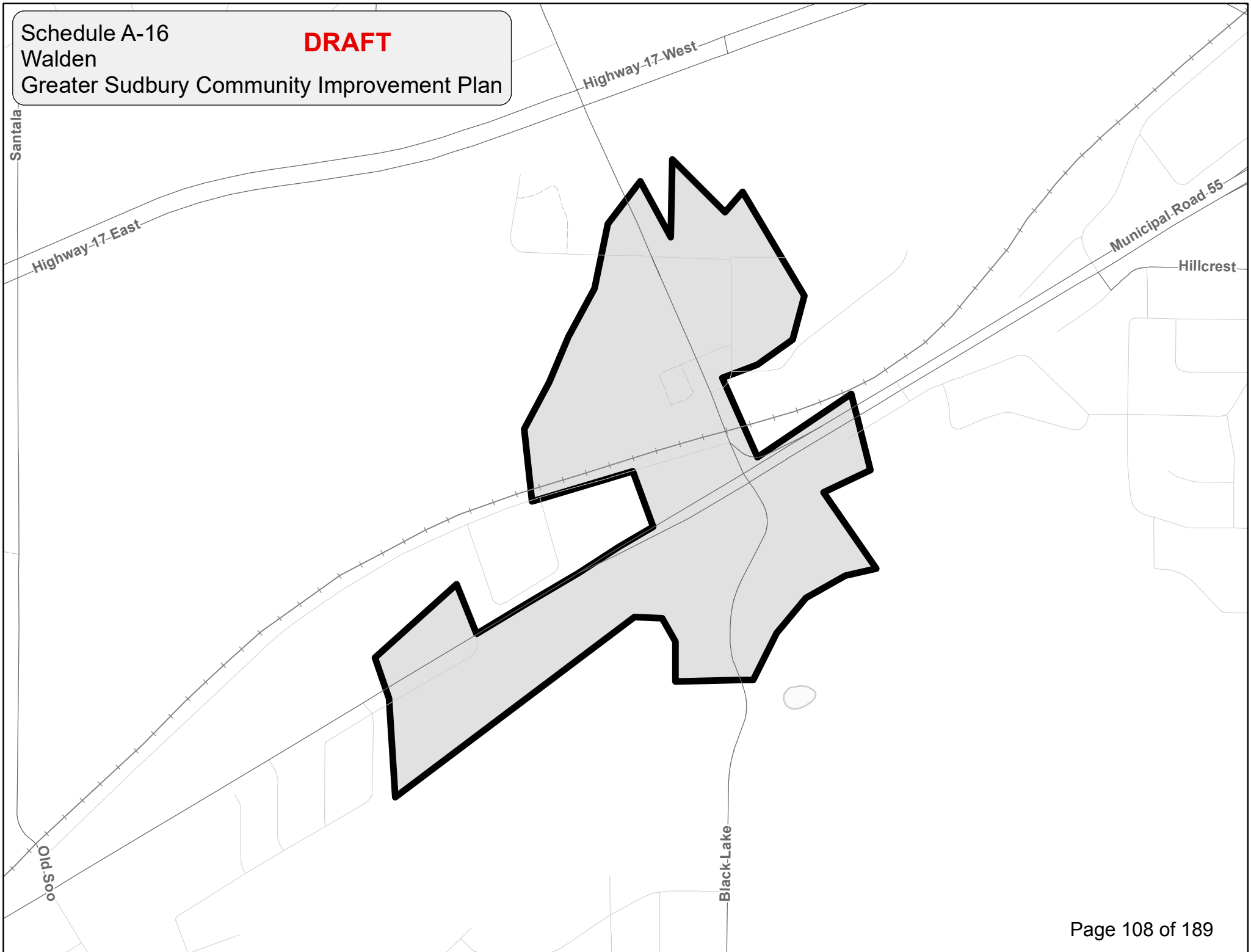
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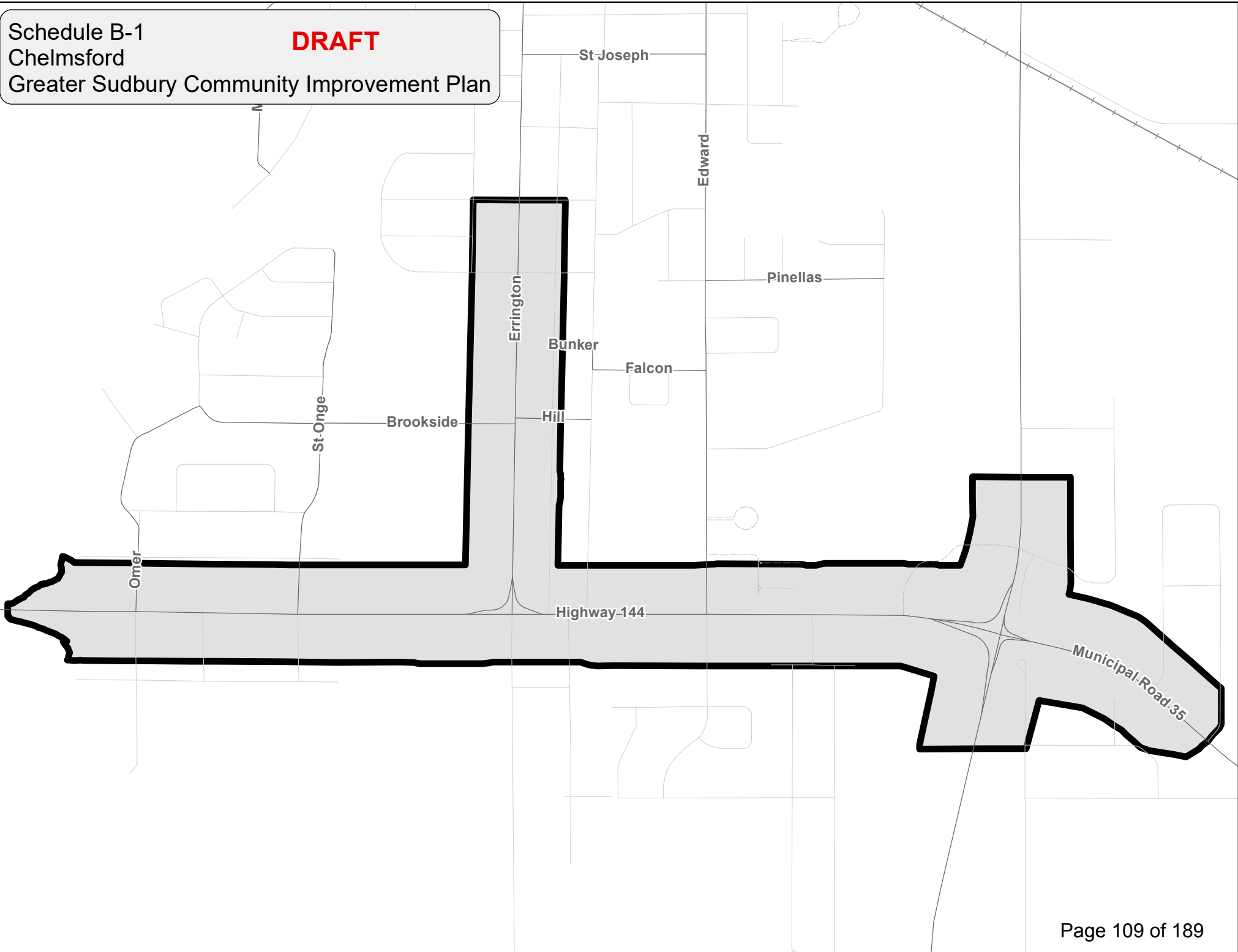


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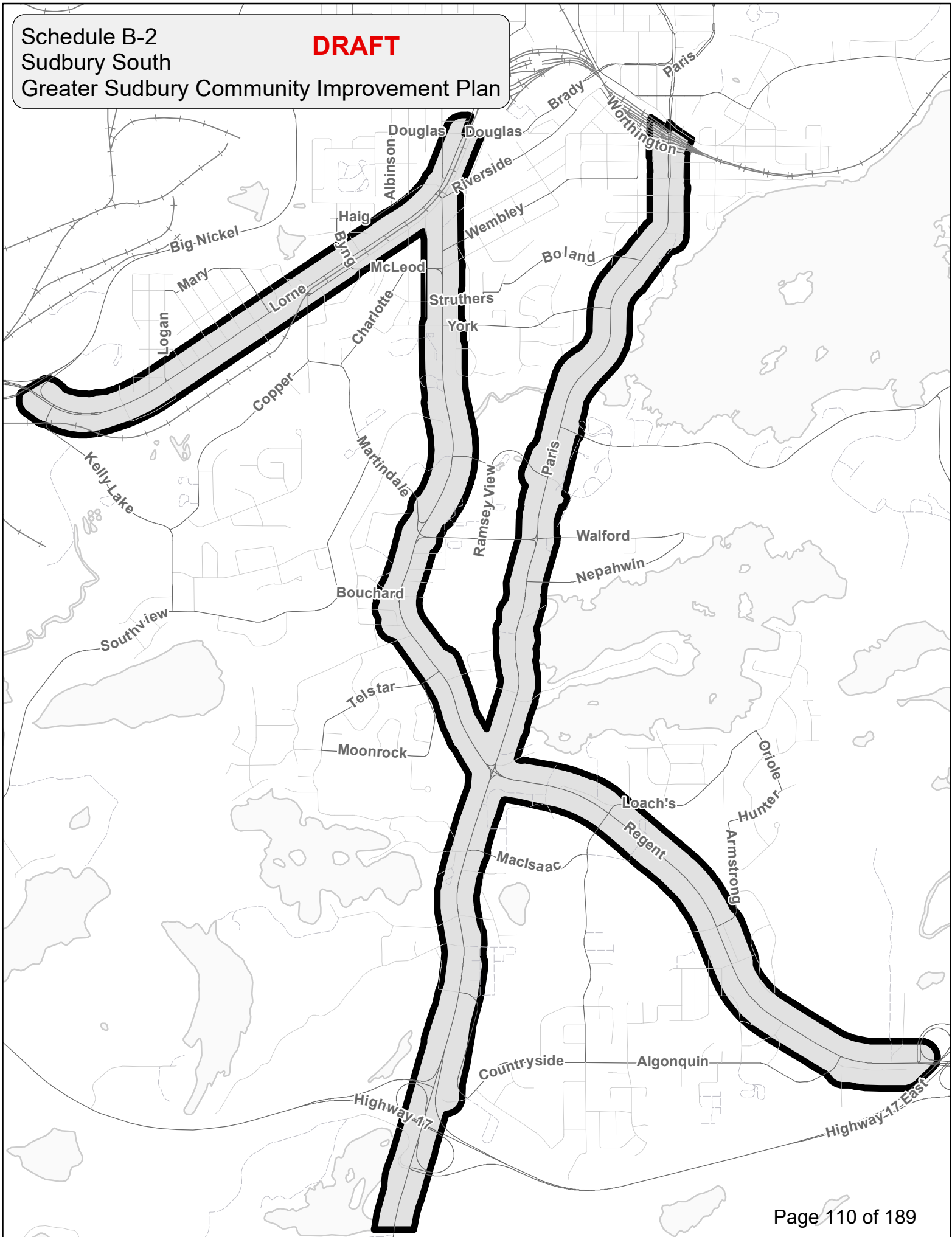




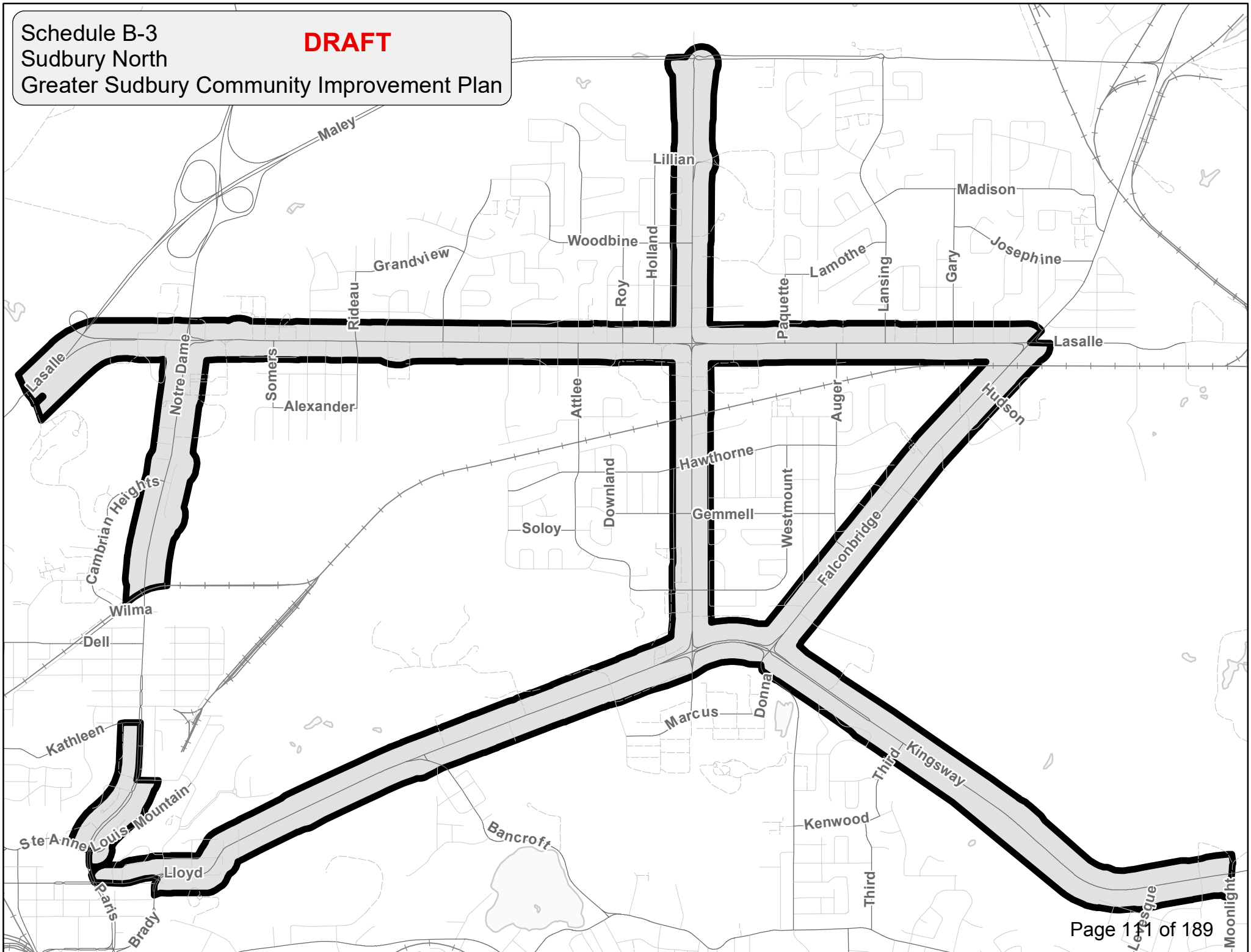
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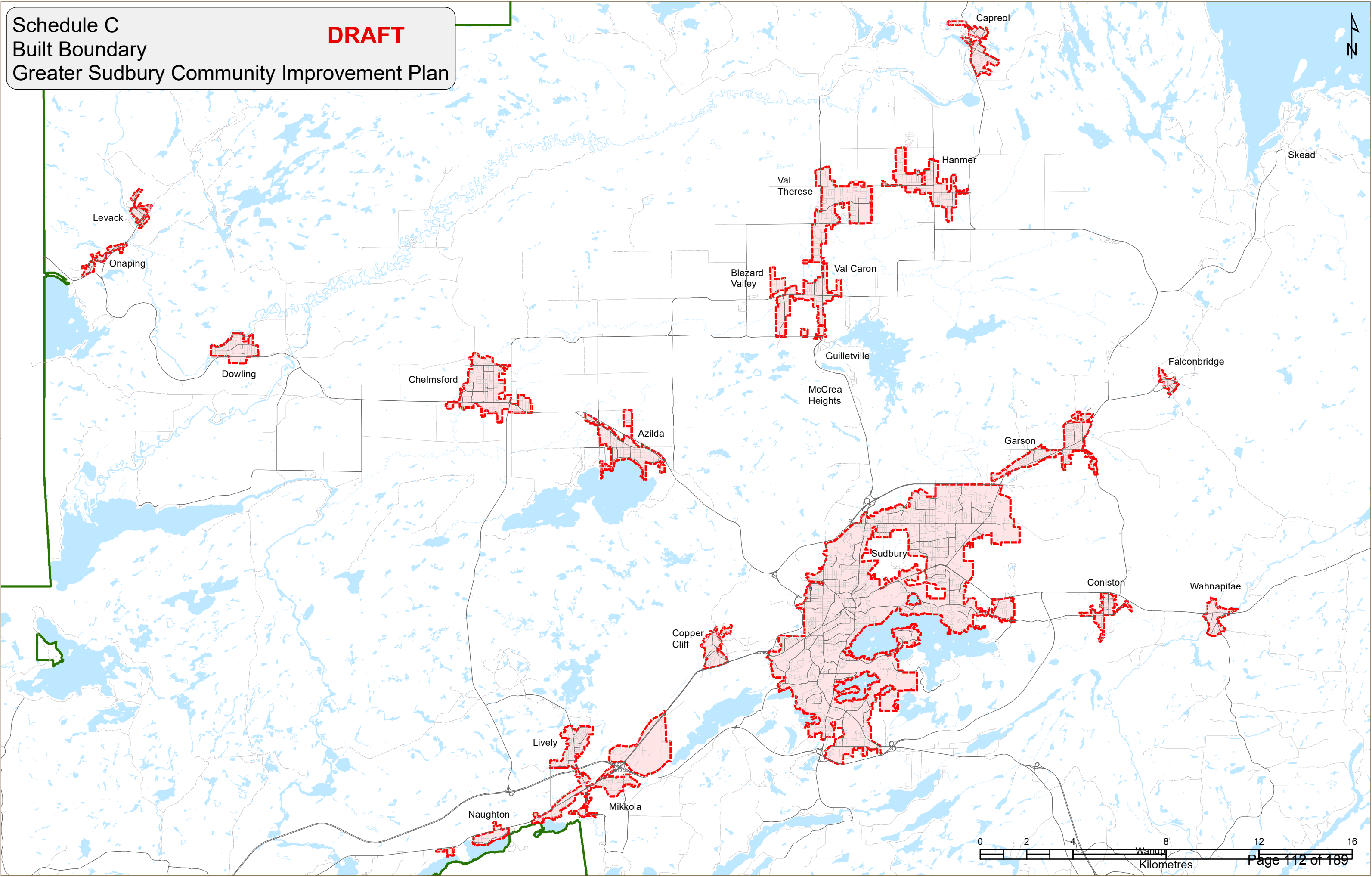


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## **Attachment C – Comparison of DC Exempt Areas and SCACIP Areas**

### *Schedule “E” Exemptions*

There are currently nine (9) geographic areas in the City that are exempt from Development Charges (DCs). These Schedule “E” areas of the DC By-law correspond to Downtown, Town Centre and/or Mixed Use Commercial designations in the City’s Official Plan and represent the historic commercial areas of the former City of Sudbury and the former municipalities. The rationale for exempting these areas is to stimulate commercial and residential intensification in these strategic core areas. The areas that are exempt in the current DC by-law are:

- Downtown Sudbury
- Capreol Town Centre
- Chelmsford Town Centre
- Dowling Town Centre
- Garson Town Centre
- Hanmer Mixed Use Commercial Area
- Val Caron Mixed Use Commercial Area
- Walden Town Centre
- Flour Mill BIA

Of these Schedule “E” DC exempt areas, the following areas have coverage under the AHCIP and BSCIP, but are not eligible for the programs under the SCACIP:

- Dowling Town Centre
- Garson Town Centre
- Hanmer Mixed Use Commercial Area
- Val Caron Mixed Use Commercial Area
- Walden Town Centre

Conversely, the following areas covered under the SCACIP programs do not have a corresponding Schedule “E” DC exempt area:

- Levack
- Kathleen Street
- Copper Cliff
- Lively (Main Street Commercial Area)

### *Schedule “F” Exemptions*

In 2019, Council directed staff to apply a 50% reduction in DCs for Multi-Unit Residential Buildings constructed within Nodes and Corridors. These are the Schedule “F” areas of the City’s Development Charges By-law:

- Barry Downe / LaSalle
- Kingsway / Barry Downe
- Four Corners
- Health Sciences North
- Collège Boréal
- Laurentian University
- Cambrian College
- Coniston
- Val Caron
- Azilda
- Valley East (Howard Armstrong Site)
- Wahnapiatae
- Onaping
- Levack
- Corridors

Of these Schedule “F” DC exempt areas, the following areas have coverage under the AHCIP and BSCIP, but are not eligible for the programs under the SCACIP:

- Barry Downe / LaSalle
- Kingsway / Barry Downe
- Four Corners
- Health Sciences North
- Collège Boréal
- Laurentian University
- Cambrian College
- Coniston
- Val Caron
- Azilda
- Valley East (Howard Armstrong Site)
- Wahnapiatae
- Onaping
- Corridors (has coverage under the Corridors TIEG program).

Conversely, the following areas covered under the SCACIP programs do not have a corresponding Schedule “F” DC exempt area

- Capreol
- Chelmsford
- Sudbury
- Flour Mill
- Copper Cliff
- Kathleen Street
- Lively (Main Street Commercial Area)

Areas	Capreol	Chelmsford	Dowling	Garson	Hanmer	Sudbury	Val Caron	Walden
DC - Schedule E - full exemption	x	x	x	x	x	x	x	x
DC - Schedule F - 50% multi-res rate								
SCACIP (EXISTING)	x	x				x		
AHCIP (EXISTING)	x	x	x	x	x	x	x	x
BSCIP (EXISTING)	x	x	x	x	x	x	x	x
PROPOSED GSCIP								
Standard TIEG	x	x	x	x	x	x	x	x
Corridors TIEG								
Parking Structure TIEG						x		
Brownfield TIEG	x	x	x	x	x	x	x	x
Affordable Housing TIEG	x	x	x	x	x	x	x	x
Facade Improvement	x	x	x	x	x	x	x	x
Housing Accelerator Program	x	x	x	x	x	x	x	x
Professional Study Grant	x	x	x	x	x	x	x	x
Brownfield Tax Assistance Program	x	x	x	x	x	x	x	x
Not-For-Profit Additional Dwelling Unit Incentive Program	x	x	x	x	x	x	x	x
Landbanking program	x	x	x	x	x	x	x	x

Areas	Capreol	Chelmsford	Flour Mill	Barry Downe / LaSalle	Kingsway / Barry Downe
DC - Schedule E - full exemption	x	x	x		
DC - Schedule F - 50% multi-res rate				x	x
SCACIP (EXISTING)	x	x	x		
AHCIP (EXISTING)	x	x	x	x	x
BSCIP (EXISTING)	x	x	x	x	x
PROPOSED GSCIP					
Standard TIEG	x	x	x		
Corridors TIEG					
Parking Structure TIEG					
Brownfield TIEG	x	x	x	x	x
Affordable Housing TIEG	x	x	x	x	x
Facade Improvement	x	x	x		
Housing Accelerator Program	x	x	x		
Professional Study Grant	x	x	x	x	x
Brownfield Tax Assistance Program	x	x	x	x	x
Not-For-Profit Additional Dwelling Unit Incentive Program	x	x	x	x	x
Landbanking program	x	x	x	x	x



Areas	Capreol	Chelmsford	Four Corners	Health Sciences North	Collège Boréal	Laurentian University
DC - Schedule E - full exemption	x	x				
DC - Schedule F - 50% multi-res rate			x	x	x	x
SCACIP (EXISTING)	x	x				
AHCIP (EXISTING)	x	x	x	x	x	x
BSCIP (EXISTING)	x	x	x	x	x	x
PROPOSED GSCIP						
Standard TIEG	x	x				
Corridors TIEG						
Parking Structure TIEG						
Brownfield TIEG	x	x	x	x	x	x
Affordable Housing TIEG	x	x	x	x	x	x
Facade Improvement	x	x				
Housing Accelerator Program	x	x				
Professional Study Grant	x	x	x	x	x	x
Brownfield Tax Assistance Program	x	x	x	x	x	x
Not-For-Profit Additional Dwelling Unit Incentive Program	x	x	x	x	x	x
Landbanking program	x	x	x	x	x	x

Areas	Capreol	Chelmsford	Cambrian College	Coniston	Val Caron (vacant)	Azilda	Valley East (Howard Armstrong Site)	Wahnapitae
DC - Schedule E - full exemption	x	x						
DC - Schedule F - 50% multi-res rate			x	x	x	x	x	x
SCACIP (EXISTING)	x	x						
AHCIP (EXISTING)	x	x	x	x	x	x	x	x
BSCIP (EXISTING)	x	x	x	x	x	x	x	x
PROPOSED GSCIP								
Standard TIEG	x	x		x		x		x
Corridors TIEG								
Parking Structure TIEG								
Brownfield TIEG	x	x	x	x	x	x	x	x
Affordable Housing TIEG	x	x	x	x	x	x	x	x
Facade Improvement	x	x		x		x		x
Housing Accelerator Program	x	x		x		x		x
Professional Study Grant	x	x	x	x	x	x	x	x
Brownfield Tax Assistance Program	x	x	x	x	x	x	x	x
Not-For-Profit Additional Dwelling Unit Incentive Program	x	x	x	x	x	x	x	x
Landbanking program	x	x	x	x	x	x	x	x

Areas	Capreol	Chelmsford	Onaping	Levack	Corridors	Copper Cliff	Kathleen	Lively
DC - Schedule E - full exemption	x	x						
DC - Schedule F - 50% multi-res rate			x	x	x			
SCACIP (EXISTING)	x	x		x	x	x	x	x
AHCIP (EXISTING)	x	x	x	x	x	x	x	x
BSCIP (EXISTING)	x	x	x	x	x	x	x	x
PROPOSED GSCIP								
Standard TIEG	x	x	x	x		x	x	x
Corridors TIEG					x			
Parking Structure TIEG								
Brownfield TIEG	x	x	x	x	x	x	x	x
Affordable Housing TIEG	x	x	x	x	x	x	x	x
Facade Improvement	x	x	x	x		x	x	x
Housing Accelerator Program	x	x	x	x		x	x	x
Professional Study Grant	x	x	x	x	x	x	x	x
Brownfield Tax Assistance Program	x	x	x	x	x	x	x	x
Not-For-Profit Additional Dwelling Unit Incentive Program	x	x	x	x	x	x	x	x
Landbanking program	x	x	x	x	x	x	x	x

## 2025 Property Tax Policy

Presented To:	Finance and Administration Committee
Meeting Date:	April 22, 2025
Type:	Managers' Reports
Prepared by:	Kyla Bell Taxation
Recommended by:	General Manager of Corporate Services

## Report Summary

This report provides recommendations regarding tax policy choices that will be used in determining final tax bills for 2025.

## Resolutions

### Resolution 1:

THAT the City of Greater Sudbury approves property tax ratios as follows where the Residential class is set at 1.000000:

New Multi-Residential	1.000000
Multi-Residential	1.965000
Commercial	1.912000
Industrial	3.387738
Large Industrial	3.932421
Aggregate Extraction	2.809508
Pipeline	2.179489
Farm	0.200000
Managed Forest	0.250000

AND THAT the necessary Tax Ratio by-law and Tax Rate by-law be prepared.

### Resolution 2:

THAT the City of Greater Sudbury use capping and clawback tools as follows:

- Implement a 10% tax increase cap
- Implement a minimum annual increase of 10% of current value assessment level taxes for capped properties
- Move capped and clawed back properties within \$500 of current value assessment taxes directly to Current Value Assessment taxes
- Eliminate industrial properties that were at Current Value Assessment in 2024 from the capping exercise
- Eliminate industrial properties that crossed between capping and clawback in 2025 from the capping exercise

AND THAT the necessary by-law be prepared;

AND THAT the following clawback percentage, as calculated by the Online Property Tax Analysis (OPTA) System, be adopted by the City of Greater Sudbury:

Industrial	10.0533%
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AND THAT the City of Greater Sudbury approves the recommendations as outlined in the report entitled “2025 Property Tax Policy”, from the General Manager of Corporate Services, presented at the Finance and Administration Committee Meeting on April 22, 2025.

## **Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans**

This report refers to operational matters.

## **Financial Implications**

There are no financial implications associated with this report. Council approved a budget for 2025 and the set of policy decisions which are addressed in this report determine the relative share of the net budget allocated to each property tax class (and certain industrial property owners who have experienced changes to their current value assessment).

## **Background**

The purpose of this report is to establish the 2025 property tax ratios to determine final property tax bills. There are two decisions:

- a) Determine the property tax ratios applicable for 2025 tax bills
- b) Determine the approach for managing tax capping and clawback provisions

Property tax ratios determine how property tax revenue requirements, established when Council approved the 2025 Budget, will be allocated among property classes. Determining property tax ratios enables the production and issuance of final tax bills.

The recommendations in this report are consistent with property tax policy decisions adopted in prior years and reflect the established method for Area Rating, which assigns specific taxation requirements to specified parts of the city based on different service levels approved by Council.

## **Calculation of Property Taxes**

Rules governing property assessment values in Ontario are complex. However, the ultimate purpose of property assessment values is straightforward – to determine how the City’s tax levy is allocated to each property class.

Provincial regulations require decisions regarding tax policy options to be made prior to issuing final property tax bills, even if existing tax ratios (status quo) are being maintained.

Property tax calculations are based on information provided by the Municipal Property Assessment

Corporation (MPAC), under the authority of the Assessment Act and Municipal Act, 2001. MPAC is responsible for the classification and identification of property values for all individual properties in Ontario. Municipalities use MPAC data to assign property tax obligations to each property.

The City must establish tax rates through a by-law on an annual basis to raise the required revenue from property taxes planned in the budget. The municipal tax rates are based on assessed values, tax ratios and the annual tax-based operating budget. Tax rates are calculated as follows:

$$\text{Property Tax Rate} = \frac{\text{Property Tax Levy}}{\text{Weighted Assessment for All Classes}} \times \text{Tax Ratio for the Class}$$

As described in the 2025 Budget approved by City Council, the City of Greater Sudbury will levy \$428 million in property taxation. This funds both municipal operations (\$377 M) and Greater Sudbury’s four school boards (\$51 M).

**Deciding Whether to Adjust Tax Ratios**

Property tax policy differs from the annual budget process, although both the budget and the choices in this report affect the amount of tax payable by each tax class. It is useful to think of the budget process as determining the “size of the pie”; it establishes how much tax needs to be collected.

Property tax ratios, the subject of this report, determine “how the pie is sliced”. Property tax ratios are used to calculate the tax rates. The tax rates are then used to calculate the specific amounts each property owner pays. Unlike the budget process, property tax policy decisions do not change the amount of money the City receives through taxation.

For 2025, the ability to adjust tax ratios is limited. Due to the COVID-19 pandemic, the Province postponed property reassessments across the province. Such reassessments usually occur every four years, but for now property assessments continue to reflect 2016 current assessment values.

For 2025, a new industrial subclass has been implemented for Aggregate Extraction properties as per Provincial legislation. This new subclass captures eligible land used in aggregate extraction, like gravel pits and quarries. Previously these properties were classified as Industrial.

In Greater Sudbury, the Industrial and Aggregate Extraction tax ratios are currently above the provincial threshold limit of 2.63. This means only 50% of the levy increase can be applied to industrial and aggregate extraction properties, resulting in approximately \$540,000 in budgeted tax revenue allocated to all other classes. The effect of such requirements is that some property tax classes could have a municipal tax increase that is marginally higher than the 4.8% (residential 4.9%) increase Council approved in December 2024. If Council wanted to move the Industrial and Aggregate tax ratio so that it was at the provincial threshold, this would further shift taxation requirements to other property tax classes of approximately \$6.9 million. This amount of taxation would be removed from the Industrial and Large Industrial classes and the burden put on all other classes. Staff do not recommend this change.

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The recommended tax ratios are:

**Table 1: Proposed 2025 Tax Ratios**

	2025 Proposed	2024 Approved
Residential	1.000000	1.000000
New Multi-Residential	1.000000	1.000000
Multi-Residential	1.965000	1.965000
Commercial	1.912000	1.912000
Industrial	3.387738	3.452729
Large Industrial	3.932421	4.007861
Aggregate Extraction	2.809508	N/A
Pipelines	2.179489	2.179489
Farm	0.200000	0.200000
Managed Forest	0.250000	0.250000

If approved, the tax rates can be generated, and the billing process can proceed. See Appendix 'A' for Tax Rates.

### **Residential Property Tax Distribution**

This next chart reflects the tax impact in the residential class (municipal and education) of the approved tax rates.

**Table 2: Typical Property Tax Changes For Residential Properties**

Tax Change	# Properties
0 - \$100	7,764
\$100 - \$200	29,813
> \$200	20,837
Total	58,414

There are 37,577 (64%) of the total 58,414 residential properties that will experience an increase of less than \$200 on their 2025 property tax bill. The average increase for all residential properties would be \$195, but this figure will vary depending on area of the City and the valuation of the dwelling.

### **Impact of Provincially Regulated Education Tax Rates**

For 2025, the Ministry of Finance regulated the business class education tax rate at 0.88% consistent with 2024. Education tax rates for the residential and multi-residential classes remained at 0.153%.

**Table 3: Education Tax Rates**

Education Tax Rates			
	2025	2024	% Change
Residential, Multi-Residential	0.153%	0.153%	0.0%
Commercial, Industrial, Pipeline	0.880%	0.880%	0.0%

### **Tax Change by Property Class**

Council will recall the 2025 approved budget anticipated a 4.8% property tax increase to support planned service levels. It is important to remember the corporation's planned taxation revenues will increase in accordance with the amounts determined in the 2025 Budget. Based on the property tax ratios recommended here, excluding the effects of area rating, the following tax changes for specific property types would be as follows:

**Table 4: Tax Change by Property Class**

	Residential	Commercial	Industrial
Municipal Tax Increase	4.9%	5.1%	2.9%
Education Impact	-0.5%	-1.2%	-0.4%
<b>Final Tax Impact</b>	<b>4.4%</b>	<b>3.9%</b>	<b>2.5%</b>

As this chart illustrates, the final tax impacts for other property classes resulting from the 50% levy cap in the Industrial class shifting taxation to the other classes. The education tax rates have remained the same from 2024 to 2025 so when they are applied to the larger tax levy for 2025 they have the impact of reducing the overall 2025 tax change in each class.

### **Area Rating**

Area rating is a policy choice that municipalities can make to recognize that some municipal services are provided at different levels across a community, so property taxes are adjusted to recognize this. In Greater Sudbury, area rates exist for Fire and Transit Services.

The major variations in taxes levied in the four different service areas are predominately affected by the fire area rate. This changes taxes payable for a property depending on whether it is primarily served by career firefighters, a mix of career and volunteer firefighters (a "composite" service level), or primarily by volunteer firefighters.

This policy was incorporated into the calculation of recommended tax rates, inclusive of education. The following is the effective dollar impact for the residential class for a home with a 2016 assessed value of \$230,000:



**Table 5: Representative Effects of Area Rating on 2025 Property Taxes**

	Career / Urban	Composite/ Commuter	Volunteer/ Commute	Volunteer
Municipal Portion – 2024	\$3,656	\$3,489	\$3,306	\$3,168
Education Portion - 2024	352	352	352	352
Total Taxation - 2024	\$4,008	\$3,841	\$3,658	\$3,520
Municipal Portion - 2025	\$3,849	\$3,641	\$3,452	\$3,285
Education Portion - 2025	352	352	352	352
Total Taxation - 2025	\$4,201	\$3,993	\$3,804	\$3,637
Dollar Change - Total Taxation	\$193	\$152	\$146	\$117
Percentage Change - Total Taxation	4.8%	3.9%	4.0%	3.3%

### Tax Capping and Clawback Provisions

As a result of provincial legislation, there are limits to tax increases that can be applied to business properties. This is known as “tax capping”. Generally, this involves shifting the tax burden among properties within the affected property tax class. In the City of Greater Sudbury, this affects very few properties.

The clawback is a percentage that properties within a specific property class that are experiencing a tax decrease must forgo to support the properties within the same class that are experiencing an increase. In Greater Sudbury, this currently only affects Industrial properties.

Consistent with previous years’ Tax Policies, the following tools are being recommended for approval:

1. Implement a 10% tax increase cap – this means that properties in the industrial class, that were previously in the capping/clawback exercise, will continue to see property tax increases limited to 10% of the preceding year’s annualized taxes, plus a portion of the Council’s approved levy increase.
2. Implement a minimum annual increase of 10% of CVA level taxes for capped properties - this means that properties in the industrial class, that were previously in the capping/clawback exercise, will continue to see property tax increases limited to 10% of the preceding year’s CVA taxes, plus a portion of the Council’s approved levy increase.
3. Move capped and clawed back properties within \$500 of CVA taxes directly to CVA taxes.
4. Eliminate industrial properties that were at Current Value Assessment in 2024 from the capping exercise.
5. Eliminate industrial properties that crossed between capping and clawback in 2025 from the capping exercise.

The following table describes the effects of these changes. Overall, capping and clawback policies apply to 12 properties, while 371 properties will see their taxes reflect their full current value assessment.

**Table 6: Impact of Proposed Capping and Clawback Policies**

	<b>Industrial</b>
Clawback %	10.0533%
Clawback \$	\$16,583
Shortfall \$	\$0
# of Capped Properties	4
# of Clawback Decreasing Properties	8
# of CVA Tax Properties	359
Total # in Class	371

The use of all tax policy tools available is recommended to set the clawback percentage at 10.0533% for Industrial.

By approving these clawback percentages, it ensures that properties seeing a tax decrease will fund a portion of taxes payable by properties seeing a tax increase of more than 10%.

## **Summary**

The effect of the recommendations in this report produces a 4.4% increase in residential property taxes (municipal and education) for 2025 compared to 2024 levels, while Commercial and Industrial properties will pay relatively less due to the Business Education tax rate remaining consistent. Actual changes in taxes payable for each property will be determined by its assessed value, type of dwelling and its location within the City.

Approving these recommendations will result in timely production of final tax bills. Refer to Appendix “A” for Tax Rates and Appendix “B” for a property taxation comparison with other municipalities in Ontario, as reflected in the BMA Study.

## **Resources Cited**

2024 Property Tax Policy - <https://pub-greatersudbury.escrimemeetings.com/filestream.ashx?DocumentId=53971>

## 2025 Tax Policy Report - Appendix 'A'

### City of Greater Sudbury 2025 Final Tax Rates for all Municipal Purposes

(all figures in the form of %'s)

Property Description	General	Career	Fire Rate		Transportation Rate		Career/Urban Area	Composite/ Commuter Area	Volunteer/ Commuter Area	Volunteer Area
			Composite	Volunteer	Urban	Commuter				
Residential/New Multi-Res	1.304345	0.212734	0.205775	0.123821	0.156262	0.072870	1.673341	1.582990	1.501036	1.428166
Multiple Residential	2.563037	0.418022	0.404347	0.243308	0.307055	0.143190	3.288114	3.110574	2.949535	2.806345
Commercial Occupied	2.493908	0.406747	0.393442	0.236746	0.298773	0.139327	3.199428	3.026677	2.869981	2.730654
Commercial Excess Land	2.493908	0.406747	0.393442	0.236746	0.298773	0.139327	3.199428	3.026677	2.869981	2.730654
Commercial Vacant Land	2.493908	0.406747	0.393442	0.236746	0.298773	0.139327	3.199428	3.026677	2.869981	2.730654
Industrial Occupied	4.338948	0.720687	0.697112	0.419474	0.529375	0.246864	5.589010	5.282924	5.005286	4.758422
Industrial Excess Land	4.338948	0.720687	0.697112	0.419474	0.529375	0.246864	5.589010	5.282924	5.005286	4.758422
Industrial Vacant Land	4.338948	0.720687	0.697112	0.419474	0.529375	0.246865	5.589010	5.282925	5.005287	4.758422
Large Industrial Occupied	5.036569	0.836560	0.809193	0.486916	0.614488	0.286556	6.487617	6.132318	5.810041	5.523485
Large Industrial Excess Lan	5.036569	0.836560	0.809193	0.486916	0.614488	0.286556	6.487617	6.132318	5.810041	5.523485
Aggregate	3.598363	0.597678	0.578126	0.347876	0.439019	0.204729	4.635060	4.381218	4.150968	3.946239
Pipelines	2.842806	0.463652	0.448485	0.269867	0.340571	0.158819	3.647029	3.450110	3.271492	3.112673
Farm	0.260869	0.042547	0.041155	0.024764	0.031252	0.014574	0.334668	0.316598	0.300207	0.285633
Managed Forests	0.326086	0.053183	0.051443	0.030955	0.039066	0.018218	0.418335	0.395747	0.375259	0.357041

#### Fire Area Rate

Career - this rate is applied to properties in the former City of Sudbury

Composite - this rate is applied to the properties in the former City of Valley East

Volunteer - this rate is applied to all other areas of the City of Greater Sudbury

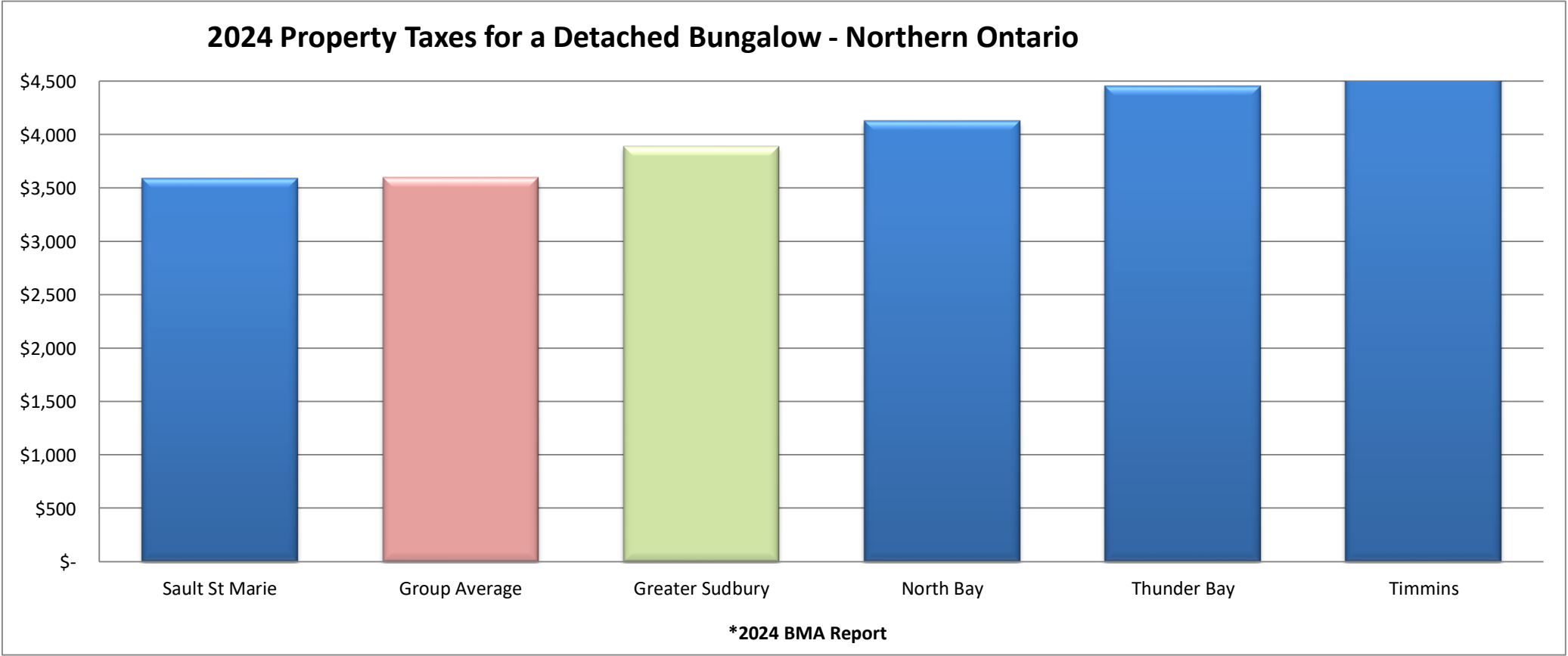
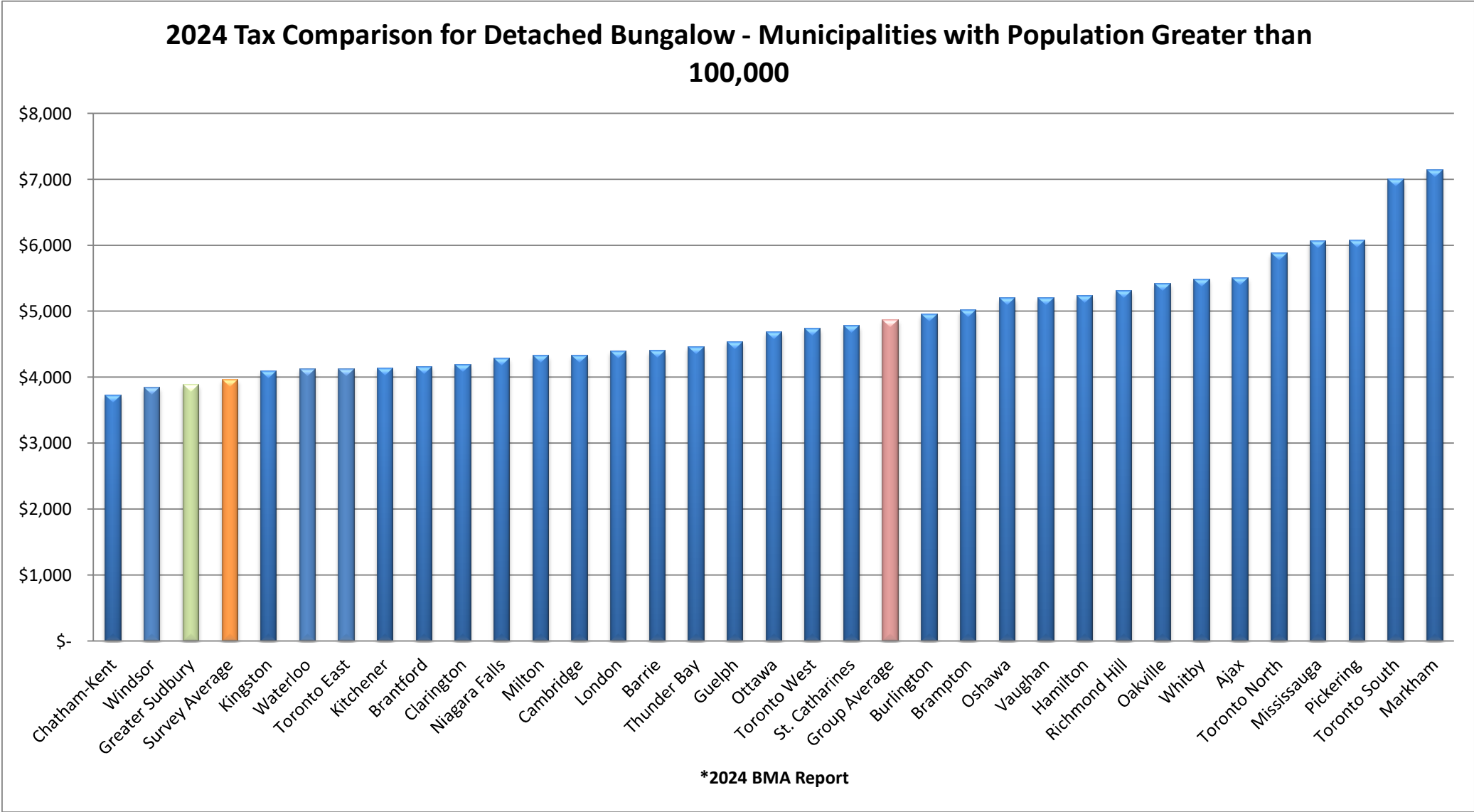
#### Transportation Rate

Urban - this rate applies to properties in the former City of Sudbury

Commuter Rate - this rate applies to all other areas of the City of Greater Sudbury with the exception of the formerly Unorganized areas

No Rate - applies to formerly Unorganized areas

Appendix 'B' - BMA Study



## Jack Nicholas Business and Innovation Subdivision Street ‘C’ Cost Sharing and Development Charge Credit Applications

Presented To:	Finance and Administration Committee
Meeting Date:	March 18, 2025
Type:	Managers' Reports
Prepared by:	Kris Longston Planning Services
Recommended by:	General Manager of Growth and Infrastructure

## Report Summary

This report provides recommendations regarding applications by Kingsway Employment District Inc. for Cost Sharing and Development Charge Credits for the construction of Street “C” within the Jack Nicholas Business and Innovation Subdivision (Kingsway Employment District) from Kingsway Boulevard to the north limit of the subdivision property.

## Resolutions

### Resolution 1:

THAT the City of Greater Sudbury approves the cost-sharing application by Kingsway Employment District Inc. for the construction of Street “C” within the Jack Nicholas Business and Innovation Subdivision from Kingsway Boulevard to the north limit of the property and directs the General Manager of Growth and Infrastructure to negotiate and enter into a cost-sharing agreement as per the parameters outlined in the report entitled “Jack Nicholas Business and Innovation Subdivision Street ‘C’ Cost Sharing and Development Charge Credit Applications” dated March 18, 2025, from the General Manager of Growth and Infrastructure;

AND THAT Council direct staff to fund the City’s share of costs up to \$2,866,296 from the Capital Financing Reserve Fund – General.

### Resolution 2:

THAT the City of Greater Sudbury approves the development charge credit application by Kingsway Employment District Inc. for the construction of Street “C” within the Jack Nicholas Business and Innovation Subdivision from Kingsway Boulevard to the north limit of the subdivision property and directs the General Manager of Corporate Services to negotiate and enter into a development charge credit agreement as per the parameters outlined in the report entitled “Jack Nicholas Business and Innovation Subdivision Street ‘C’ Cost Sharing and Development Charge Credit Applications” dated March 18, 2025, from the General Manager of Growth and Infrastructure.

## **Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans**

The applications align with Council's Strategic Priorities, particularly 1.4 "Reinforce Infrastructure for New Development", 2.1 "Build Economic Development Initiatives to Support Existing Businesses, Attract New Businesses and Promote Entrepreneurship" and 2.8 "Invest in Transformative Facilities, Spaces and Infrastructure that Support Economic Activity."

The applications support Goal 1 of the CEEP, specifically achieving energy efficiency and emissions reductions by creating compact, complete communities through infill developments

## **Financial Implications**

The total eligible cost for the construction of Street 'C' within the Jack Nicholas Business and Innovation Subdivision (Kingsway Employment District) is \$11,465,185. The costs of the project will be shared with funding from future development charge credits (50%), the developer (25%), and the City (25%).

The City's share of the project costs up to \$2,866,296 will be reimbursed to the developer upon substantial completion and assumption of the road by the City and will be funded from the Capital Financing Reserve Fund – General.

The developer will receive credits on the road portion of the development charges that will be levied on future applicable construction up to the cost sharing amount of \$5,732,592 as per the development charge credit agreement.

## **Background**

### **Subject Property and Draft Plan of Subdivision**

The lands known as Jack Nicholas Business and Innovation Subdivision (Kingsway Employment District) are vacant, approximately 70 ha (173 acres) in size and are zoned heavy industrial (M3) and light industrial (M2), with the portions fronting on to the Kingsway zoned mixed industrial/service commercial (M1). The lands are subject to an industrial draft plan of subdivision that was approved by the City in October of 2010. The plan of subdivision would enable the future development of the property for industrial uses and create a collector road from the intersection of Levesque Street and Kingsway Boulevard northward to the limit of the property that will eventually connect Lasalle Boulevard with the Kingsway.

### **Future Road Connection – Official Plan and Transportation Master Plan**

The extension of Street 'C' is identified as a future collector road in the City's Official Plan and Transportation Master Plan. Upon full completion, Street 'C' will provide a portion of the future collector road and active transportation connection between Lasalle Boulevard and the Kingsway. The design of the road will be to an urban collector standard and include sidewalks on both sides along with 1.5m wide paved boulevards to facilitate active transportation. In addition to providing a vehicular and active transportation connection, the future road will also open additional lands for industrial and mixed-use commercial development in the City's east end.

### **Employment Land Strategy**

The City of Greater Sudbury Employment Land Strategy was approved by Council in August of 2022 and provides key recommendations to ensure that Greater Sudbury is well positioned to be investment-ready and able to support and attract industrial, commercial, and institutional development and job growth over the next 25 years. Key finding and recommendations of the Employment Land Strategy include:

- Identifying the Kingsway Industrial Area as a strategic employment area.
- Ensuring the availability of a broad range of land options in terms of location, size, land pricing and servicing.
- Ensuring that a suitable supply of at least 100 net hectares of employment land be available to accommodate anticipated demand so that the community is competitive for investment attraction into the future.

The construction of Street 'C' from the Kingsway to the north limit of the Jack Nicholas Business and Innovation Subdivision (Kingsway Employment District) lands will support the City's Employment Land Strategy by opening approximately 30 hectares of vacant industrial land for development as well as providing a north/south transportation connection along the eastern side of the City.

## **Development Charges Background Study and 2016 Policy on Development Cost Sharing**

On August 9th, 2016, Council adopted an updated Policy on Development Cost Sharing. One of the changes featured in the new policy is the ability for Council to consider alternative cost sharing measures on a case-by-case basis in situations where a proposed road is identified as a major future road in the Official Plan and creates an improvement in the existing road network.

The above Council decision created a policy framework that has enabled the City to approve prior cost sharing and development charge credit applications (Silver Hills Drive, Montrose Avenue, Auger Avenue and Remington Road) resulting in the construction of road infrastructure that would otherwise fall under the City's capital program while at the same time facilitating growth and development in the City along with improvements to the overall transportation network. In these previous applications Council approved a cost sharing and Development Charge (DC) credit formula of 50% DC credits, 25% developer cost and 25% City.

The City's 2024 Development Charges Background Study also includes the extension of a roadway from Lasalle Boulevard to Kingsway Boulevard at this location in the roads development related capital program, meaning that it is eligible for development charge credits.

## **General Cost Sharing Principles**

The Policy on Development Cost Sharing 2016 allows the City to consider alternative cost sharing measures on a case-by-case basis in situations where a proposed road is identified as a major future road in the Official Plan and creates an improvement in the existing road network. To maintain flexibility, the Policy on Development Cost Sharing does not prescribe parameters for cost sharing on major future roads as each situation is unique and the policy requires each application to be considered by Council on a case-by-case basis.

The general principles of the Policy on Development Cost Sharing state that the City is interested in cost sharing in situations where there are demonstrated gains in closing the infrastructure gap or opportunities to upgrade infrastructure that would otherwise fall under the City's capital programs. The cost sharing application provides analysis and recommendations regarding how the applications by Kingsway Employment District Inc. fit within these general principles as Street 'C' is currently identified as a future collector road in the City's Official Plan and the Transportation Master Plan. This future extension is intended to serve the newly draft approved industrial subdivision at this location as well as provide a portion of the transportation linkage through to Lasalle Boulevard. Should this subdivision development not proceed, the City at some point in the future, may have to acquire lands and construct Street 'C' as part of its roads capital program. This future work may not involve any cost sharing partners and the future costs would likely be higher due to inflation. This cost sharing application would allow the City to complete a portion of its planned motorized and active transportation network in the short term, while sharing a portion of the construction cost with the applicant.

## **Eligible and Ineligible Costs**

The City's Policy on development cost sharing defines the cost for a proposed service as the final

cost of designing and constructing the service, as determined by the City, after the construction is complete. Based on this definition, eligible costs in this application should be limited to those costs directly related to the construction of Street 'C' (Appendix A) to a collector standard, based on the approved transportation impact study, and not include any water, sanitary sewer, storm sewer or hydro infrastructure that is only required to service the future subdivision. To support the application, the agent has supplied a "Class C" estimate of the costs associated with building the road to a collector standard (Appendix B).

## **Analysis**

### **Cost Sharing Application**

Section 6.1 (h) of the Policy on Development Cost Sharing 2016, states that the City may consider cost sharing on a case-by-case basis where a proposed road is identified as a major future road in the Official Plan. Kingsway Employment District Inc. have submitted a cost sharing application for the construction of Street 'C' from the Kingsway signalized intersection with Levesque Street northward to terminate in a cul-de-sac at the north limit of the applicant's property. Under this proposal, the applicants would construct Street 'C' and then dedicate the road allowance to the City, who would assume the road. Furthermore, the stormwater management pond is being designed to treat the stormwater generated within the future City road allowance. All stormwater generated within the future lots will require individual stormwater management works, not subject to cost sharing, to ensure that the stormwater entering the road allowance is at pre-development flows.

In support of the application, Kingsway Employment District Inc. has provided documentation for the estimated cost to construct Street 'C' to a collector road standard. The eligible costs related to construction of Street 'C' total \$11,465,184.78. Staff have reviewed this cost estimate and have determined that it is in general conformity with the City's quantities and unit prices and reflects an accurate value for the work. As previously described, the eligible costs do not include infrastructure that is only required to support the new industrial subdivision. The above costs would result in the construction of Street 'C' to an urban collector standard with a 14m wide asphalt surface, centre left turn lane, a 1.5m wide sidewalk on both sides of the roadway, and 1.5m wide asphalt boulevards on both sides. Land costs are not included in the calculations presented in this report as the lands are owned by Kingsway Employment District Inc. and would be transferred to the City through the subdivision process under the Planning Act.

Per Council's previous direction regarding cost sharing on major future roads of 50% development charge credits, 25% Developer and 25% City, the eligible cost breakdown for the construction of the road would be Development Charge Credits - \$5,732,592, Developer - \$2,866,296 and City - \$2,866,296. The City's cost sharing contribution would be based on the final cost to complete the road necessary to service the subdivision, based on an approved traffic impact study, to an upset limit of \$2,866,296 based on the applicant's cost estimates.

Additionally, since there are limited funds available for development cost sharing opportunities, the City should include a sunset clause in any cost sharing agreement for Street 'C' that expires when the draft plan of subdivision approval expires in October of 2026, should construction have not substantially commenced. This would provide Council with a future opportunity to consider the progress and whether it wishes to continue its financial investment in the project.

### **Development Charge Credit Agreement**

The Development Charges Act, 1997 includes provisions where developers can be reimbursed for the cost of work identified in the City's development charges background study through credits on development charges that would be levied on future building permits. Section 14 of the City's Development Charges By-law 2024-105 provides the ability for the City to enter into agreements for development charge credits in exchange for work that relates to services for which a development



charge is imposed under the by-law. In the case of Street 'C', the credits would only apply to the roads related portion of future development charges paid by the applicant or their designate. For example, the current rate for industrial development is \$6.15 per square foot with the roads related portion being \$1.34 or 22%. As a result, the total DC credit amount would be for 50% of the cost of the eligible works, however the credit would only be refunded on the roads portion of future DCs paid. The *Development Charges Act, 1997* allows for the transfer of credits owed to other properties owned by the developer and to other parties, with the consent of the City. It is recommended that any future DC credit agreement include these provisions to ensure flexibility.

## Summary and Recommendation

Kingsway Employment District Inc. have submitted applications for development cost sharing and development charge credits for the construction of the Street 'C' extension north from the Kingsway to the north limit of their property. The future road is identified as a major future road in the City's Official Plan and is included in the City's Development Charge Background Study.

In addition to providing improvements to the City's transportation network, the road would also open approximately 30 ha of industrial land for development. Staff recommend that the cost sharing application be approved based on the submitted eligible cost estimate of \$11,465,184. The proposed break down would see the eligible costs of \$11,465,184 to construct the road shared between development charge credits \$5,732,592 (50%), the City \$2,866,296 (25%) and Kingsway Employment District Inc. \$2,866,296 (25%).

Staff recommends approval of the applications and that Council direct staff to negotiate and enter into the necessary cost sharing and development charge credit agreements subject, but not limited to, the following parameters:

- A development cost sharing / development charge credit structure as outlined above.
- That the City's cost sharing contribution and development charge credits be based on final actual construction costs of the road necessary to service the subdivision, based on an approved traffic impact study, to an upset limit of \$2,866,296 per the applicant's cost estimate.
- A requirement that the road be substantially complete to the north limit of the subdivision and assumed by the City prior to City costs being expended or development charge credits being issued.
- That the construction and transfer of the future Street 'C' be in accordance with the draft plan approved subdivision.
- A sunset clause for the City's cost sharing contribution requiring the work to be substantially completed prior to October 26, 2026.
- The Development Charge Credit Agreement include provisions for the transfer of credits to other properties owned by the applicant and/or third parties assigned by the applicant.

## Resources Cited

Kingsway Employment District (Jack Nicholas Business and Innovation) Draft Plan of Subdivision Application – August 12, 2024

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=54299>

City of Greater Sudbury Development Charges By-law 2024-105

<https://www.greatersudbury.ca/live/building-and-renovating/development-charges/development-charges-pdfs/dc-by-law-2024-105/>

City of Greater Sudbury Development Charges Background Study 2024

<https://www.greatersudbury.ca/live/building-and-renovating/development-charges/development-charges-pdfs/2024-development-charges-background-study/>

Development Charges Act, 1997  
<https://www.ontario.ca/laws/statute/97d27#BK58>

City of Greater Sudbury Policy on Development Cost Sharing 2016 <https://www.greatersudbury.ca/inside-city-hall/landuseplanning/pdf-documents/policy-on-development-cost-sharing/>

Manager's Report on Development Charge Eligible Costs for New Major Roads – July 12, 2016  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=27&id=949>

City of Greater Sudbury Official Plan, Schedule 7 Transportation Network.  
<https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/official-plan/official-plan/op-pdf-documents/op-schedule-7/>

City of Greater Sudbury Transportation Master Plan.  
<https://www.greatersudbury.ca/live/transportation-parking-and-roads/road-plans-and-studies/transportation-master-plan/>



**PRELIMINARY OPINION OF CONSTRUCTION COST  
COST SHARING APPLICATION  
KINGSWAY EMPLOYMENT DISTRICT  
STREET 'C' & KINGSWAY**

<b>Summary</b>		
<b>Part A</b>	STREET 'C' - ROAD	<u>\$5,512,150.00</u>
<b>Part B</b>	STREET 'C' - STORM	<u>\$2,014,568.75</u>
<b>Part E</b>	STREET 'C' - SWM POND	<u>\$1,432,309.38</u>
<b>Part F</b>	KINGSWAY - ROAD	<u>\$575,687.50</u>
<b>Part G</b>	KINGSWAY - STORM	<u>\$611,465.59</u>
	<b>Subtotal</b>	<u>\$10,146,181.22</u>
	<b>13% HST</b>	<u>\$1,319,003.56</u>
	<b>Total=</b>	<u>\$11,465,184.78</u>

**PRELIMINARY OPINION OF CONSTRUCTION COST  
COST SHARING APPLICATION  
KINGSWAT ENTERTAINMENT DISTRICT INC.  
STREET 'C' - ROAD**

<b>PART A</b>						
<b>ITEM</b>	<b>OPSS</b>	<b>DESCRIPTION</b>	<b>UNIT</b>	<b>QTY</b>	<b>UNIT PRICE</b>	<b>TOTAL</b>
3	206	<b>Excavation (Grading)</b>				
		a) Mass Rock Excavation	m <sup>3</sup>	1,300	\$120.00	\$156,000.00
		b) Earth	m <sup>3</sup>	5,500	\$42.00	\$231,000.00
		c) Clearing & Grubbing	sq.m.	18,610	\$14.00	\$260,540.00
		d) Trench Rock Excavation	m <sup>3</sup>	1,500	\$500.00	\$750,000.00
		e) Ditching (Swales)	m	865	\$70.00	\$60,550.00
4	310	<b>Hot Mixed, Hot Laid Asphalt</b>				
		a) HL3 Surface Asphalt (40mm)	tonne	880	\$230.00	\$202,400.00
		b) HL8 Binder Asphalt (150mm)	tonne	3,290	\$225.00	\$740,250.00
		d) Asphalt Blvd/Walkway (50mm)	sq.m.	1040	\$56.00	\$58,240.00
		e) Tack Coat	sq.m.	16,450	\$3.20	\$52,640.00
5	314	<b>Granular Materials</b>				
		a) Granular 'A' (150mm)	tonne	5,665	\$31.00	\$175,615.00
		b) Granular 'B' Type II (300mm)	tonne	16,430	\$29.50	\$484,685.00
		c) Road Rock Backfill (300mm Minus)	m <sup>3</sup>	6,000	\$32.00	\$192,000.00
		d) Trench Rock Backfill (150mm Minus)	m <sup>3</sup>	3,000	\$36.00	\$108,000.00
6	351	<b>Concrete Curb and Gutter</b>				
		Concrete Curb & Gutter (OPSD 600.010)	m	1,125	\$200.00	\$225,000.00
		Concrete Curb & Gutter (OPSD 600.030)	m	197	\$200.00	\$39,400.00
7	351	<b>Concrete Sidewalk</b>				
		a) Concrete Sidewalk (OPSD 310.010)	sq.m.	1,560	\$200.00	\$312,000.00
		b) Tactile Markers (OPSD 310.039)	each	14	\$500.00	\$7,000.00
8	405	<b>Subdrains</b>				
		a) 150mm Rigid Pipe Subdrain with Geotextile	m	1,080	\$60.00	\$64,800.00
11	802	<b>Topsoil &amp; Sod</b>	sq.m.	5,075	\$28.00	\$142,100.00
12	805	<b>Silt Mitigation</b>	L.S.	100%	\$20,000.00	\$20,000.00
13		<b>Street Lighting</b>	each	18	\$6,500.00	\$117,000.00
14		<b>Line Painting</b>	m	3000	\$3.50	\$10,500.00
<b>Subtotal (Not Incl HST)</b>						<b>\$4,409,720.00</b>
<b>Contingency (10%)</b>						<b>\$440,972.00</b>
<b>Engineering (15%)</b>						<b>\$661,458.00</b>
<b>TOTAL</b>						<b>\$5,512,150.00</b>
*SP = Special Provisions * L.S. = Lump Sum * OPSS = Ontario Provincial Standard Specifications *OPSD = Ontario Provincial Standard Drawings						

**PRELIMINARY OPINION OF CONSTRUCTION COST  
COST SHARING APPLICATION  
KINGSWAT ENTERTAINMENT DISTRICT INC.  
STREET 'C' - STORM**

<b>PART B</b>						
<b>ITEM</b>	<b>OPSS</b>	<b>DESCRIPTION</b>	<b>UNIT</b>	<b>QTY</b>	<b>UNIT PRICE</b>	<b>TOTAL</b>
14	407	<b>Precast Concrete Storm Structures</b>				
		a) MH - 1200mm Dia (OPSD 701.010) with frame and cover (OPSD 400.010)	v.m	2.3	\$4,200.00	\$9,660.00
		b) MH - 1500mm Dia (OPSD 701.011) with frame and cover (OPSD 400.010)	v.m	26.2	\$6,000.00	\$157,200.00
		c) MH - 2400mm Dia (OPSD 701.013) with frame and cover (OPSD 400.010)	v.m	3.6	\$10,000.00	\$36,000.00
		b) Cast-In-Place DMHCB - 1200mm Dia (OPSD 701.010) with frame and cover (OPSD 400.020)	v.m	18.4	\$16,750.00	\$308,200.00
		e) Double Catchbasin (OPSD 705.020) with frame and cover (OPSD 400.020)	v.m	18.3	\$8,200.00	\$150,060.00
		f) Headwall	each	2	\$20,000.00	\$40,000.00
15	410	<b>Storm Sewer</b>				
		a) 300 mm diameter Type: _____	m	223	\$925.00	\$206,275.00
		b) 375 mm diameter Type: _____	m	30	\$1,000.00	\$30,000.00
		c) 525 mm diameter Type: _____	m	13	\$1,250.00	\$16,250.00
		d) 600mm diameter Type: _____	m	18	\$1,300.00	\$23,010.00
		e) 675 mm diameter Type: _____	m	378	\$1,500.00	\$567,000.00
19	517 518	<b>Dewatering</b>	L.S.		\$50,000.00	\$50,000.00
16	511	<b>Slope Protection</b>				
		Rip-Rap (OPSD 801.010 & 801.020) (Includes Geotextile)	sq.m.	150	\$120.00	\$18,000.00
<b>Subtotal (Not Incl HST)</b>						\$1,611,655.00
<b>Contingency (10%)</b>						\$161,165.50
<b>Engineering (15%)</b>						\$241,748.25
<b>TOTAL</b>						<b>\$2,014,568.75</b>
*SP = Special Provisions * L.S. = Lump Sum * OPSS = Ontario Provincial Standard Specifications *OPSD = Ontario Provincial Standard Drawings						

**PRELIMINARY OPINION OF CONSTRUCTION COST  
COST SHARING APPLICATION  
KINGSWAT ENTERTAINMENT DISTRICT INC.  
STREET 'C' - SWM POND**

<b>PART B</b>						
<b>ITEM</b>	<b>OPSS</b>	<b>DESCRIPTION</b>	<b>UNIT</b>	<b>QTY</b>	<b>UNIT PRICE</b>	<b>TOTAL</b>
14	407	<b>Precast Concrete Storm Structures</b>				
		a) MH - 1200mm Dia (OPSD 701.010) with frame and cover (OPSD 400.010)	v.m	2.0	\$4,200.00	\$8,400.00
		b) Concrete Headwall (OPSD 804.030)	each	2	\$20,000.00	\$40,000.00
15	410	<b>Storm Sewer</b>				
		a) 300mm diameter Type: _____	m	12	\$750.00	\$8,775.00
		b) 450 mm diameter Type: _____	m	30	\$800.00	\$24,000.00
		c) 600mm diameter Type: _____	m	37	\$900.00	\$33,300.00
		d) 900mm diameter Type: _____	m	11	\$1,200.00	\$13,320.00
		d) 1050mm diameter Type: _____	m	36	\$1,500.00	\$54,000.00
		e) 1200mm diameter Type: _____	m	12	\$2,000.00	\$24,000.00
		i) 2200x1300mm Box Culvert	m	3.6	\$5,500.00	\$19,800.00
3	206	<b>Excavation (Grading)</b>				
		e) Ditching	m	120	\$70.00	\$8,400.00
		b) Earth	m <sup>3</sup>	13,000	\$18.50	\$240,500.00
		c) Clearing & Grubbing	sq.m.	17,500	\$14.00	\$245,000.00
5	314	<b>Granular Materials (Pathway &amp; Pond Spillway)</b>				
		a) Granular 'A' (150mm)	tonne	965	\$31.50	\$30,397.50
		b) Granular 'B' Type II (300mm)	tonne	1,875	\$31.20	\$58,500.00
		c) Rock Backfill (150mm Minus)	m <sup>3</sup>	2,250	\$36.00	\$81,000.00
16	511	<b>Slope Protection</b>				
		Rip-Rap (OPSD 801.010 & 801.020) (Includes Geotextile)	sq.m.	750	\$120.00	\$90,000.00
		<b>Access Gate (GSSD 972.120)</b>	each	1	\$7,500.00	\$7,500.00
11	802	<b>Topsoil &amp; Sod</b>	sq.m.	9,450	\$35.00	\$330,750.00
12	805	<b>Silt Mitigation</b>	L.S.	100%	\$10,000.00	\$10,000.00
17		<b>Contingency 10% of Subtotal</b>	L.S.		\$55,562.50	\$0.00
<b>Subtotal (Not Incl HST)</b>						<b>\$1,145,847.50</b>
<b>Contingency (10%)</b>						<b>\$114,584.75</b>
<b>Engineering (15%)</b>						<b>\$171,877.13</b>
<b>TOTAL</b>						<b>\$1,432,309.38</b>
*SP = Special Provisions * L.S. = Lump Sum * OPSS = Ontario Provincial Standard Specifications *OPSD = Ontario Provincial Standard Drawings						

**PRELIMINARY OPINION OF CONSTRUCTION COST  
KINGSWAY ENTERTAINMENT DISTRICT INC.  
KINGSWAY - ROAD**

<b>PART A</b>						
<b>ITEM</b>	<b>OPSS</b>	<b>DESCRIPTION</b>	<b>UNIT</b>	<b>QTY</b>	<b>UNIT PRICE</b>	<b>TOTAL</b>
1	510	<b>Removals</b>				
		a) Asphalt Pavement - Grindings	sq.m	<b>895</b>	\$5.50	\$4,922.50
		b) Concrete Curb	m	<b>120</b>	\$11.55	\$1,386.00
		c) Cutting Existing Pavement	m	<b>145</b>	\$6.50	\$942.50
		d) Remove/Reinstate Existing Municipal Signs	each	<b>2</b>	\$620.00	\$1,240.00
		e) Concrete Pavers	sq.m	<b>25</b>	\$85.00	\$2,125.00
1	206	<b>Excavation (Grading)</b>				
		a) Earth Excavation	m <sup>3</sup>	<b>915</b>	\$18.50	\$16,927.50
2	310	<b>Hot Mixed, Hot Laid Asphalt</b>				
		a) HL3 Surface Asphalt (40mm)	tonne	<b>385</b>	\$186.00	\$71,610.00
		b) HL8 Binder Asphalt (190mm)	tonne	<b>500</b>	\$183.00	\$91,500.00
		d) Asphalt Blvd/Walkway (50mm)	sq.m.	<b>400</b>	\$42.00	\$16,800.00
		e) Tack Coat	sq.m.	<b>1,870</b>	\$3.20	\$5,984.00
3	314	<b>Granular Materials</b>				
		a) Granular 'A' (150mm)	tonne	<b>405</b>	\$31.50	\$12,757.50
		b) Granular 'B' Type II (600mm)	tonne	<b>1,415</b>	\$31.20	\$44,148.00
		c) Road Rock Backfill (300mm Minus)	m <sup>3</sup>	<b>2,450</b>	\$32.00	\$78,400.00
4	351	<b>Concrete Curb and Gutter</b>				
		a) Concrete Curb & Gutter (OPSD 600.010)	m	<b>135</b>	\$200.00	\$27,000.00
		b) Concrete Barrier Curb (OPSD 600.110)	m	<b>270</b>	\$200.00	\$54,000.00
6	405	<b>Subdrains</b>				
		a) 150mm Rigid Pipe Subdrain with Geotextile	m	<b>130</b>	\$63.90	\$8,307.00
8		<b>Line Painting</b>	m	<b>5,000</b>	\$3.50	\$17,500.00
9	805	<b>Silt Mitigation</b>	L.S.	<b>100%</b>	\$5,000.00	\$5,000.00
<b>Subtotal (Not Incl HST)</b>						<b>\$460,550.00</b>
<b>Contingency (10%)</b>						<b>\$46,055.00</b>
<b>Engineering (15%)</b>						<b>\$69,082.50</b>
<b>TOTAL</b>						<b>\$575,687.50</b>
*SP = Special Provisions * L.S. = Lump Sum * OPSS = Ontario Provincial Standard Specifications *OPSD = Ontario Provincial Standard Drawings						



**PRELIMINARY OPINION OF CONSTRUCTION COST  
KINGSWAY ENTERTAINMENT DISTRICT INC.  
KINGSWAY - STORM**

<b>PART B</b>						
<b>ITEM</b>	<b>OPSS</b>	<b>DESCRIPTION</b>	<b>UNIT</b>	<b>QTY</b>	<b>UNIT PRICE</b>	<b>TOTAL</b>
	510	<b>Removals</b>				
		a) Storm Structures	each	4	\$750.00	\$3,000.00
		b) Sewers (all sizes)	m	200	\$60.00	\$12,000.00
9	407	<b>Precast Concrete Storm Structures</b>				
		a) Double Manhole Catchbasin	v.m	11.0	\$10,000.00	\$110,000.00
		b) Double Catchbasin (OPSD 705.020) with frame and cover (OPSD 400.020)	v.m	7.5	\$5,221.81	\$39,163.58
10	410	<b>Storm Sewer</b>				
		a) 300 mm diameter Type: _____	m	212	\$750.45	\$159,095.40
		b) 375 mm diameter Type: _____	m	106	\$793.00	\$84,058.00
		c) 450 mm diameter Type: _____	m	7	\$836.50	\$5,855.50
		d) 2200 mm x 1300 mm Concrete Box Culvert	m	4	\$6,500.00	\$26,000.00
11	517 518	<b>Dewatering</b>	L.S.		\$50,000.00	\$50,000.00
<b>Subtotal (Not Incl HST)</b>						\$489,172.48
<b>Contingency (10%)</b>						\$48,917.25
<b>Engineering (15%)</b>						\$73,375.87
<b>TOTAL</b>						<b>\$611,465.59</b>
*SP = Special Provisions *L.S. = Lump Sum * OPSS = Ontario Provincial Standard Specifications *OPSD = Ontario Provincial Standard Drawings						

## Development Charges – July 2025 to June 2026

Presented To:	Finance and Administration Committee
Meeting Date:	April 22, 2025
Type:	Correspondence for Information Only
Prepared by:	Apryl Lukezic Financial Support & Budgeting
Recommended by:	General Manager of Corporate Services

## Report Summary

This report provides information regarding indexation changes to Development Charges (DC) that will be effective July 1, 2025 in accordance with By-Law 2024-105 to 2024-110.

## Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

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

## Financial Implications

This report has no financial implications as rates are prepared in accordance with the existing Development Charges By-Law 2024-105 to 2024-110.

## Background

Municipalities in Ontario use Development Charges (DCs) to recover growth related capital costs associated with residential and non-residential growth. In accordance with the Development Charges Act, DCs are collected at the building permit stage to help the City pay for municipal services needed to support new development. These services include, water, wastewater, emergency services, roads and more. Any changes in amounts received from development charges will have corresponding impacts on other capital funding sources, mainly the property tax levy, water and wastewater user fees, and/or reserves.

The following chart reflects the current DC rates in effect until June 30, 2025:

**Chart 1: Development Charge Rates from July 1, 2024 to June 30, 2025**

	Development Charge Rates from July 1, 2024 to June 30, 2025							
	Residential (per dwelling unit)						Non-Residential (per square foot)	
	Single Family Dwelling - 1,200 sq ft & above	Small Residential Unit - Single Detached - below 1,200 sq ft	Small Residential Unit - Semi- Detached - below 1,200 sq ft	Semi- Detached Dwelling	Multiples with 30 units or less	Multiples with more than 30 units	Industrial	Non- Industrial
All Services	\$ 22,162	\$ 12,791	\$ -	\$ -	\$ -	\$ 17,581	\$ 6.15	\$ 8.41
Excluding Water Service	\$ 18,679	\$ 10,781	\$ -	\$ -	\$ -	\$ 14,818	\$ 4.75	\$ 7.01
Excluding Wastewater Service	\$ 13,939	\$ 8,045	\$ -	\$ -	\$ -	\$ 11,058	\$ 3.35	\$ 5.61
Excluding Water & Wastewater Service	\$ 10,456	\$ 6,035	\$ -	\$ -	\$ -	\$ 8,295	\$ 1.95	\$ 4.21

## Analysis

Development Charges are to be indexed per the Statistics Canada Quarterly Construction Price Statistics Non-Residential Building Construction Index (NRBCPI) in accordance with the Development Charges Act and By-Laws 2024-105 to 2024-110. The Development Charges are adjusted by NRBCPI so that funding reflects the impact to capital expenditures faced by the City on an annual basis.

Since no statistics are released for Greater Sudbury, the inflationary change for Ottawa is used and is in accordance with By-Law 2024-105 to 2024-110. The increase for the period of December 2023 to December 2024 released in February 2025 is 2.2%.

In June 2024, Council passed the DC by-laws which included the following directions:

- 3-year development charge fee moratorium on so called “missing middle” homes, including:
  - Multiples with 30 units or less (includes duplexes, triplexes, rowhouses, townhouses)
  - Semi-detached developments
- 3-year hold on development charge rates on single detached dwellings
- Four-year phased-in increase to the industrial and non-industrial development charge rates

The following chart reflects the rates in effect starting July 1, 2025 until June 30, 2026 and reflects changes to the multiples with more than 30 units and non-residential rates only in accordance with Council direction as reflected in the DC by-laws. Please refer to Appendix A for the detailed development charge rate schedules.

**Chart 2: Development Charge Rates from July 1, 2025 to June 30, 2026**

	Development Charge Rates from July 1, 2025 to June 30, 2026							
	Residential (per dwelling unit)						Non-Residential (per square foot)	
	Single Family Dwelling - 1,200 sq ft & above	Small Residential Unit - Single Detached - below 1,200 sq ft	Small Residential Unit - Semi-Detached - below 1,200 sq ft	Semi-Detached Dwelling	Multiples with 30 units or less	Multiples with more than 30 units	Industrial	Non-Industrial
All Services	\$ 22,162	\$ 12,791	\$ -	\$ -	\$ -	\$ 17,968	\$ 8.78	\$ 11.52
Excluding Water Service	\$ 18,679	\$ 10,781	\$ -	\$ -	\$ -	\$ 15,144	\$ 6.79	\$ 9.53
Excluding Wastewater Service	\$ 13,939	\$ 8,045	\$ -	\$ -	\$ -	\$ 11,301	\$ 4.78	\$ 7.52
Excluding Water & Wastewater Service	\$ 10,456	\$ 6,035	\$ -	\$ -	\$ -	\$ 8,477	\$ 2.79	\$ 5.53

## Conclusion

The adjusted rates described in this report will be in effect from July 1, 2025 to June 30, 2026 in accordance with the Development Charges By-laws.

Appendix A  
For Adjusted Rates to DC By-laws 2024-105 to 2024-110  
Year 2 - July 1, 2025 to June 30, 2026

		Residential						Non-Residential	
		Single Detached Dwelling - 1,200 sq ft and above	Small Residential Unit - Single Detached - up to 1,200 sq ft	Small Residential Unit - Semi-Detached - up to 1,200 sq ft	Semi-Detached Dwelling	Multiples with 30 units or less	Multiples with more than 30 units *	Industrial Development **	Non-Industrial Development **
		Charge per Dwelling Unit In Canadian Dollars	Charge per Dwelling Unit in Canadian Dollars	Charge per Dwelling Unit in Canadian Dollars	Charge per Dwelling Unit in Canadian Dollars	Charge per Dwelling Unit in Canadian Dollars	Charge per Dwelling Unit in Canadian Dollars	Charge per square foot in Canadian Dollars	Charge per square foot in Canadian dollars
General Government	By-Law # 2024-106	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library Services	2024-106	\$ 844	\$ 487	\$ -	\$ -	\$ -	\$ 684	\$ -	\$ -
Fire Services	2024-106	\$ 68	\$ 39	\$ -	\$ -	\$ -	\$ 55	\$ 0.03	\$ 0.03
Police Services	2024-106	\$ 443	\$ 256	\$ -	\$ -	\$ -	\$ 360	\$ 0.25	\$ 0.25
Parks and Recreation	2024-107	\$ 1,762	\$ 1,017	\$ -	\$ -	\$ -	\$ 1,429	\$ -	\$ -
Ambulance Services	2024-106	\$ 207	\$ 119	\$ -	\$ -	\$ -	\$ 168	\$ 0.10	\$ 0.10
Emergency Preparedness	2024-106	\$ 146	\$ 84	\$ -	\$ -	\$ -	\$ 119	\$ 0.07	\$ 0.07
Transit	2024-106	\$ 303	\$ 175	\$ -	\$ -	\$ -	\$ 246	\$ 0.15	\$ 0.15
<b>Total General Services Charge</b>		<b>\$ 3,774</b>	<b>\$ 2,178</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,060</b>	<b>\$ 0.60</b>	<b>\$ 0.60</b>
Roads and Related	2024-108	\$ 6,110	\$ 3,526	\$ -	\$ -	\$ -	\$ 4,954	\$ 1.91	\$ 4.65
Water Services	2024-109	\$ 3,483	\$ 2,010	\$ -	\$ -	\$ -	\$ 2,824	\$ 1.99	\$ 1.99
Wastewater Services	2024-110	\$ 8,223	\$ 4,746	\$ -	\$ -	\$ -	\$ 6,667	\$ 4.00	\$ 4.00
Drains	2024-106	\$ 572	\$ 330	\$ -	\$ -	\$ -	\$ 464	\$ 0.28	\$ 0.28
<b>Total Engineered Services Charge</b>		<b>\$ 18,388</b>	<b>\$ 10,613</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,908</b>	<b>\$ 8.18</b>	<b>\$ 10.91</b>
<b>Total Development Charges</b>		<b>\$ 22,162</b>	<b>\$ 12,791</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,968</b>	<b>\$ 8.78</b>	<b>\$ 11.52</b>
Excluding Water Services		\$ 18,679	\$ 10,781	\$ -	\$ -	\$ -	\$ 15,144	\$ 6.79	\$ 9.53
Excluding Wastewater Services		\$ 13,939	\$ 8,045	\$ -	\$ -	\$ -	\$ 11,301	\$ 4.78	\$ 7.52
Excluding Water and Wastewater Services		\$ 10,456	\$ 6,035	\$ -	\$ -	\$ -	\$ 8,477	\$ 2.79	\$ 5.53

Presented To:	Finance and Administration Committee
Meeting Date:	April 22, 2025
Type:	Correspondence for Information Only
Prepared by:	Kari Bertrand Purchasing
Recommended by:	General Manager of Corporate Services

## 2024 Contract Award Report

### Report Summary

This report provides the information regarding Contract Awards \$250,000 or greater awarded from January 1, 2024, to December 31, 2024, including previously omitted Contract Awards from past reporting periods.

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

This report supports Council's Strategic Initiative to Demonstrate Innovation and Cost-Effective Service Delivery. It specifically continues the evolution of business planning, financial and accountability reporting systems to support effective communication with taxpayers about the City's service efforts and accomplishments. This report does not have any direct relationship to the CEEP goals.

### Financial Implications

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

### Background

As required by the [City of Greater Sudbury's Purchasing By-Law \(PBL\)](#), Section 8(2):

*The Agent shall provide a Contract Award Report to Council listing all Contract Awards and Revenue Generating Contracts with a Total Acquisition Cost or revenue of \$250,000 or greater. This includes Contract Awards resulting from Bid Solicitations, Non-Competitive Purchases, purchases from Standing Offers, cooperative purchases, and Emergency purchases.*

### APPENDICIES:

- **APPENDIX A - Contract Awards  $\geq$  \$250,000**
- **APPENDIX B - Amendments to Previous Reporting Periods**

## **EXPLANATION AND LEGEND FOR APPENDICIES:**

### **General:**

- Values within the report do not include applicable taxes.

### **Procurement Method Details:**

Contract Awards are agreements the city has entered into pursuant to a procurement process that utilized the following procurement methods:

#### **1. Open Competition:**

Means the solicitation of Bids through a publicly posted Bid Solicitation Document, utilizing the following formats:

- **Request for Tender (RFT):** This format is for use in an Open Competition for the procurement of goods, services or construction where there is a need for legally binding, irrevocable Bids, typically supported by bid security, and price is the primary consideration. This format must include well-defined specifications, requirements, and Contract terms and conditions, as post-bid negotiations are not permitted.
- **Request for Proposal (RFP):** Where a Request for Proposal is used, the Award is to the highest scored Proposal based on Best Value, which is defined as the optimal balance of performance and cost determined in accordance with pre-defined evaluation criteria.
- **Request for Quotation (RFQ):** This format is for use in a simplified open competition for the procurement of standard goods, services, or construction on the basis of lowest price (Low-Bid Version) or straightforward evaluation criteria (High-Score Version) and standardized Contract terms that will not require negotiation.

#### **2. Contract Award off Standing Offer or Supply Arrangement**

Standing Offer or Supply Arrangements are obtained by awarding a Contract directly or by conducting an invitational competitive process (generally an invitational RFQ). Note that these arrangements are not considered Contracts until the City commits to a purchase and executes a Contract; therefore, reporting on the establishment of Standing Offer or Supply Arrangements are not included in the Contract Award Report, but information on such processes can be found on [bids&tenders](#) where an Open Competition was utilized to enter onto such arrangement.

#### **3. Cooperative Purchase through [approved Buying Groups](#).**

#### **4. Emergency Purchase**

#### **5. Non-Standard Procurement:**

Means the acquisition of Deliverables through a process or method other than the standard method required for the type and value of the Deliverables. Non-Standard Procurement methods include:

- acquiring Deliverables directly from a particular Supplier without conducting a Competitive Process when an Invitational Competition or an Open Competition would normally be required (Single or Sole Source); and
- soliciting Bids from a limited number of Suppliers without conducting an open prequalification process when an Open Competition would normally be required (Limited Tendering).

#### **Contract Details:**

- **Award Date:** Date the Contract was executed by both parties.
- **Contract Value:**
  - **One Time:** Value will represent the total value of the Contract.
  - **Multi-Year:** Value of the initial Contract Term will be presented and the total potential value that includes extension terms is provided in the parenthesis (note: this total does not include potential price increases that may be allowable in the Contract upon extension).
- **Estimated TAC:**
  - Identifies the Total Acquisition Cost (potential value of the entire contract, including extension terms) and is used to:
    - Determine the required procurement method and applicable Trade Agreement.
    - This information will only be included where the Contract Award was the result of an Open Competition.
- **Budget:** The report will indicate its funding source (operating or capital). The amount included identifies the available budget for the Contract. Operating budget amounts represent the current year amount. *The amount of budget available will not be included if the awarded Contract is funded by a budget that is used for multiple contracts/purchases (will note "Not Applicable")*. All Contract Awards comply with the respective budget policy and Purchasing By-law.
- **Contract Term:** Indicates if the Contract Term ends upon completion (One time) or if it is a Multi-Year Contract.
- **Published Contract Award Details:** Link to the published Contract Award details posted on [bids&tenders](#) if the Contract Award was a result of an Open Competition or if required by applicable Trade Agreements.



## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

Contract Number/ Description/Awarded Supplier(s)	Procurement Method Details	Contract & Budget Details
<b>ENG23-54</b> <b>Nelson St. Pedestrian Overpass #5023 Superstructure Replacement CPKC Mile 78.70 Cartier Subdivision</b>  <b>Awarded Supplier:</b> 1468792 Ontario Inc. o/a GDB Constructeurs  <b>Award Date:</b> January 24, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. 1468792 Ontario Inc. o/a GDB Constructeurs (\$2,680,305)</li><li>2. Bélanger Construction (1981) Inc. (\$2,694,234)</li><li>3. Teranorth Construction &amp; Engineering Ltd. (\$2,985,828)</li><li>4. MCA Contracting Ltd. (\$3,162,108)</li><li>5. Dominion Construction (\$3,301,136)</li></ol>	<b>Contract Value:</b> \$2,680,305  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$2,043,088  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ISD23-66</b> <b>Scale Preventative Maintenance and Calibration</b>  <b>Awarded Supplier:</b> K4 Integration Inc.  <b>Award Date:</b> January 31, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. K4 Integration Inc. (\$113,023)</li><li>2. Canadian Scale Company Ltd. (\$114,458)</li></ol>	<b>Contract Value:</b> \$339,069 (\$565,116)  <b>Budget (Operating):</b> \$122,000  <b>Estimate TAC:</b> \$610,000  <b>Contract Term:</b> Multi-Year (three-year initial term, plus two, one-year extension terms)  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>CPS21-84-3 Sidewalk Tractors (QTY 2) and Attachments</b>  <b>Awarded Supplier:</b> Work Equipment Ltd.  <b>Award Date:</b> Feb. 5, 2024	<b>Procurement Method:</b> Direct Award - Subsequent Purchase off Standing Offer Arrangement  <b>Details:</b> <a href="#">Request for Proposal CPS21-84 Sidewalk Tractors</a>	<b>Contract Value:</b> \$411,760  <b>Budget (Capital):</b> Not Applicable  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>PUR21-127CP 2024 Incontinence Supplies</b>  <b>Awarded Supplier:</b> Medline Canada Corporation  <b>Award Date:</b> February 6, 2024	<b>Procurement Method:</b> Direct Award - Subsequent Purchase off Standing Offer Arrangement  <b>Details:</b> <a href="#">Cooperative Purchase – Mohawk MedBuy</a>	<b>Contract Value:</b> \$343,000  <b>Budget (Operating):</b> N/A  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ISD23-208 Contract Administration and Inspection Services for the Kingsway Booster Demolition and Watermain Re-alignment Project</b>  <b>Awarded Supplier:</b> R. V. Anderson Associated Ltd.  <b>Award Date:</b> February 8, 2024	<b>Procurement Method:</b> RFP  <b>Results:</b> <ol style="list-style-type: none"><li>1. R. V. Anderson Associated Ltd. (77)</li><li>2. EXP Services Inc. (75)</li><li>3. First Nations Engineering Services Ltd. (74)</li></ol>	<b>Contract Value:</b> \$254,894  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$324,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>ENG23-5</b> <b>Watermain Replacement &amp; Asphalt Rehabilitation</b> <b>Agnes Street: Cul-de-sac to Bond Street &amp; Percy Street, Bond Street to Queen Street</b>  <b>Awarded Supplier:</b> Belanger Construction (1981) Inc.  <b>Award Date:</b> February 9, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Bélanger Construction (1981) Inc. (\$2,941,383)</li><li>2. North Construction &amp; Engineering (\$2,957,424)</li><li>3. Hollaway Equipment Rental Ltd. (\$3,449,413)</li><li>4. MCA Contracting Ltd. (\$3,819,374)</li><li>5. Garson Pipe Contractors (\$3,859,413)</li></ol>	<b>Contract Value:</b> \$2,941,383  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$2,765,530  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>PUR22-144</b> <b>Leased Vehicle Buy-Outs</b>  <b>Awarded Supplier:</b> Enterprise FM Canada Inc.  <b>Award Date:</b> February 29, 2024	<b>Procurement Method:</b> Cooperative Purchase  <b>Details:</b> <a href="#">Cooperative Purchase – Local Authority Services (LAS)</a>	<b>Contract Value:</b> \$754,107  <b>Budget (Capital):</b> Not Applicable  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ISD22-64-7-462025</b>  <b>Awarded Supplier:</b> EXP Services Inc.  <b>Award Date:</b> March 1, 2024	<b>Procurement Method:</b> Direct Award - Subsequent Purchase off Standing Offer Arrangement  <b>Details:</b> <a href="#">Request for Standing Offer ISD22-64 Professional Engineering Services</a>	<b>Contract Value:</b> \$253,619  <b>Budget (Capital):</b> Not Applicable  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>ISD23-213</b> <b>St. Charles Lift Station Upgrades</b>  <b>Awarded Supplier:</b> Industra Construction Corp.  <b>Award Date:</b> March 5, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Industra Construction Corp. (\$16,978,922)</li><li>2. Bélanger Construction (1981) Inc. (\$16,996,059)</li><li>3. Baseline Constructors Inc. (\$17,993,000)</li><li>4. H.I.R.A. LTD. (\$19,208,562)</li><li>5. Kingdom Construction Ltd. (\$19,525,925)</li><li>6. North America Construction (1993) Ltd. (\$20,324,910)</li><li>7. Cecchetto &amp; Sons Ltd. (\$20,428,275)</li></ol> <b>Disqualified Bidders:</b> <ol style="list-style-type: none"><li>1. MCA Contracting Ltd.</li><li>2. 1468792 Ontario Inc. o/a GDB</li><li>3. Cast Construction Inc.</li></ol>	<b>Contract Value:</b> \$16,978,922  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$11,502,595  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>CPS24-115</b> <b>Lighting Upgrades at Various Locations</b>  <b>Awarded Supplier:</b> Good Energy Solutions  <b>Award Date:</b> March 23, 2024	<b>Procurement Method:</b> Non-Standard Procurement - Sole Source  <b>Details:</b> Good Energy Solutions was the selected company to provide upgrades for the Independent Electricity System Operator's grant program	<b>Contract Value:</b> ~ \$450,000*  <b>Budget (Capital):</b> Not Applicable  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>  *Approximate value if all work is completed.
<b>ISD22-64-7-461571</b> <b>Professional Engineering Services</b>  <b>Awarded Supplier:</b> EXP Services Inc.  <b>Award Date:</b> March 25, 2024	<b>Procurement Method:</b> Direct Award - Subsequent Purchase off Standing Offer Arrangement  <b>Details:</b> <a href="#">Request for Standing Offer ISD22-64 Professional Engineering Services</a>	<b>Contract Value:</b> \$326,523  <b>Budget (Capital):</b> Not Applicable  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>ISD22-64-7-462330</b> <b>Professional Engineering Services</b>  <b>Awarded Supplier:</b> EXP Services Inc.  <b>Award Date:</b> March 26, 2024	<b>Procurement Method:</b> Direct Award - Subsequent Purchase off Standing Offer Arrangement  <b>Details:</b> <a href="#">Request for Standing Offer ISD22-64 Professional Engineering Services</a>	<b>Contract Value:</b> \$263,015  <b>Budget (Capital):</b> Not Applicable  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>CPS23-155</b> <b>Elevator Modernization at 199 Larch Street</b>  <b>Awarded Supplier:</b> CK Construction 2021 Inc.  <b>Award Date:</b> March 27, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. CK Construction 2021 Inc. (\$1,649,900)</li><li>2. Schutt Restoration Services (Thunder Bay) Ltd. (\$1,732,000)</li></ol>	<b>Contract Value:</b> \$1,649,900  <b>Budget (Capital):</b> \$1,848,823  <b>Estimate TAC:</b> \$1,498,823  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ENG23-3</b> <b>Road Reconstruction, David Street, Sudbury, West End to Paris Street (MR80); Marion Street, Sudbury, McNaughton Street to North End</b>  <b>Awarded Supplier:</b> Teranorth Construction and Engineering Ltd.  <b>Award Date:</b> March 27, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Teranorth Construction &amp; Engineering Ltd. (\$5,915,311)</li><li>2. MCA Contracting Ltd. (\$6,622,282)</li><li>3. Bélanger Construction (1981) Inc. (\$7,237,695)</li><li>4. Garson Pipe Contractors (\$7,739,261)</li></ol>	<b>Contract Value:</b> \$5,915,311  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$6,081,067  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>ISD24-40</b> <b>Security and Enforcement</b> <b>Services for Environmental</b> <b>Services Facilities and</b> <b>Programs</b>  <b>Awarded Supplier:</b> Security First Ltd.  <b>Award Date:</b> March 31, 2024	<b>Procurement Method:</b> RFT  <b>Results (Annual Value):</b> <ol style="list-style-type: none"><li>1. Top Defence Security Services Inc. (\$735,131)</li><li>2. EZ Security Solutions (\$770,743)</li><li>3. ValGuard Security Inc. (\$777,664)</li><li>4. Allied Universal Security Services of Canada (\$893,081)</li><li>5. Wolfpack Protective Services Inc. (\$914,344)</li><li>6. CNSS Canadian National Security Solutions Corp. (\$1,037,415)</li><li>7. Smart Hawk Canada (\$1,349,488)</li><li>8. CSA Security Inc. (\$2,361,358)</li><li>9. Security First Ltd. (Bid withdrawn)</li></ol>	<b>Contract Value:</b> \$3,675,655  <b>Budget (Operating):</b> \$961,564  <b>Estimate TAC:</b> \$4,807,820  <b>Contract Term:</b> Multi-Year (five-years)  <a href="#">Published Contract Award Details</a>
<b>ENG24-51</b> <b>CPR Overpass Nolin Creek</b> <b>Bridge Rehabilitation Elm St</b> <b>West (MR 35)</b>  <b>Awarded Supplier:</b> Belanger Construction (1981) Inc.  <b>Award Date:</b> April 4, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Bélanger Construction (1981) Inc. (\$4,665,312)</li><li>2. MCA Contracting Ltd. (\$4,838,034)</li><li>3. Dominion Construction (\$5,175,955)</li><li>4. Teranorth Construction &amp; Engineering Ltd. (\$5,427,627)</li><li>5. 1468792 Ontario Inc. o/a GDB Constructeurs (\$6,792,499)</li></ol>	<b>Contract Value:</b> \$4,665,312  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$4,196,400  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>ENG24-35</b> <b>Culvert Replacements -</b> <b>McLeod St. Kantola Road &amp;</b> <b>Dryden Road East</b>  <b>Awarded Supplier:</b> Garson Pipe Contractors Ltd.  <b>Award Date:</b> April 5, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Garson Pipe Contractors (\$758,830)</li><li>2. MCA Contracting Ltd. (\$917,890)</li><li>3. Bélanger Construction (1981) Inc. (\$976,383)</li><li>4. Lacroix Construction Co. (2014) (\$977,969)</li><li>5. Denis Gratton Construction Ltd. (\$1,008,444)</li><li>6. Hollaway Equipment Rental Ltd. (\$1,070,575)</li><li>7. Teranorth Construction &amp; Engineering Ltd. (\$1,148,089)</li><li>8. Fidelity Engineering &amp; Construction Inc. (\$1,441,153)</li></ol>	<b>Contract Value:</b> \$758,830  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$1,032,100  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ENG24-50</b> <b>Highgate Culvert</b> <b>Replacement Highgate Road</b> <b>Over Frobisher Creek</b>  <b>Awarded Supplier:</b> Belanger Construction (1981) Inc.  <b>Award Date:</b> April 17, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Bélanger Construction (1981) Inc. (\$1,295,316)</li><li>2. MCA Contracting Ltd. (\$1,599,973)</li><li>3. Dominion Construction (\$1,710,414)</li><li>4. Teranorth Construction &amp; Engineering Ltd. (\$1,719,819)</li><li>5. Garson Pipe Contractors (\$1,789,504)</li><li>6. Fidelity Engineering &amp; Construction Inc. (\$2,364,000)</li></ol>	<b>Contract Value:</b> \$1,295,316  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$1,993,575  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>CAO23-241</b> <b>Architectural and</b> <b>Engineering for the Cultural</b> <b>Hub at Tom Davies Square</b>  <b>Awarded Supplier:</b> Teeple Architects Inc.  <b>Award Date:</b> April 17, 2024	<b>Procurement Method:</b> RFP  <b>Results:</b> <ol style="list-style-type: none"><li>1. Teeple Architects Inc. (87)</li><li>2. Belanger Salach Architecture (86)</li><li>3. Diamond and Schmitt Architects Incorporated (80)</li><li>4. ZAS Architects Inc. (80)</li></ol> <b>Disqualified Proponents:</b> <ol style="list-style-type: none"><li>1. AAA Architects Inc.</li><li>2. Architects Tillman Ruth Robinson Inc.</li><li>3. Cumulus Architects</li></ol>	<b>Contract Value:</b> \$4,420,560  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$4,360,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

### 4. Kongats Architects

**ISD23-232**  
**Detailed Design and**  
**Contract Administration**  
**Services for Garson Water**  
**Servicing**

**Awarded Supplier:**  
J.L. Richards & Associates  
Ltd.

**Award Date:**  
April 19, 2024

**Procurement Method:** RFP

**Results:**

1. J.L. Richards & Associates Ltd. (69)
2. R.V. Anderson Associates Ltd. (68)
3. AECOM Canada Ltd. (65)
4. WSP Canada Inc. (63)
5. ConceptDash Inc. (61)

**Contract Value:** \$1,399,996

**Budget (Capital):** Not Applicable

**Estimate TAC:** \$2,000,000

**Contract Term:** Multi-Year (five-years)

[Published Contract Award Details](#)

**FES20-119-463182**  
**Commercial Fire Tankers**  
**Equipped with Water Tank**  
**for Transport (QTY 2)**

**Awarded Supplier:**  
Dependable Energy Vehicles

**Award Date:**  
April 30, 2024

**Procurement Method:** Direct Award - Subsequent Purchase  
off Standing Offer Arrangement

**Details:**

[Request for Tender FES20-119 Commercial Fire Tanker  
Equipped with Water Tank for Transport](#)

**Contract Value:** \$1,008,118

**Budget (Capital):** \$1,028,000

**Contract Term:** One Time

[Published Contract Award Details](#)



## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>CPS24-29</b> <b>Roof Replacement</b> <b>Carmichael Arena</b>  <b>Awarded Supplier:</b> Semple-Gooder Northern Ltd.  <b>Award Date:</b> May 6, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Semple-Gooder Northern Ltd. (\$363,000)</li><li>2. Damisona Roofing Ltd. (\$382,600)</li><li>3. D.C. United Roofing Inc. (\$397,575)</li><li>4. Flynn Canada Ltd. (\$419,900)</li><li>5. Douro Roofing &amp; Sheet Metal Contractors Ltd. (\$452,700)</li><li>6. Se7en Hills Inc. (\$460,000)</li><li>7. Tectra Group Inc. (\$570,000)</li></ol>	<b>Contract Value:</b> \$363,000  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$665,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ENG24-18</b> <b>Pavement Rehabilitation</b> <b>Dominion Drive from Notre</b> <b>Dame Ave to 1.7 km West</b>  <b>Awarded Supplier:</b> GIP Interpaving Ltd.  <b>Award Date:</b> May 29, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. GIP Interpaving Ltd. (\$2,079,560)</li><li>2. Beamish Construction Inc. (\$2,340,189)</li><li>3. Belanger Construction (1981) Inc. (\$2,421,440)</li></ol>	<b>Contract Value:</b> \$2,079,560  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$2,550,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ENG24-53</b> <b>Martin Road Bridge</b> <b>Replacement, Martin Road</b>  <b>Awarded Supplier:</b> Dominion Construction  <b>Award Date:</b> June 5, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Dominion Construction (\$3,445,265)</li><li>2. MCA Contracting Ltd. (\$3,587,776)</li><li>3. Bélanger Construction (1981) Inc. (\$3,652,286)</li><li>4. Teranorth Construction &amp; Engineering Ltd. (\$3,816,476)</li><li>5. 1468792 Ontario Inc. o/a GDB Constructeurs (\$4,398,884)</li></ol>	<b>Contract Value:</b> \$3,445,265  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$3,372,975  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>CDD24-146</b> Shelter Operations - Cedar Place	<b>Procurement Method:</b> Non-Standard Procurement – Sole Source	<b>Contract Value:</b> \$4,417,500  <b>Budget (Operating):</b> \$930,000*  <b>Contract Term:</b> Multi-Year (three-year initial term with one-year ongoing extension terms)  <a href="#">Published Contract Award Details</a>  *Funded by Federal Reaching Home / Provincial Homelessness Prevention Program
<b>CPS24-47</b> Place Hurtubise Renovations	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. R.M. Belanger Ltd. (\$479,000)</li><li>2. Krew Contracting (\$488,000)</li><li>3. Schutt Restoration Services (Thunder Bay) Ltd. (\$519,000)</li><li>4. Alkon Ltd. (\$536,000)</li><li>5. Northwall Contracting Company Ltd. (\$537,000)</li><li>6. Reasbeck Construction Inc. (\$646,500)</li></ol>	<b>Contract Value:</b> \$479,000  <b>Budget (Capital):</b> \$502,256*  <b>Estimate TAC:</b> \$500,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>  *Funded by Our Children Our Future from CGS provincial funding flow through.

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>CDD24-148</b> <b>Shelter Operations</b>  <b>Awarded Supplier:</b> Elizabeth Fry Society  <b>Award Date:</b> June 7, 2024	<b>Procurement Method:</b> Non-Standard Procurement – Sole Source	<b>Contract Value:</b> \$2,160,000  <b>Budget (Operating):</b> \$720,000*  <b>Estimate TAC:</b> \$2,160,000  <b>Contract Term:</b> Multi-Year (three-year initial term, plus one, one-year extension term)  <a href="#">Published Contract Award Details</a>  *Funded by Federal Reaching Home / Provincial Homelessness Prevention Program
<b>FES23-229-3</b> Ambulances (QTY 3)  <b>Awarded Supplier:</b> Demers Ambulances  <b>Award Date:</b> June 7, 2024	<b>Procurement Method:</b> Direct Award - Subsequent Purchase off Standing Offer Arrangement  <b>Details:</b> Non-Standard Procurement – Sole Source FES23-229 Ambulances  Council Resolution: <a href="#">CES2023-03</a>	<b>Contract Value:</b> \$778,914  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$778,914  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>CDD24-4</b> <b>Portable Washroom Rental and Maintenance Services for Parks and Cemeteries</b>  <b>Awarded Supplier:</b> Environmental 360 Solutions  <b>Award Date:</b> June 14, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Environmental 360 Solutions (\$700,501)</li><li>2. Jim's Portable Toilets and Septic Service Ltd. (\$1,962,600)</li></ol>	<b>Contract Value:</b> \$700,501 (\$1,167,502)  <b>Budget (Operating):</b> Not Applicable  <b>Estimate TAC:</b> \$1,000,000  <b>Contract Term:</b> Multi-Year (three-year initial term, plus two, one-year extension terms)  <a href="#">Published Contract Award Details</a>
<b>ENG24-26</b> <b>Surface Treatment - Various Locations</b>  <b>Awarded Supplier:</b> Denis Gratton Construction Ltd.  <b>Award Date:</b> June 17, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Denis Gratton Construction Ltd. (\$1,338,935)</li><li>2. Beamish Construction Inc. (\$1,409,387)</li><li>3. Teranorth Construction &amp; Engineering Ltd. (\$1,777,582)</li></ol>	<b>Contract Value:</b> \$1,338,395  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$1,792,950  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>FES23-160-1</b> <b>Pumper Fire Trucks (QTY 5)</b>  <b>Awarded Supplier:</b> Dependable Energy Vehicles Apparatus Partners  <b>Award Date:</b> June 21, 2024	<b>Procurement Method:</b> Direct Award - Subsequent Purchase off Standing Offer Arrangement  <b>Details:</b> <a href="#">Request for Tender FES23-160 - Pumper Fire Trucks</a>	<b>Contract Value:</b> \$9,237,790  <b>Budget (Capital):</b> \$10,551,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>CPS24-50-1</b> <b>Freightliner Model 114SD</b> <b>Multi-Function Plow Trucks</b>  <b>Awarded Supplier:</b> 930098 Ontario Ltd. O/A Freightliner North Bay  <b>Award Date:</b> June 25, 2024	<b>Procurement Method:</b> Invitational RFQ – Subsequent Purchase off Supply Arrangement  <b>Details:</b> <a href="#">Request for Supply Arrangement CPS24-50 Freightliner Model 114SD Multi-Function Plow Trucks</a>	<b>Contract Value:</b> \$1,134,006  <b>Budget (Capital):</b> \$4,548,500  <b>Estimate TAC:</b> \$1,050,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ISD24-41</b> <b>Engineering Consulting</b> <b>Services of the West and</b> <b>South Perimeter Roads at</b> <b>the Sudbury Landfill Site</b>  <b>Awarded Supplier:</b> EXP Services Inc.  <b>Award Date:</b> June 25, 2024	<b>Procurement Method:</b> RFP  <b>Results:</b> 1. EXP Services Inc. (83)	<b>Contract Value:</b> \$491,970  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$500,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ENG24-20</b> <b>Concrete Curb and</b> <b>Sidewalk, Various Locations</b>  <b>Awarded Supplier:</b> GIP Interpaving Ltd.  <b>Award Date:</b> June 26, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> 1. GIP Interpaving Ltd. (\$278,313) 2. Comet Contracting Ltd (\$381,030) 3. Teranorth Construction & Engineering Ltd. (\$715,423)	<b>Contract Value:</b> \$278,313  <b>Budget (Operating):</b> \$285,330  <b>Estimate TAC:</b> \$324,500  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>ENG24-52</b> <b>Lily Creek Culvert Rehabilitation Regent Ste</b>  <b>Awarded Supplier:</b> Bélanger Construction (1981) Inc.  <b>Award Date:</b> June 26, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Bélanger Construction (1981) Inc. (\$1,494,912)</li><li>2. Teranorth Construction &amp; Engineering Ltd. (\$1,873,384)</li><li>3. MCA Contracting Ltd. (\$2,392,903)</li><li>4. Fidelity Engineering &amp; Construction Inc. (\$4,296,675)</li></ol>	<b>Contract Value:</b> \$1,494,912  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$1,843,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ENG24-8</b> <b>Watermain Lining, Various Locations</b>  <b>Awarded Supplier:</b> Fer-Pal Construction Ltd.  <b>Award Date:</b> June 26, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Fer-Pal Construction Ltd. (\$2,488,810)</li><li>2. North Rock Group Ltd. (\$2,977,050)</li></ol>	<b>Contract Value:</b> \$2,488,810  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$2,448,400  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ENG24-17</b> <b>Pavement Rehabilitation-Highway 634 (MR 15)-From Dupont Street to Belisle Street</b>  <b>Awarded Supplier:</b> GIP Interpaving Ltd.  <b>Award Date:</b> June 27, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. GIP Interpaving Ltd. (\$3,587,303)</li><li>2. Bélanger Construction (1981) Inc. (\$4,043,634)</li><li>3. Beamish Construction Inc. (\$4,250,251)</li></ol>	<b>Contract Value:</b> \$3,587,303  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$4,010,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>FES24-125</b> <b>Linen Cleaning Services</b>  <b>Awarded Supplier:</b> Ecotex Healthcare Linen Services  <b>Award Date:</b> July 10, 2024	<b>Procurement Method:</b> Cooperative Purchase  <b>Details:</b> Mohawk Medbuy	<b>Contract Value:</b> \$404,750  <b>Budget (Operating):</b> Not Applicable  <b>Estimate TAC:</b> \$410,000  <b>Contract Term:</b> Multi-Year (five-years)  <a href="#">Published Contract Award Details</a>
<b>ENG24-21</b> <b>Large Spreader Laid Asphalt Patches, Various Locations</b>  <b>Awarded Supplier:</b> Beamish Construction Inc.  <b>Award Date:</b> July 10, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Beamish Construction Inc. (\$1,440,496)</li><li>2. GIP Interpaving Ltd. (\$1,522,198)</li></ol>	<b>Contract Value:</b> \$1,440,496  <b>Budget (Both):</b> \$778,860 (O) \$950,000 (C)  <b>Estimate TAC:</b> \$1,653,350  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>CDD24-2</b> <b>Specialized and On-Demand Transit Services</b>  <b>Awarded Supplier:</b> Student Transportation of Canada Inc. o/a Leuschen Transportation  <b>Award Date:</b> July 23, 2024	<b>Procurement Method:</b> RFP  <b>Results:</b> <ol style="list-style-type: none"><li>1. Student Transportation of Canada Inc. (98)</li><li>2. 947465 Ontario Ltd. (83)</li><li>3. BTS Network Inc. (80)</li><li>4. Steer Technologies Inc. (41)</li><li>5. Lockerby Taxi Inc. (31)</li></ol>	<b>Contract Value:</b> \$21,130,044  <b>Budget (Operating):</b> \$3,665,409  <b>Estimate TAC:</b> \$21,000,000  <b>Contract Term:</b> Multi-Year (five-years)  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>CPS24-52</b> <b>Self-Contained Paint Truck</b>  <b>Awarded Supplier:</b> Cambrian Ford Sales Inc.  <b>Award Date:</b> July 24, 2024	<b>Procurement Method:</b> RFQ  <b>Results:</b> <ol style="list-style-type: none"><li>1. Cambrian Ford Sales Inc. (\$324,338)</li><li>2. Core Equipment Inc. (\$449,000)</li></ol>	<b>Contract Value:</b> \$324,338  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$300,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ENG24-32</b> <b>Subdivisions &amp; Sports</b> <b>Courts - Various Locations</b>  <b>Awarded Supplier:</b> Bélanger Construction (1981) Inc.  <b>Award Date:</b> July 25, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Bélanger Construction (1981) Inc. (\$1,067,523)</li><li>2. GIP Interpaving Ltd. (\$1,095,239)</li><li>3. Beamish Construction Inc. (\$1,168,790)</li></ol>	<b>Contract Value:</b> \$1,067,523  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$1,075,830  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>CDD24-117</b> <b>Supply and Delivery of</b> <b>Snow Groomer</b>  <b>Awarded Supplier:</b> The Shop Industrial Inc.  <b>Award Date:</b> August 6, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. The Shop Industrial Inc. (\$748,417)</li></ol>	<b>Contract Value:</b> \$748,417  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$700,000  <b>Contract Term:</b> Multi-Year (five-years)  <a href="#">Published Contract Award Details</a>



## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>ENG24-16</b> <b>Road Reconstruction</b> <b>Lasalle Boulevard (MR71),</b> <b>Sudbury, Falconbridge Road</b> <b>(MR86) to Elisabella Street</b>  <b>Awarded Supplier:</b> Garson Pipe Contractors Ltd.  <b>Award Date:</b> August 6, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Garson Pipe Contractors (\$7,177,078)</li><li>2. Teranorth Construction &amp; Engineering Ltd. (\$7,328,278)</li><li>3. GIP Interpaving Ltd. (\$7,738,776)</li><li>4. Bélanger Construction (1981) Inc. (\$7,998,533)</li></ol>	<b>Contract Value:</b> \$7,177,078  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$7,464,830  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ENG24-31</b> <b>Pavement Rehabilitation,</b> <b>Various Locations</b>  <b>Awarded Supplier:</b> GIP Interpaving Ltd.  <b>Award Date:</b> August 8, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. GIP Interpaving Ltd. (\$1,398,834)</li><li>2. Pioneer Construction Inc. (\$1,492,007)</li><li>3. MCA Contracting Ltd. (\$1,516,074)</li><li>4. Teranorth Construction &amp; Engineering Ltd. (\$1,653,848)</li></ol>	<b>Contract Value:</b> \$1,398,834  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$1,726,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>CPS24-42</b> <b>Roof Replacement -</b> <b>Cambrian Arena</b>  <b>Awarded Supplier:</b> Proteck Roofing & Sheet Metal Inc.  <b>Award Date:</b> August 16, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Proteck Roofing &amp; Sheet Metal Inc. (\$256,325)</li><li>2. iTeck Roofing Inc. (\$306,861)</li><li>3. Acores Roofing Ltd. (\$392,773)</li><li>4. T Hamilton &amp; Son Roofing Inc. (\$408,800)</li><li>5. Se7en Hills Inc. (\$440,000)</li><li>6. Flynn Canada Ltd. (\$579,325)</li><li>7. Semple-Gooder Northern Ltd. (\$585,125)</li></ol> <b>Disqualified Bidder:</b> <ol style="list-style-type: none"><li>1. Damisona Roofing Ltd.</li></ol>	<b>Contract Value:</b> \$256,325  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$667,250  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>AIR24-138</b> <b>Airport Hold Room</b> <b>Expansion Renovation</b>  <b>Awarded Supplier:</b> Magnum Constructors Inc.  <b>Award Date:</b> August 28, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> 1. Magnum Constructors Inc. (\$429,000) 2. R.M. Belanger Ltd. (\$592,000)	<b>Contract Value:</b> \$429,000  <b>Budget (Capital):</b> \$450,000  <b>Estimate TAC:</b> \$400,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>FES24-139</b> <b>Defibrillator Capital</b> <b>Equipment and Accessories</b>  <b>Awarded Supplier:</b> ZOLL Medical Corporation  <b>Award Date:</b> August 30, 2024	<b>Procurement Method:</b> Non-Standard Procurement – Sole Source  <b>Details:</b> Council Resolution <a href="#">FA2023-64</a>	<b>Contract Value:</b> ~\$900,000  <b>Budget (Both):</b> Not Applicable  <b>Estimate TAC:</b> ~\$900,000  <b>Contract Term:</b> Multi-Year (five-years)  <a href="#">Published Contract Award Details</a>
<b>CDD24-159</b> <b>Transit Fare Box Upgrade</b>  <b>Awarded Supplier:</b> Garival Inc.  <b>Award Date:</b> August 31, 2024	<b>Procurement Method:</b> Non-Standard Procurement – Sole Source  <b>Details:</b> Council Resolution <a href="#">CES2024-21</a>	<b>Contract Value:</b> \$2,480,755  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$2,500,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>SHO24-113</b> <b>120-240 Louis Street</b> <b>Community Housing</b> <b>Structural and General</b> <b>Building Repairs</b>  <b>Awarded Supplier:</b> Rainforces Ltd.  <b>Award Date:</b> September 10, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Rainforces Ltd. (\$3,330,000)</li><li>2. Dominion Construction (\$7,043,527)</li><li>3. Bélanger Construction (1981) Inc. (\$13,434,927)</li></ol>	<b>Contract Value:</b> \$3,330,000  <b>Budget (Capital):</b> \$4,000,000  <b>Estimate TAC:</b> \$4,000,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ENG24-5</b> <b>Road Reconstruction:</b> <b>Hillcrest Drive, Lively - Brian</b> <b>Street to Jessie Street</b>  <b>Awarded Supplier:</b> Teranorth Construction and Engineering Ltd.  <b>Award Date:</b> September 16, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Teranorth Construction &amp; Engineering Ltd. (\$3,265,843)</li><li>2. MCA Contracting Ltd. (\$3,462,312)</li><li>3. GIP Interpaving Ltd. (\$3,611,863)</li><li>4. Denis Gratton Construction (\$3,722,329)</li><li>5. Bélanger Construction (1981) Inc. (\$3,844,649)</li></ol>	<b>Contract Value:</b> \$3,265,843  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$3,569,283  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ISD24-69</b> <b>Water Sample Analysis and</b> <b>Reporting</b>  <b>Awarded Supplier:</b> Testmark Laboratories Ltd.  <b>Award Date:</b> September 17, 2024	<b>Procurement Method:</b> RFQ  <b>Results:</b> <ol style="list-style-type: none"><li>1. Testmark Laboratories Ltd. (\$409,575)</li></ol>	<b>Contract Value:</b> \$1,228,724  <b>Budget (Operating):</b> \$487,438  <b>Estimate TAC:</b> \$1,990,000  <b>Contract Term:</b> Multi-Year (three-year initial term, plus two, one-year extension terms)  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>CPS24-44</b> <b>I.J. Coady Memorial Arena</b> <b>Roof Upgrades</b>  <b>Awarded Supplier:</b> Semple-Gooder Northern Ltd.  <b>Award Date:</b> September 19, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Semple-Gooder Northern Ltd. (\$398,833)</li><li>2. Damisona Roofing Ltd. (\$438,100)</li></ol>	<b>Contract Value:</b> \$398,833  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$400,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ENG24-72</b> <b>Landfill Site Closure Project</b> <b>(Phase 2 - Hanmer Site)</b>  <b>Awarded Supplier:</b> 1650939 ONTARIO LTD o/a Dominion Construction  <b>Award Date:</b> September 25, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Dominion Construction (\$1,775,354)</li><li>2. MCA Contracting Ltd. (\$1,888,029)</li><li>3. Denis Gratton Construction Ltd. (\$2,143,630)</li><li>4. Bélanger Construction (1981) Inc. (\$2,429,007)</li><li>5. QM Environmental (\$2,517,256)</li><li>6. Pioneer Construction Inc. (\$2,538,417)</li><li>7. Lacroix Construction Co. (2014) (\$2,633,838)</li></ol>	<b>Contract Value:</b> \$1,775,354  <b>Budget (Capital):</b> \$2,200,000  <b>Estimate TAC:</b> \$1,905,400  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>CDD24-179-3</b> <b>Unsheltered Homelessness</b> <b>Service Enhancement</b> <b>(Samaritan Centre)</b>  <b>Awarded Supplier:</b> New Hope Outreach  <b>Award Date:</b> October 1, 2024	<b>Procurement Method:</b> Non-Standard Procurement – Sole Source  <b>Details:</b> Council Resolution <a href="#">CES2024-29</a>	<b>Contract Value:</b> \$488,897  <b>Budget (Operating 2024 &amp; 2025):</b> \$488,897  <b>Contract Term:</b> Multi-Year (two-years)  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>CPS24-45</b> <b>Microsoft Select Plus</b>  <b>Awarded Supplier:</b> CDW  <b>Award Date:</b> October 3, 2024	<b>Procurement Method:</b> Cooperative Purchase  <b>Details:</b> Supply Ontario	<b>Contract Value:</b> \$750,000  <b>Budget (Operating):</b> \$800,200  <b>Contract Term:</b> Multi-Year (three-year initial term with one-year ongoing extension terms)  <a href="#">Published Contract Award Details</a>
<b>ENG24-70</b> <b>Landfill Site Closure Project (Phase 2 – Azilda)</b>  <b>Awarded Supplier:</b> Denis Gratton Construction Ltd.  <b>Award Date:</b> October 10, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Denis Gratton Construction Ltd. (\$1,215,745)</li><li>2. QM Environmental (\$1,293,150)</li><li>3. Bélanger Construction (1981) Inc. (\$1,390,455)</li><li>4. Dominion Construction (\$1,468,002)</li><li>5. MCA Contracting Ltd. (\$1,602,547)</li><li>6. GIP Interpaving Ltd. (\$1,689,255)</li></ol>	<b>Contract Value:</b> \$1,215,745  <b>Budget (Capital):</b> \$2,100,000  <b>Estimate TAC:</b> \$1,211,585  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>CPS24-126</b> <b>Architectural Services for the Fire and Paramedic Station Revitalization</b>  <b>Awarded Supplier:</b> Salter Pilon Architecture Inc.  <b>Award Date:</b> October 10, 2024	<b>Procurement Method:</b> RFP  <b>Results:</b> <ol style="list-style-type: none"><li>1. Salter Pilon Architecture Inc. (82)</li><li>2. Belanger Salach Architecture (81.95)</li><li>3. DPAI Architecture Inc. (81.58)</li><li>4. 3rd Line Studio (81.34)</li><li>5. J.L. Richards &amp; Associates Ltd. (77)</li></ol> <b>Disqualified Proponents:</b> <ol style="list-style-type: none"><li>6. Masri O Architects</li><li>7. Perry + Perry Architects Inc.</li></ol>	<b>Contract Value:</b> \$3,516,575  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$5,235,920  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>CPS24-56</b> <b>Street Sweepers: Vacuum (QTY 1) and Mechanical (QTY 1)</b>  <b>Awarded Supplier:</b> FST Canada Inc. o/a Joe Johnson Equipment  <b>Award Date:</b> October 18, 2024	<b>Procurement Method:</b> RFQ  <b>Results:</b> 1. FST Canada Inc. o/a Joe Johnson Equipment: - Mechanical Sweeper (\$299,999) - Vacuum Sweeper (\$505,883) <b>Disqualified Bidders:</b> 1. JD Brule Equipment 2. City View Bus Sales & Services Ltd.	<b>Contract Value:</b> \$804,883  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$950,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>AIR24-75</b> <b>Security Services at the Greater Sudbury Airport</b>  <b>Awarded Supplier:</b> Garda Canada Security Corporation  <b>Award Date:</b> October 22, 2024	<b>Procurement Method:</b> RFP  <b>Results:</b> 1. Garda Canada Security Corporation (77) 2. The Canadian Corps of Commissionaires (Ottawa Division) (75) 3. Optimum Security Services Inc. (66) <b>Disqualified Proponents:</b> 1. G Force Security Inc. 2. Nationguard Protection Services Inc. 3. Rexdale Security Inc. 4. Secure Shield Security Inc. 5. ValGuard Security Inc.	<b>Contract Value:</b> \$1,836,198 (~\$3,000,000)  <b>Budget (Operating):</b> \$673,940  <b>Estimate TAC:</b> \$3,000,000  <b>Contract Term:</b> Multi-Year (three-year initial term, plus two, one-year extension terms)  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>ENG24-34</b> <b>Culvert Replacements - Various Locations</b>  <b>Awarded Supplier:</b> Denis Gratton Construction Ltd.  <b>Award Date:</b> October 25, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Denis Gratton Construction Ltd. (\$927,034)</li><li>2. Garson Pipe Contractors (\$1,125,466)</li><li>3. MCA Contracting Ltd. (\$1,153,299)</li><li>4. Bélanger Construction (1981) Inc. (\$1,164,048)</li><li>5. Teranorth Construction &amp; Engineering Ltd. (\$1,389,660)</li></ol>	<b>Contract Value:</b> \$927,034  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$1,041,265  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ISD24-48-1 &amp; ISD24-48-1</b> <b>Supply of Water Meters</b>  <b>Awarded Suppliers:</b> Group 1 & 2: Wamco Waterworks Northern (Div. of Emco Corporation) Group 3: Wamco Municipal Products (Div. of Emco Corporation)  <b>Award Date:</b> November 4, 2024	<b>Procurement Method:</b> RFQ  <b>Results:</b> <ol style="list-style-type: none"><li>1. Group 1 &amp; 2: Wamco Waterworks Northern (Div. of Emco Corporation) (Various Unit Prices)</li><li>2. Group 3: Wamco Municipal Products (Div. of Emco Corporation) (Various Unit Prices)</li></ol>	<b>Contract Value:</b> ~\$900,000 (~\$1,500,000)  <b>Budget (Both):</b> Not Applicable  <b>Estimate TAC:</b> \$1,500,000  <b>Contract Term:</b> Multi-Year (three-year initial term, plus two, one-year extension terms)  <a href="#">Published Contract Award Details</a>
<b>ENG24-6</b> <b>Road Reconstruction, Wiltshire Street, Adams Street to Randolph Street</b>  <b>Awarded Supplier:</b> MCA Contracting Ltd.  <b>Award Date:</b> November 12, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. MCA Contracting Ltd. (\$1,658,231)</li><li>2. Bélanger Construction (1981) Inc. (\$1,731,437)</li><li>3. Denis Gratton Construction Ltd. (\$1,769,244)</li><li>4. Teranorth Construction &amp; Engineering Ltd. (\$1,885,892)</li></ol>	<b>Contract Value:</b> \$1,658,231  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$1,774,578  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>CDD24-165</b> <b>Operation and Management of an Overnight Warming Centre</b>  <b>Awarded Supplier:</b> The Go-Give Project  <b>Award Date:</b> November 13, 2024	<b>Procurement Method:</b> RFP  <b>Results:</b> 1. The Go-Give Project (72)	<b>Contract Value:</b> \$508,769  <b>Budget (Operating):</b> \$508,770  <b>Estimate TAC:</b> \$600,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ISD24-178</b> <b>Tree Removal Services</b>  <b>Awarded Suppliers:</b> Parts 1,4,6 & 7: 1793567 Ontario Inc. o/a Arborworks Parts 2, 3 & 5: Tree Service and 1877980 Ontario Inc. o/a Kodiak Tree Services  <b>Award Date:</b> November 14, 2024	<b>Procurement Method:</b> RFQ  <b>Results*:</b> 1. 1793567 Ontario Inc. o/a Arborworks Tree Service 2. 1877980 Ontario Inc. o/a Kodiak Tree Services 3. Boreal Tree Services 4. Lindsay Harper 5. JWD Tree Service Inc. 6. Davey Tree Expert Co. of Canada, Limited 7. 2771594 Ontario Limited  *Bidders submitted a lump-sum prices per Part but were not required to Bid on all Parts.	<b>Contract Value:</b> \$825,220  <b>Budget (Operating):</b> \$141,700*  <b>Estimate TAC:</b> \$1,200,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>  *Council Resolution <a href="#">OP2024-22</a>



## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>GSP24-193</b> <b>Microsoft Select Plus</b>  <b>Awarded Supplier:</b> CDW  <b>Award Date:</b> November 17, 2024	<b>Procurement Method:</b> Cooperative Purchase  <b>Details:</b> Supply Ontario	<b>Contract Value:</b> ~\$250,000  <b>Budget (Operating):</b> Not Applicable  <b>Contract Term:</b> Multi-Year (three-year initial term with one-year ongoing extension terms)  <a href="#">Published Contract Award Details</a>
<b>ISD19-19-31-458448</b> <b>Professional Engineering Services</b>  <b>Awarded Supplier:</b> WSP Canada Inc.  <b>Award Date:</b> November 18, 2024	<b>Procurement Method:</b> Direct Award - Subsequent Purchase off Standing Offer Arrangement  <b>Details:</b> Request for Standing Offer ISD19-19 Professional Engineering Services	<b>Contract Value:</b> \$259,167  <b>Budget (Capital):</b> Not Applicable  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>ISD19-19-18-458488</b> <b>Professional Engineering Services</b>  <b>Awarded Supplier:</b> JL Richards & Associates Ltd.  <b>Award Date:</b> November 27, 2024	<b>Procurement Method:</b> Direct Award - Subsequent Purchase off Standing Offer Arrangement  <b>Details:</b> Request for Standing Offer ISD19-19 Professional Engineering Services	<b>Contract Value:</b> \$197,128  <b>Budget (Capital):</b> Not Applicable  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ISD22-64-5-463217</b> <b>Professional Engineering Services</b>  <b>Awarded Supplier:</b> RV Anderson Associates Ltd.  <b>Award Date:</b> November 27, 2024	<b>Procurement Method:</b> Direct Award - Subsequent Purchase off Standing Offer Arrangement  <b>Details:</b> <a href="#">Request for Standing Offer ISD22-64 Professional Engineering Services</a>	<b>Contract Value:</b> \$279,255  <b>Budget (Capital):</b> Not Applicable  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>ISD22-64-10-464027</b> <b>Professional Engineering Services</b>  <b>Awarded Supplier:</b> Tulloch Engineering  <b>Award Date:</b> November 27, 2024	<b>Procurement Method:</b> Direct Award - Subsequent Purchase off Standing Offer Arrangement  <b>Details:</b> <a href="#">Request for Standing Offer ISD22-64 Professional Engineering Services</a>	<b>Contract Value:</b> \$346,776  <b>Budget (Capital):</b> Not Applicable  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>CPS24-50-2</b> <b>Freightliner Model 114SD</b> <b>Multi-Function Plow Trucks</b>  <b>Awarded Supplier:</b> Freightliner North Bay  <b>Award Date:</b> December 6, 2024	<b>Procurement Method:</b> Invitational RFQ – Subsequent Purchase off Supply Arrangement  <b>Details:</b> <a href="#">Request for Supply Arrangement CPS24-50 Freightliner Model 114SD Multi-Function Plow Trucks</a>	<b>Contract Value:</b> \$794,172  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$718,500  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>CAO24-128</b> <b>Architectural Services for</b> <b>the Greater Sudbury Event</b> <b>Centre</b>  <b>Awarded Supplier:</b> Brisbin Brook Beynon Architects  <b>Award Date:</b> December 6, 2024	<b>Procurement Method:</b> RFP  <b>Results:</b> <ol style="list-style-type: none"><li>1. Brisbin Brook Beynon Architects (92)</li><li>2. DIALOG Alberta Architecture Engineering Interior Design Planning Inc. (72)</li><li>3. ZAS Architects Inc. (55)</li><li>4. Populous (53)</li><li>5. Perkins + Will Canada Inc. (52)</li></ol>	<b>Contract Value:</b> \$7,942,400  <b>Budget (Capital):</b> Not Applicable  <b>Estimate TAC:</b> \$12,000,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>CPS24-160</b> <b>Building Demolition and</b> <b>Removal Services at Various</b> <b>Downtown Locations</b>  <b>Awarded Supplier:</b> Salandria Ltd.  <b>Award Date:</b> December 11, 2024	<b>Procurement Method:</b> RFT  <b>Results:</b> <ol style="list-style-type: none"><li>1. Salandria LTD. (\$592,777)</li><li>2. Priestly Demolition Inc. (\$782,744)</li><li>3. QM Environmental (\$859,999)</li><li>4. Lacroix Construction Co. (2014) (\$909,990)</li><li>5. Tri-Phase Group Inc. (\$912,245)</li><li>6. Delsan-AIM Environmental Services Inc. (\$1,271,890)</li><li>7. North American Demolition Inc. (\$1,520,138)</li><li>8. Schouten Excavating Inc. (Bid withdrawn)</li></ol>	<b>Contract Value:</b> \$592,777  <b>Budget (Operating):</b> \$900,000  <b>Estimate TAC:</b> \$900,000  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>
<b>CPS24-158</b> <b>Lionel E. Lalonde Centre -</b> <b>EMS Garage Construction</b>	<b>Procurement Method:</b> RFT  <b>Results:</b>	<b>Contract Value:</b> \$865,000  <b>Budget (Capital):</b> \$850,000

## APPENDIX A –Contract Awards ≥ \$250,000

Report Period: January 1 to December 31, 2024

<b>Awarded Supplier:</b> Northern Construction Technology Inc. (NCTI)	<ol style="list-style-type: none"><li>1. Northern Construction Technology Inc. NCTI (\$865,000)</li><li>2. Build North Construction Inc. (\$1,172,500)</li><li>3. W.S. Morgan Construction Ltd. (\$1,198,300)</li><li>4. Marbelle Group Inc. (Disqualified)</li></ol>	<b>Estimate TAC:</b> \$850,000 <b>Contract Term:</b> One Time <a href="#">Published Contract Award Details</a>
<b>GSP23-244</b> <b>5 x 2024 Ford Police Interceptors</b>  <b>Awarded Supplier:</b> Belanger Ford  <b>Award Date:</b> December 15, 2024	<b>Procurement Method:</b> Cooperative Purchase  <b>Details:</b> Police Cooperative Purchasing Group (PCPG)	<b>Contract Value:</b> \$260,145 <b>Budget (Capital):</b> Not Applicable <b>Estimate TAC:</b> Not Applicable <b>Contract Term:</b> One Time <a href="#">Published Contract Award Details</a>

## APPENDIX B – Amendments to Previous Reports

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### AMENDMENT TO: 2023 Contract Award Report

Add:

Contract Number/ Description/Awarded Supplier(s)	Procurement Method and Process Summary	Contract & Budget Details
<b>ISD23-248</b> <b>Locate Services</b>  <b>Awarded Supplier:</b> G-Tel Engineering Inc.  <b>Award Date:</b> March 1, 2023	<b>Procurement Method:</b> Cooperate Purchase  <b>Details:</b> The City of Greater Sudbury is a member of the <a href="#">Locate Alliance Consortium</a> , who procures locate services on behalf of members.	<b>Contract Value:</b> ~ \$270,000 (~\$450,000)  <b>Budget (Operating):</b> \$193,085  <b>Contract Term:</b> Multi-Year (three-year initial term, plus two, one-year extension terms)  <a href="#">Published Contract Award Details</a>
<b>FES23-161</b> <b>Supply of Defibrillators and Consumables</b>  <b>Awarded Supplier:</b> ZOLL Medical Corporation  <b>Award Date:</b> December 22, 2023	<b>Procurement Method:</b> Non-Standard Procurement - Single Source  <b>Details:</b> Council Resolution <a href="#">FA2023-64</a>	<b>Contract Value:</b> \$1,026,545  <b>Budget (Both):</b> Not Applicable  <b>Estimate TAC:</b> \$1,026,545  <b>Contract Term:</b> One Time  <a href="#">Published Contract Award Details</a>

## Service Performance Benchmarking

Presented To:	Finance and Administration Committee
Meeting Date:	April 22, 2025
Type:	Correspondence for Information Only
Prepared by:	Sheena Wedderburn-Reid Data, Analytics and Change
Recommended by:	General Manager of Corporate Services

## Report Summary

This report provides information regarding the City's municipal benchmarking efforts, through participation in the Municipal Benchmarking Network Canada and the World Council on City Data.

## Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report supports the City of Greater Sudbury's Strategic Initiative of Asset Management and Service Excellence which calls for the corporation to "demonstrate innovation and cost-effective service delivery." Staff believe achieving this outcome requires robust data collection and reporting, and a reliable basis for comparison.

## Financial Implications

There are no financial implications associated with this report. The City's annual operating budget for MBNCanada is \$50,000 for membership dues and travel.

## Background

The purpose of this report is to respond to the request for information relating to the Municipal Benchmarking Network Canada and World Council on City Data. On January 28, 2025, Audit Committee passed resolution AC2025-05 which states:

**THAT** the Auditor General's office be directed to conduct a follow-up audit in 2026 to identify opportunities to better manage this expense;

**AND FURTHER THAT** staff be directed to provide a report to the April 2025 meeting of Finance and Administration Committee outlining the purpose, scope and methodology of the Municipal Benchmarking Network of Canada and World Council on City Data and the value of each benchmarking exercise to problem solving and decision making;

**AND FURTHER THAT** staff provide options for Committee's consideration to perform service, cost and

outcome benchmarking which could replace or improve upon existing data collection and analysis methods.”

### **Municipal Benchmarking Network Canada**

City of Greater Sudbury has long been one of several Canadian municipalities that collaborate annually to collect and report performance measures through its membership in the Municipal Benchmarking Network Canada (MBNCanada), previously known as the Ontario Municipal Benchmarking Index (OMBI). The City began collecting data in 2004 and continued through 2014, at which point it paused participation. Greater Sudbury rejoined the program in 2016 and has remained an active member since then.

#### Purpose

The Municipal Benchmarking Network Canada (MBNCanada) was founded in 1998 by five Chief Administrative Officers (CAOs) and City Managers with the goal of measuring and comparing municipal performance.

MBNCanada enables City staff to collect data and compare municipal performance across a variety of services. The methodology allows for city-to-city comparisons, regardless of organizational structure. Through MBNCanada, municipal staff share best practices and strategies, working together to raise the standard of excellence in their communities. The program fosters continuous improvement, contributing to public trust and confidence in municipal government.

MBNCanada also serves as a tool for communicating performance to Council, setting policies, informing reviews, evaluating programs, supporting budget recommendations, identifying trends, and developing performance dashboards.

#### Scope

MBNCanada collects both single-year and multi-year performance data across a wide range of core municipal services. Data is collected annually and is cumulative, allowing for trend analysis over time. Services examined include fire and emergency services, transit, solid waste management, roads, parks, water and wastewater, library services, long-term care, and social services, among others. Each participating municipality is responsible for submitting data according to MBNCanada’s standardized definitions, ensuring consistency across the network.

The geographical scope includes single-tier and upper-tier municipalities across Canada. This supports service efficiency and performance comparison by allowing municipalities to benchmark against similar organizations in terms of population, geography, and service complexity.

In 2017, the City of Greater Sudbury was among eighteen Canadian municipalities participating in MBNCanada, however in 2024, there was a decline in participants and only nine Canadian municipalities remain. These include Durham Region, Niagara Region, Region of Waterloo, City of Windsor, City of Winnipeg, York Region, City of Kelowna, City of Greater Sudbury, and City of Hamilton (paused their membership and reporting obligations for 2024 and 2025).

#### Methodology

Benchmarking through MBNCanada provides direction and guidance on the calculation of cost measures (e.g., cost allocation) to ensure a consistent approach across all participating municipalities. The methodology includes a costing framework that allows municipalities to attribute overhead (internal service support costs) and amortization (asset ownership costs) to the operational cost of providing services. This total costing method allows for better comparability between municipalities, regardless of organizational structure.

Although MBNCanada aims to provide benchmarks for comparison purposes, influencing factors must be considered when comparing measures for different municipalities, such as organizational structures (centralized vs. decentralized) and differences in service levels (e.g., weekly vs. bi-weekly garbage collection). These differences have a significant impact on reported measures. Since each municipality has different organizational forms, a common cost allocation template is neither feasible nor practical. Instead, MBNCanada establishes a set of principles that each municipality must follow to ensure a consistent

methodology for determining the cost of both operating programs and centralized program support functions.

### Analysis

Benchmarking of both multi-year trends and comparisons with other municipalities provides data-driven insights into service performance. It offers useful context for decision-making about service levels and helps identify opportunities for change by comparing local performance with peer municipalities across the country. Additionally, it enables meaningful interventions based on the experiences of other municipalities, reducing the time required to analyze issues and find effective solutions that lead to improved services and cost efficiencies.

### **Benefits:**

The City of Greater Sudbury has realized the following benefits from its participation in MBNCanada:

- a) Meaningful and Valuable Comparisons  
MBNCanada allows municipalities to compare performance with similar municipalities using a standardized cost allocation model. This approach ensures "apples-to-apples" benchmarking. However, influencing factors such as service levels, geographical size, and climate must be considered when interpreting cost differences.
- b) Network of Municipal Experts  
Participation in MBNCanada provides access to a network of professionals across municipalities. Expert panel meetings are held multiple times per year to review and discuss performance, exchange best practices, and explore service innovations. Participants are encouraged to network with their peers, share ideas, and solicit advice as needed.
- c) Alignment with Strategic Goals  
Participation in MBNCanada supports the City's Asset Management and Service Excellence efforts by enhancing customer focus, efficiency, sustainability, and commitment to excellence. It enables business units to pursue innovation and performance improvement initiatives.
- d) Established Use of Data for Problem-Solving and Decision-Making  
The data collected through MBNCanada provides valuable, longitudinal data and insights for problem-solving and informed decision-making, ensuring that policy and service improvements are data driven.

### **Limitations**

While there are many benefits to participation in MBNCanada, limitations do exist. Some of these include:

- a) Data Limitations  
While MBNCanada has been widely recognized, some participants view its overall use as limited. There are concerns that the emphasis on comparability can lead to a focus on cost reduction at the expense of policy considerations. Additionally, in some cases, the data is only referenced when it reflects negatively on performance, rather than being used as a continuous improvement tool. Another challenge is the "we are different" mindset, where municipalities rationalize away comparative information based on local exceptions.
- b) Participation and Sustainability  
MBNCanada remains a voluntary program, and its financial dependence on the benchmarking program brings significant risk to its financial and organizational sustainability. The establishment of expert panels has helped reduce professional isolation, leverage expertise, and open the door to best practice investigations. However, since funding for the program comes from voluntary participants, long-term sustainability remains a key concern.
- c) Retention and Expansion  
There are concerns about declining participation and insufficient or inadequate comparator municipalities as well as expansion to include municipalities outside of Ontario due to differences in service delivery. Its continued operations with limited financial resources has constrained its ability to expand and innovate new programs and service offerings. The program's historic focus



on municipalities with populations of 150,000+ has limited its recruitment pool and its associated revenues as well as the ability to retain current municipalities given that the value of the program is derived from its participants. A strategic review took place in 2024 but has not been fully implemented. The Board continues to make efforts to improve the perceived value of the measures and onboard new participating municipalities.

### Cost of Participation

	Costs
Annual Membership (2024)	\$28,250 (tax included)
Travel and Training (incl. MBNC National Forum)	\$25,000
Other (one-time fee in 2024 for Program Review costs)	\$11,300 (tax included)
<b>Staff Time</b> Estimated 1,250 hours <ul style="list-style-type: none"> <li>• Municipal Lead = 475 hrs</li> <li>• Expert Panel Members/Data Entry = 750hrs<sup>(a)</sup></li> <li>• Financial Advisory Panel Chair = 25 hrs</li> </ul>	* Approximately 30% of one FTE's Time * Unable to provide a comprehensive estimate of the cost beyond a limited number of tracked staff contributions <sup>(b)</sup> * Approximately 3% of one FTE's Time

(a) Expert panel members and data entry members include Division General Managers, Directors, Managers, Coordinators, and Analysts.

(b) While the City can report on direct costs such as membership fees and known allocations of staff time where tracked (e.g., through the COMPASS activity for select roles), it is not currently possible to determine the full cost of participation in these benchmarking programs. This is primarily because staff time associated with data collection, validation, and analysis is not consistently tracked across all departments. Many service areas contribute on an ad hoc or embedded basis as part of their broader responsibilities, and do not record hours specific to these initiatives. Staff are working to enhance staff time reporting for this activity through COMPASS workshops and data literacy training programs.

While some service-specific benchmarking programs exist within certain business units—often facilitated by provincial ministries, formal associations, or informal networks—MBNC Canada remains the only comprehensive municipal benchmarking system that spans multiple service areas across municipalities.

### **World Council on City Data**

Following a review by the CAO and with support from the Executive Leadership Team, Greater Sudbury joined the Toronto-based World Council on City Data (WCCD) in 2020. Finance staff coordinated the enterprise-wide data collection and reporting process.

WCCD certifies cities across the globe under ISO 37120, the first international standard for city data. Through WCCD, a global network of more than 100 cities share comparable and independently verified municipal data in accordance with the ISO standard.

### Purpose

The World Council on City Data (WCCD) was founded in 2014 and exists to help communities of all sizes in Canada and across the globe embrace standardized, independently verified, and globally comparable city data. WCCD supports comparisons with data that assists cities in improving their performance and their communities' quality of life. Since 2014 the WCCD has been working with almost 100 cities across 38 countries and has helped these cities to adopt ISO 37120. In 2020, the City of Greater Sudbury was among thirty-one Canadian municipalities participating in the ISO certification, however in 2024, there are only twenty-two Canadian municipalities remaining.

ISO 37120 uses data sources both within the municipal government's direct service delivery responsibilities and beyond – such as Statistics Canada and Ministry of Education – to develop a more fulsome profile of a city's quality of life.

### Scope

The World Council on City Data (WCCD) collects data aligned with ISO 37120, the first international standard for city indicators. This framework includes over 100 standardized indicators across 19 themes such as economy, environment, education, energy, governance, health, recreation, safety, solid waste, transportation, urban planning, and water and sanitation. Data is submitted annually, enabling both single-year analysis and the ability to track multi-year trends over time.

The program requires municipalities to gather data from both internal service areas and external sources, such as Statistics Canada, provincial ministries, and other public agencies. This results in a comprehensive dataset that reflects both service delivery and overall community well-being.

WCCD participants span the globe, including cities across North America, Europe, Asia, Africa, and Latin America. In Canada, approximately 22 municipalities are currently active members (as of 2024). This wide geographical scope allows for international benchmarking, although the level of comparative access is limited. The WCCD visualization portal permits internal year-over-year analysis for the City's own data, but access to peer city data is restricted and not publicly available. Comparative insights are therefore dependent on WCCD approval and internal tools rather than open-access benchmarking platforms.

### Methodology

ISO 37120 is a standard developed by the International Organization for Standardization (ISO) that provides a methodology for measuring and reporting the performance of cities. It focuses on the sustainability and quality of life in urban environments. Specifically, ISO 37120 is part of the larger ISO 37100 series, which aims to establish standardized metrics for urban sustainability.

Key aspects include:

- Indicator Based Framework
- Data Driven Approach
- Sustainability and Quality of Life
- Global Comparability
- Adaptability
- Continuous Improvement

### Analysis

#### **Benefits**

The WCCD provides cities with standardized data to measure, compare, and improve urban performance based on the ISO 37120 standard and other ISO standards. Below are some key benefits of WCCD participation:

- a) Standardized Global Benchmarking  
WCCD provides consistent and internationally recognized data standards. Cities can compare their performance with other municipalities worldwide across various metrics, including economy, environment, governance, and infrastructure.
- b) Data-Driven Decision-Making  
Access to high-quality, verified data helps cities make evidence-based policy decisions and optimize service delivery.
- c) Improved Sustainability and Resilience  
WCCD helps cities track progress toward sustainability goals, such as waste management and energy efficiency.
- d) Attracting Investment and Funding Opportunities  
Certification through WCCD signals to investors, businesses, and international organizations that a city is well-managed and transparent. Cities with strong performance data can leverage funding from federal and provincial programs, sustainability funds, and other initiatives.
- e) Transparency and Public Engagement  
Publicly available, standardized data increases trust and accountability between city governments and residents. It also helps municipalities communicate progress on key performance areas and engage citizens in decision-making.

Limitations

The World Council on City Data (WCCD) offers many benefits, but there are also limitations and challenges associated with its use. These include:

- a) Data Comparability Challenges  
Cities vary in structure and priorities (e.g., population size, governance models, service delivery methods), which can make direct comparisons difficult. Different interpretations of indicators may affect how cities report their data, despite standardized ISO guidelines.  
In addition, a visualization portal of WCCD data exists for internal CGS reporting but does not provide CGS with the tools or the comparisons that would allow for useful benchmarking against other peer cities. The visualization portal does have the functionality to see the City’s own data over multiple years, but not that of other peer municipalities. There is no public facing visualization portal or data available.
- b) Data Availability and Quality Issues  
Not all cities have the capacity or resources to collect and report high-quality, standardized data. Some municipalities lack historical data, making trend analysis difficult. Data gaps can limit how useful benchmarking is for certain sectors or regions.
- c) Costs and Resource Requirements  
WCCD certification requires financial and human resources, which is a burden for municipalities. Maintaining and updating data for continued certification requires ongoing investment.
- d) Focus on Standardized Indicators  
While ISO standards ensure consistency, they do not fully capture unique local factors or specific policy goals of a city. Some city-specific priorities (i.e. cultural development, community well-being) may not be well-represented in WCCD metrics.
- e) Use of Data  
Clause 5.2 of Schedule A of the renewal agreement with WCCD states that the WCCD does not allow CGS to use any of the comparative data (except for internal purposes) unless specifically authorized by the WCCD (Refer to Appendix C for full details of clause 5.2). This presents issues for CGS when responding to media requests and providing information for Council reporting, where information is available, but not able to be shared publicly without authorization from WCCD.

Cost of Participation

When the City joined WCCD in 2020, the initial three-year membership commitment was supported through financial assistance from the Federal Ministry of Infrastructure and Communities and was without cost until 2021.

The City paused its participation in WCCD following their platinum certification in 2021 but rejoined in 2024. In order to avoid any gaps in data collection, the City paid to participate for the three-year period of 2022 through 2024 and begin the data collection for the years of 2020, 2021 and 2023 (the data calls each year are for the previous 12 months).

	Costs
Renewal and Membership Fee	\$91,312 CAD (tax included) *entirety paid in 2024  <u>Breakdown:</u> 2022 \$18,000 USD = \$24,653 CAD <sup>(a)</sup> 2023 \$18,000 USD = \$24,653 CAD <sup>(a)</sup> 2024 \$23,000 USD = \$31,501 CAD <sup>(a)</sup>
Staff Time Estimated 325 hours <ul style="list-style-type: none"><li>Coordinator = 250 hrs</li><li>Subject Matter Experts = 75 hrs</li></ul>	<ul style="list-style-type: none"><li>* Approximately 15% of one FTE’s Time</li><li>* Unable to provide a comprehensive estimate of</li></ul>

	the cost beyond a limited number of tracked staff contributions <sup>(b)</sup>
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- (a) These are exclusive of HST.
- (b) While the City can report on direct costs such as membership fees and known allocations of staff time where tracked (e.g., through the COMPASS activity for select roles), it is not currently possible to determine the full cost of participation in these benchmarking programs. This is primarily because staff time associated with data collection, validation, and analysis is not consistently tracked across all departments. Many service areas contribute on an ad hoc or embedded basis as part of their broader responsibilities, and do not record hours specific to these initiatives. Staff are working to enhance staff time reporting for this activity through COMPASS workshops and data literacy training programs.

Unlike MBNCanada, measures and benchmarks identified as part of ISO37120 certification have not been included in staff reports or public documents, such as the annual budget document and Annual Report.

### Potential Alternative Benchmarking Methods

There are additional or alternative benchmarking methods that may be considered:

#### 1. Benchmarking through the use of Financial Information Return (FIR) Data

The **Financial Information Return (FIR)** is a standardized reporting tool submitted annually to the Ministry of Municipal Affairs and Housing by all Ontario municipalities. It includes detailed financial and statistical data across nearly all service areas, covering revenues, expenditures, assets, liabilities, staffing and more.

In theory, almost every line item in the FIR can be benchmarked. This includes:

- Operating and capital expenditures by service area
- Reserve levels and debt servicing
- Revenue sources (e.g., user fees, taxation, grants)
- Asset values and amortization
- Per-household and per-capita cost comparisons

FIR data supports high-level financial comparisons across municipalities and can be used to assess financial condition, service costs and taxation levels. These comparisons can be made by population size, geographic region, urban/rural status, or tier of government (single-tier vs. upper/lower-tier).

#### Scope

What is Included:

- Financial data across most service areas, including protective services, public works, recreation, social housing, and more.
- Standardized definitions for consistency across municipalities.

What is Excluded/Limited:

- Non-financial performance measures (e.g., service levels, program outcomes).
- Detailed context for service delivery models, local policy decisions, or service standards.
- Qualitative data or influencing factors (e.g., climate, geography, local demand).

This means while FIR data is strong for benchmarking costs and financial condition, it lacks the nuance needed to fully compare *why* costs or outcomes differ.

#### Cost of Participation:

Should the organization decide to pursue benchmarking using FIR data, there are resourcing impacts to consider. Currently, the City pays \$6,000 to have access to the annual BMA Study and approximately 5% of an FTE's time to provide the data. Should the organization pursue benchmarking through FIR data alone, without the BMA Study resource, it is estimated that this process could require a significant increase in staff effort. In addition, municipalities often issue restatements on FIR data. This occurs at various times throughout the year without notification. Therefore, it would be incumbent upon staff to

remain abreast of these changes.

## 2. Current Organizational Performance Metrics on Service Profiles

The Performance and Change section of the Data Analytics and Change Division is currently working with service areas to update and improve their service profiles with new performance measures that better reflect the City's service levels and strategic priorities. Building this new database will allow the corporation to begin comparing year-over-year metrics for the organization and could potentially allow for comparisons with select municipalities who have data sources from which we can pull this information.

### Scope

This option would allow CGS to compare its performance, year-over-year, for each service area. This method of benchmarking is limiting when it attempts to benchmark against other municipalities. The most significant challenge lies in the way in which municipalities measure their performance and calculate their performance measures. The lack of a standardized approach among municipalities means that achieving an apples-to-apples comparison with desired municipalities may not be achievable. This work will also require the establishment of relationships with staff at other peer municipalities and relies on their commitment to sharing information to develop meaningful comparisons.

### Cost of Participation

In terms of resourcing and cost, the organization is already establishing and collecting performance measures from all service areas and is expected to continue to maintain and enhance these on an ongoing basis. However, to use these measures to benchmark against other municipalities would require significant enhancements to existing resources. It is estimated that two additional full-time employees would be required to maintain organizational performance metrics and collect information from other peer municipalities.

## 3. Additional Benchmarking Initiatives

Refer to **Appendix A** for additional programs and initiatives used by the City of Greater Sudbury to measure performance and benchmark across peer municipalities.

Refer to **Appendix B** for additional benchmarking initiatives identified throughout the creation of this response.

## CONCLUSION

As the City of Greater Sudbury continues to move toward a service-based budget framework, the importance of understanding service delivery models and service level standards becomes more critical for meaningful benchmarking. Contextualizing cost and performance data with service levels enables more accurate comparisons between municipalities and supports improved decision-making.

While developing consistent external benchmarks for every service area remains resource-intensive, the City is leveraging a combination of existing benchmarking programs (e.g., MBNCanada, BMA Study, WCCD), departmental service profiles, and internal performance metrics to build this context. As we continue to align budgeting with service outcomes, the integration of these tools will support more strategic and data-informed benchmarking practices over time.

MBNCanada is the most comprehensive Canadian municipal benchmarking system, offering standardized data for municipal comparisons. WCCD provides a global perspective but has significant limitations, including high costs and restricted access to comparative data.

Alternative methods like FIR data and internal metrics offer some benchmarking value but are quite quantitative in nature. Outside of a formalized data sharing initiative, insights into services and service levels being provided and service outcomes being directed by peer municipal Councils can be time-consuming and difficult to obtain.

## APPENDIX A

### Additional Benchmarking Initiatives at CGS

Program/Association	Annual Cost (2024)	Used by	Additional Comments
Canadian Urban Transport Association (CUTA)	\$18,400	Transit	Requirement in order to receive the provincial gas tax (PTGT) funding.
<a href="https://cutaactu.ca/">https://cutaactu.ca/</a> CUTA helps connect the public transit industry. Members include transit systems, public bodies, companies that supply the sector, and experts in urban mobility. They advocate for investment and support from governments, facilitate conversations and connections to help transit professionals keep up with the latest, and they are the leading data collection body in the field.			
BMA Management Consulting Inc. – Municipal Study	\$6,000	All of CGS Services	
<a href="https://www.bmaconsult.com/">https://www.bmaconsult.com/</a> BMA Management Consulting Inc are recognized experts on Financial Condition Assessments, Long Term Financial Planning, Fiscal Capacity, Financial Sustainability, Financial Performance Measurement and User Fees. BMA has developed an Annual Municipal Study with 120+ Ontario municipalities participating. The Study includes trend analysis on key financial, economic and affordability indicators.			
Canadian Infrastructure Benchmarking Initiative (CIBI)	\$28,475	Growth and Infrastructure – Water, Wastewater, Stormwater	
<a href="https://nationalbenchmarking.com/">https://nationalbenchmarking.com/</a> The CIBI runs on a yearly cycle and is built upon the concept of a common “Management Model”, where all participants achieve consensus on a similar set of overall strategic goals. The goals represent the business outcomes that each participating organization strives to achieve. With goal consensus, it is feasible, practical, and useful to benchmark all organizations over the common key performance indicators (KPI). To ensure that data is collected on a like-for-like basis, we have developed standardized units and detailed definitions for each KPI that have been fine-tuned through years of consultation with participating organizations. They identify that metric benchmarking on its own will not result in improved practices, thus they also focus efforts on process benchmarking. Qualitative data is gathered through a series of workshops, surveys and group meetings and the outcomes are compared with the aim of establishing best practices.  <b>Service Areas Include:</b> Water Treatment, Water Utility & Distribution, Wastewater Treatment, Wastewater Utility & Collection, Stormwater, Roads, Solid Waste  <b>Note:</b> National Water & Wastewater Benchmarking Initiative (NWWBI), National Solid Waste Benchmarking Initiative (NSWBI), and National Transportation Benchmarking Initiative (NTBI) has merged with CIBI.			
AdvantAge Ontario	The membership fee is a mill rate calculation based on your organization's annual operating expenditure (TBD)	Long Term Care	Submission of AAR supports the data.
<a href="https://www.advantageontario.ca/">https://www.advantageontario.ca/</a> AdvantAge Ontario represents and supports their critical work. As the association of not-for-profit long-term care, housing, and services for seniors, we connect all of our stakeholders to deliver the best possible care for seniors in an efficient, respectful way. Our unique positioning allows us to consistently give back – by working to ensure the focus is always on the people who need us most.			

Northern Ontario Service Deliverers Association (NOSDA)	No Costs	Social Services, Children Services	
<a href="https://www.nosda.net/">https://www.nosda.net/</a> A co-operative and collaborative approach with municipalities and municipal organizations, to facilitate the consolidated municipal delivery of services in Northern Ontario. NOSDA is intended to create a political forum for reviewing and developing both policies and program delivery issues from a Northern perspective.			
Know Our Numbers	\$10,000	Children Services	Understand trends within the province and across the country – these are not indexed against Sudbury.
<a href="https://knowingournumbers.ca/en/">https://knowingournumbers.ca/en/</a> A collaborative project that focuses on understanding the challenges faced by the early years workforce in Ontario. Information gathered about demographics, compensation, job satisfaction, working conditions, opportunities for career advancement, and professional learning, as well as experiences with workplace racism and discrimination, help inform workforce strategies and policy development across the province. Additional information such as regional living wage thresholds and local census data provide context for the results.			

## APPENDIX B

### Additional Benchmarking Programs Identified

Program/Association	Used by	Additional Comments
Library Impact Ontario (formerly Bridge Project)	Greater Sudbury Public Libraries	Before the name change to Library Impact Ontario, GSPL participated in this program.
<a href="https://www.bridgetoolkit.ca/">https://www.bridgetoolkit.ca/</a> Library Impact Ontario, spearheaded by the Toronto Public Library, stands as a pioneering initiative leveraging data analytics and training to standardize outcome measurement with a focus on the impact of public library technology services on local communities. This effort fosters collaboration with public libraries across the province of Ontario, Canada, forming a unified consortium of libraries, committed to a shared mission: harnessing data to ensure the vitality, adaptability, and accessibility of libraries for all.		
Canadian Urban Libraries Council	Greater Sudbury Public Libraries	GSPL is currently looking at additional forms of benchmarking. This program is being considered.
<a href="https://culc.ca/">https://culc.ca/</a> CULC's mission is to facilitate advocacy, collaboration, and research that strengthens and promotes the value of Canada's urban libraries. We envision a country where urban libraries are recognized as integral to a vibrant democracy, a strong economy, and thriving communities.		
Bloomberg Cities	All of CGS Services	Toronto, Hamilton, and London participate
<a href="https://bloombergcities.jhu.edu/">https://bloombergcities.jhu.edu/</a> The Bloomberg Cities Network, led by the Bloomberg Philanthropies Government Innovation program, is a constellation of offerings designed to provide mayors and local officials with the capabilities—and the community—they need to lead. Together, municipal officials, with support of world-class partners and resources, work to develop and deliver ambitious solutions that move their communities—and cities—forward, in service of improving people's lives.		
What Works Cities (WWC)	All of CGS Services	Municipalities across Canada are beginning to join this initiative.
<a href="https://whatworkscities.bloomberg.org/">https://whatworkscities.bloomberg.org/</a> Launched in 2017, What Works Cities Certification recognizes and celebrates local governments for their exceptional use of data to inform policy decisions, allocate funding, improve services, evaluate the effectiveness of programs, and engage residents. Certification provides cities at all points in their data journey with a standard of excellence that shows how investing in data and evidence practices can lead to tangible and equitable outcomes for residents.		



## APPENDIX C

### WCCD Registration Agreement/Renewal

5.2 Individuals within the City that have been granted password access by the WCCD to the WCCD City Members Portal ("Users") acknowledge that Data from the WCCD Website and the Portal may not be shared or disclosed to any person or party outside of the City and acknowledges that this Data is for internal use only to the City. The User also acknowledges that the Terms of Use for the WCCD City Data in the WCCD City Members Portal, specifically prohibits commercial use of all material and Datasets made available on the WCCD City Members Portal and Website, and as reiterated below:

- Users may only access the WCCD Website and Portal on behalf of its municipal government ("your City").
- Users will not share your username or password with anyone, whether inside or outside of your City.
- Users are only authorized to use the WCCD Website, Portal, and Data for non-commercial purposes that are internal to the City. Any commercial use of the Website, Portal, or Data, in whole or in part, directly or indirectly, is forbidden, unless specifically authorized in writing by WCCD.
- Users may not share or disclose Data (including any downloaded graphs), including the Data of other cities in any form, to any person outside of the City including to consultants contracted by the City, for any reason, unless specifically authorized in writing by WCCD.
- Users will not allow any third party to remove or otherwise alter any proprietary marks, notices, or disclaimers on Data accessed through the Website or Portal. For example, if a screenshot of the Website, Portal, or any Data is taken, such a screenshot must include the WCCD's branding and must specify that the information is for internal use only, and must not be shared outside of the City unless authorized in writing by WCCD.
- Users will not engage in or permit any "screen scraping", "Database scraping" or any other activity intended to collect, store, reorganize, or manipulate Data or the pages produced by, or displayed on, the Website and Portal.
- All year over year visualizations are based on the year of the workbook, not the source year of the Data, unless otherwise stated. Any analysis shall consider the source year of Data recorded in the workbook. The WCCD reserves the right to audit indicators periodically. Downloads of visualizations or Data reflect the Database at a single point in time. The workbooks and visualization portal shall be referenced for the most current Data.
- The WCCD reserves the right, in its sole discretion, to terminate, limit, or suspend the access of Users to the Website and Portal without notice or liability, for any reason whatsoever, including in connection with actual or attempted breach of any of the terms above.