

Business Case for Service Level Change

Request/Project Name: Renewal of Town Centre Holiday Decoration lighting

Department: Community Development

Division: Leisure Services

Council Resolution (if applicable):

CC2019-292

I. Executive Summary

Overview of Proposal

Based on the report "Town Centre Holiday Decoration" presented to Community Services Committee on September 16, 2019, Council directed staff to prepare a business for the 2020 budget process to enhance all holiday lights that are in the "poor" category, identifying all sources of funding outside the capital process. This business case is for renewal of 31 holiday fixtures in Valley East (Bleazard Valley, Hanmer and Val Caron) area, which are in poor condition. As the report identified, 50% is in poor condition in Valley East area out of 61 fixtures. Poor condition suggests replacement is required in one to two years. Replacement cost per fixture is range between \$800 and \$1,300 depending on the size and style of fixture. Therefore, \$32,550 in one time/capital funding is required based on an average \$1,050 per fixture for replacing 31 holiday fixtures.

II. Background

Current Service Level

The City of Greater Sudbury's Parks Services Section manages the installation of town centre holiday decorations in the communities of Azilda, Bleazard Valley, Chelmsford, Hanmer, Levaack and Val Caron. Many fixtures were purchased prior to amalgamation and have been subsequently replaced or expanded upon through Healthy Community Initiative (HCI) applications. There is no established service level for these community enhancements. City has an established budget of \$15,600 for the holiday decoration program which covers costs associated with installation of fixtures and minor repairs. The replacement cost of decorations or expansion of locations is not budgeted.

Drivers for Proposed Course of Action

Investment in fixtures is required to maintain service level throughout the City of Greater Sudbury as well as create community vibrancy during the holiday season. Fixtures in Valley East areas are in end of life cycle, and as a result, lights are not functioning properly.

III. Recommendation

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

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

Recommendation

It is recommended to replace the 31 holiday fixtures in Valley East.

How does this align with Council's Strategic Plan?

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

This business aligns with Asset Management and Service Excellence and Strengthen Community Vibrancy strategic objectives. This program will support cultural and creative expression of local citizens and groups. This investment in community will create positive image as well as renewal of capital asset to provide consistent services throughout the City of Greater Sudbury.

IV. Impact Analysis

Qualitative Implications

This will create community vibrancy in holiday season and improve image of City of Greater Sudbury.

Quantifiable Implications

Replacement of holiday decoration would cost \$32,550 for 31 fixtures with average cost \$1,050 per fixture. It is recommended to fund these expenditures from the tax levy.

Operating Revenue - Incremental

Detail

Description	Duration	Revenue Source		2020 \$	2021 \$	2022 \$	2023 \$	2024 \$
	On-Going			\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time			\$ -	\$ -	\$ -	\$ -	\$ -
Total				\$ -	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source		2020 \$	2021 \$	2022 \$	2023 \$	2024 \$
Holiday Lights	One-Time	Tax Levy		\$ 32,550	\$ (32,550)			
	On-Going			\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time			\$ 32,550	\$ (32,550)	\$ -	\$ -	\$ -
Total				\$ 32,550	\$ (32,550)	\$ -	\$ -	\$ -

FTE Table

Position	Bargaining Unit	Duration	Permanent / Part Time		2020	2021	2022	2023	2024
		Permanent			-	-	-	-	-
		PT Hours			-	-	-	-	-

Net Impact		2020 \$	2021 \$	2022 \$	2023 \$	2024 \$
On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
One-Time		\$ 32,550	\$ (32,550)	\$ -	\$ -	\$ -
Total		\$ 32,550	\$ (32,550)	\$ -	\$ -	\$ -

Implementation

Upon approval of the business case, Leisure Services will procure the fixtures. As per Council direction, Leisure Services will work with Growth and Infrastructure to explore the installation of the holiday lights as part of the next street lighting contract procurement process.

Advantages/Disadvantages

Advantages	Disadvantages
<ul style="list-style-type: none">• Replacement of existing holiday decoration lighting fixtures with energy efficient fixtures.• Create community vibrancy in holiday season• Improve image of City of Greater Sudbury• Support cultural and creative expression of local citizens and groups•••	<ul style="list-style-type: none">• Tax levy impact• Additional unplanned capital expenditure•••••

V. Alternatives

Alternatives Considered

Solution Options	Advantages/Disadvantages	Financial Impact
Fund from HCI	Community Services report identified that other programs were initiated/supported through HCI.	\$ 32,550.00
Donation from communities, private sector	No tax levy impact and does not affect existing capital programs. Community group required to initiate the fund raising effort and time required to raise required fund.	\$ -
Utilize HCI reserve (current balance of \$18,000)	Not sufficient funds in HCI reserve to complete project. HCI reserves intended for projects which have significant community impact in the area of Population Health and are aligned with the Parks, Open Space and Leisure Master Plan.	\$ 18,000.00