

WRITTEN SUBMISSIONS RECEIVED AFTER THE PRINTING OF THE FINANCE COMMITTEE AGENDA OF JUNE 20, 2011

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June 20, 2011

Input to the 2012 City of Greater Sudbury Municipal Budget

We, Citizens Climate Lobby (Sudbury Chapter), Coalition for a Liveable Sudbury, Connect the Creek Partnership, Eat Local Sudbury, The Foodshed Project, Greater Sudbury Watershed Alliance, Junction Creek Stewardship Committee, Laurentian University Sustainable Earth Club, Rainbow Routes Association, reThink Green, and Sudbury Cyclists Union make the following recommendations for the 2012 City of Greater Sudbury municipal budget:

1. To work towards fiscal sustainability through environmental and social sustainability. *Specific examples include conservation of energy, water and materials; sustainable transportation; using and maintaining existing infrastructure; protecting and enhancing green infrastructure; and making development decisions according to Smart Growth principles. A simple and effective first step that will lead to significant fiscal savings is to pursue energy conservation in municipal buildings through retrofits of existing municipal buildings, develop conservation habits in the users and managers of those buildings, and mandate high efficiency standards for new municipal buildings.*

2. To find resources within existing budgets, and to allocate new funding where required to:

(a) Meet the objectives, timelines, and budget requirements of the Sustainable Mobility Plan and the Bicycle Technical Master Plan to make active transportation infrastructure safe, accessible, and convenient in the City of Greater Sudbury.

(b) Acquire high priority green space, as outlined in the Green Space Advisory Panel Final Report.

High priority green spaces have a high recreation and/or conservation value, and are also at high risk to be lost from development or other pressures. Timely action is required to protect these important areas in perpetuity. The Final Report of the Green Space Advisory Panel recommends an annual amount of \$100,000 - \$200,000, which will also assist in leveraging outside funding.

(c) Complete the 4-year action plan to complete the Junction Creek Waterway Park, as prepared by the Connect the Creek Partnership.

An amount of \$210,500 is the balance of the amount brought forward by the Partnership, taking into account the \$75,000 allocated in the 2011 municipal budget.

(d) Support the start-up and sustainability of community gardens.

Local food groups have suggested an annual budget of \$10,000 to provide start-up support to community gardens.

Thank-you for your consideration.

Contact person:
Naomi Grant

Citizens Climate Lobby (Sudbury Chapter)

A non-partisan organization whose purposes are: to create the political will for a sustainable climate; and to empower individuals to have breakthroughs in exercising their personal and political power.

Coalition for a Liveable Sudbury

A grassroots network of citizen groups and individuals who share a vision of Sudbury as a green, healthy and engaged community.

Connect the Creek Partnership

A partnership of Rainbow Routes Association, Junction Creek Stewardship Committee, Nickel District Conservation Authority and the City of Greater Sudbury with the vision to, "complete a linear park where residence of Sudbury and visitors to the city can connect back to nature in the heart of our urban environment. The Junction Creek Waterway Park will serve the city as a path to promote active living, a gateway to the natural environment, a corridor for civic engagement and lastly, as a route toward economic growth."

Eat Local Sudbury

Eat Local Sudbury Co-operative Inc. serves to increase the amount of locally-grown food products that are both purchased and produced within a 150 mile radius of Sudbury. We do this by providing a retail space where "eaters" can buy local food and to where local farmers/producers can sell their food products.

The Foodshed Project

The mission of The Foodshed Project is to work in partnership with youth and the citizens of the City of Greater Sudbury to develop sustainable community food security initiatives that improve our health, our community, our economy, and our environment.

Greater Sudbury Watershed Alliance

An independent grassroots, collaborative partnership of the lake, river and creek stewardship committees of Greater Sudbury and other concerned citizens working together to promote and advocate for a healthy watershed.

Junction Creek Stewardship Committee

The mission of the Junction Creek Stewardship Committee is: "To restore all life to the Junction Creek ecosystem: native wildlife, insect and plant life, and to improve the quality of life for humans as well".

Laurentian University Sustainable Earth Club

A student group dedicated to creating a sustainable Laurentian campus and participating in Sudbury's environmental initiatives as volunteers.

Rainbow Routes Association

A not for profit organization dedicated to sustainable mobility through the development and promotion of active transportation routes, including the Trans Canada Trail, in Greater Sudbury.

reThink Green

A solution based network focused on enhancing and protecting the environment and culture of sustainability in the City of Greater Sudbury.

Sudbury Cyclists Union

A membership based organization whose main focus is to provide a strong unified voice for cyclists and to facilitate a better cycling culture in the City of Greater Sudbury.

Mayor & City Council
City of Greater Sudbury

June 20, 2011

Thank you for this opportunity to provide suggestions for the 2012 Budget and Council Priorities.

Rainbow Routes Association has two requests:

1. That the City move to implement the recommendations, including budgetary recommendations, made in the Sustainable Mobility Plan for Greater Sudbury.
2. Two recommendations made in the Sustainable Mobility Plan were with regard to cycling.
 - i. Develop and promote educational programs for both cyclists and motorists.
 - ii. Increase accessibility to low cost bicycles to those living on a low income.

Rainbow Routes has received a two year grant of \$78,300 from the Ministry of Health Promotion and Sport to develop and implement the "Sudbury Cycles" project to assist the City in the above mentioned recommendations.

Rainbow Routes Association is requesting that the City grant **\$10,000** to Rainbow Routes Association in its 2012 budget toward the "Sudbury Cycles" project.

Rainbow Routes Association will continue to work with the community and this City Council to promote our city and make it an even better place to live, work and play. Thank you for your support.

Sincerely, Board of Directors of Rainbow ROUTES Assoc.

Judy Courtemanche (President)
Pete Levan (Vice President)
Leslie Moody (Treasurer)
Carol Craig (Secretary)
Samantha Baulch
Peter Beckett
Kevin Chisholm

Robert Humphrey
Stan Koren
Jeff MacIntyre
Jouko Rantala

Rainbow Routes Association
200 Brady Street, P.O Box 5000,
Stn A, Sudbury, Ontario, P3A 5P3
Phone (705) 674-4455, ext. 4603
Fax (705) 671-6767
rainbowroutes@greatersudbury.ca

Registered Charitable Number:
87320 8136 RR0001

Rainbow ROUTES Association
Partnering with the City: Summary
June 20, 2011

Rainbow Routes Association is a not for profit organization dedicated to sustainable mobility through the development and promotion of active transportation routes, including the TransCanada Trail, in Greater Sudbury

Rainbow Routes Association provides the following benefits to the City of Greater Sudbury:

Value for money:

- ✓ **Leveraged \$1 million of city funds into \$3.1 million** in trail development and promotion over the past 7 years
- ✓ Negotiate Material & Equipment Discounts: eg. \$17.35 per square meter for asphalt paving vs city rate of approximately \$30 per square meter
- ✓ Access to volunteer hours of 11 professional board members and numerous other volunteers
- ✓ Developed 37 km of trail/paths, including two bridges and three boardwalks over 300 feet long since 2000
- ✓ Installed Trail head signage, produced maps/guides and developed a user friendly website
- ✓ Access to funding that isn't available to the municipality

Resource to City Staff:

- ✓ Well documented capacity to communicate with city staff from all departments and divisions
- ✓ Efficient use of city staff resources
- ✓ Confidentiality and discretion are always used with information received from city staff.
- ✓ Knowledge base that lends itself to the following:
 - Green Spaces Panel
 - Bicycle Advisory Panel
 - Earth Care Advisory Panel
 - Walkability Panel
 - Review of new subdivision developments (for trails and walkability issues)
 - Consulted on city projects near potential trails eg. creosote clean up, sewer line failure, new bio solids plant, water main work
 - Provide pictures for publications to the Sudbury Tourism Department
 - Tourism: RRA Map one of the top brochure taken from Tourism Brochure Racks
 - Downtown Liaison Committee: Downtown Master Plan
 - Sustainable Mobility Advisory Panel

Resource to Community Groups:

- ✓ Connecting community groups to city council and staff as well as businesses that offer discounts for community trail building groups
- ✓ Working collaboratively with various community groups eg. Connect the Creek, C.A.N.'s
- ✓ Aiding in the solving of issues around trails and parkland
- ✓ Aiding in the solving of pedestrian and cyclist issues
- ✓ Empowering community groups to develop and complete trail projects
- ✓ Enabling community groups to engage in municipal processes eg. Bike Parking Bylaw

Resource to the Municipality and its Council

- ✓ Excellent track record of accomplishment
- ✓ Create infrastructure that attracts young professionals to our city
- ✓ Connections between the city to other government agencies and departments
- ✓ **Assisting Council in reaching its goal of making Greater Sudbury the “most walkable community by 2015”**

Capacity to tap into demographic groups that the city cannot always reach:

- ✓ Younger population through social media
- ✓ Low income population

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: Thursday, June 16, 2011 6:25 PM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Rheal Pilon
Organization: City of Greater Sudbury
Daytime phone: [REDACTED]
Email:

Oral presentation requested: no

Description of project/program to be funded:
Much savings could be found.

Projected benefits to the community:

As an employee of the public works(water/wastewater)i see how rental of equipment over time greatly exceeds purchasing prices.i.e rental of 1 bomag roller over a year, could equal the purchase of 3!The same is said for all equipment and fleet vehicles.Departments pay fleet for the use of vehicles(crew cabs in my case).Renting from an outside source would be cheaper, and would eliminate maintenance costs on our part.

Estimated one-time cost:

More investigation is required, however savings could be in the thousands annually!

Estimated on-going costs:

Unknown at this time.

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: Friday, June 17, 2011 9:25 AM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Arthemise Camirand-Peterson
Organization: New Sudbury CAN ward 12
Daytime phone: .
Email: .

Oral presentation requested: no

Description of project/program to be funded:
Would be in City hands

Projected benefits to the community:

The New Sudbury CAN ward 12 would like to see the Barrydowne Arena reopened. Uses suggested are a Community Centre for New Sudbury West, museum, in New Sudbury. New Sudbury West has no community centre to hold events, for youth and older youths. What a great area so close to the walking trails, bike challenge part. ski hill. SOOOO...much could be happening in this spade

Estimated one-time cost:
Would be up to budget dept

Estimated on-going costs:
N/A

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: Friday, June 17, 2011 9:32 AM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Arthemise Camirand-Peterson
Organization: New Sudbury CAN Ward 12
Daytime phone:
Email:

Oral presentation requested: no

Description of project/program to be funded:
Up to the city

Projected benefits to the community:
A bus stop shelter is needed at the bus stop on Barrydowne Rd near the corner of Lillian. It is a frigid wait at the stop in the winter and inclement weather. This stop is in the path of the North wind. This would help persuade more transit riders.

Estimated one-time cost:
Up to the city

Estimated on-going costs:
N/A

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: 6/17/2011 11:59 AM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Arthemise Camirand-Peterson
Organization: New Sudbury CAN ward 12
Daytime phone:
Email:

Oral presentation requested: no

Description of project/program to be funded:
Safety of students and pedestrians.

Projected benefits to the community:
Once again we request the budget committee to consider a 4 way stop at the corner of Lamothe and Roy Street near Carl Nesbitt School. School zone

Estimated one-time cost:
To be determined by city

Estimated on-going costs:
To be determined by city

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: 6/17/2011 12:07 PM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Marguerite Noel
Organization:
Daytime phone:
Email:

Oral presentation requested: no

Description of project/program to be funded:

1) Vehicles think it's a four way stop. They stop and go while the traffic on Lincoln is going straight thru. 2&3) If ditches were filled and proper drainage addressed it would make the road much wider as it stands now it is a narrow street that is used by School buses and emergency vehicles

Projected benefits to the community:

1) Four way stop is needed on Lincoln at Lamothe. There are many near mishaps accidents through the years. 2) Barrydown Road is much higher than Lincoln Rd. When there is a heavy down pour, all the water from Barry Downe comes down on Lamothe and runs into the back yards on Lincoln Rd. 3) Ditches need to be filled, Lamothe needs to be widened, curbs put in. It is a very short distance that needs this.

Estimated one-time cost:

To be determined by city

Estimated on-going costs:

To be determined by city

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: 6/17/2011 12:12 PM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Marguerite Noel
Organization:
Daytime phone:
Email:

Oral presentation requested: no

Description of project/program to be funded:
To be determined by the city

Projected benefits to the community:
Part of Lamothe Street from Barrydowne Rd to Lincoln Rd needs fixing and made wider. Members of St Andrew the Apostle Church park on both sides of the street. Fire trucks, ambulances, school buses and heavy trucks use this route. It is used by children and pedestrians in the area and there are no sidewalks. Consideration should include side walks.

Estimated one-time cost:
To be determined by the city

Estimated on-going costs:
To be determined by the city

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: 6/17/2011 12:17 PM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Arthemise Camirand-Peterson
Organization: New Sudbury CAN ward 12
Daytime phone:
Email: [REDACTED]

Oral presentation requested: no

Description of project/program to be funded:

This could be a three way Stop & Go or regular traffic lights

Projected benefits to the community:

Traffic lights are needed at the corner of Barry Downe Rd and Woodbine Ave. This intersection is a pedestrian accident waiting to happen. There presently is no safe crossing zone from Lillian Blvd to Lasalle Blvd. College and High School students, and residents are at risk

Estimated one-time cost:

To be determined by city

Estimated on-going costs:

To be determined by city

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: 6/17/2011 12:22 PM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Arthemise Camirand-Peterson
Organization: New Sudbury CAN ward 12
Daytime phone:
Email: {

Oral presentation requested: no

Description of project/program to be funded:

Reconstruction as described above should include insurance of proper drainage as back yards flood each year.

Projected benefits to the community:

Many requests have been made through the years to have Lincoln Rd reconstructed, remove ditches and add curbs. Lincoln St is one of the oldest roads in New Sudbury and all that was ever done was to add more gravel and asphalt making the road 4" higher than driveways. The road is 1/4 moon shape and the pavement is seperating lenght wise and eroding into the ditches.

Estimated one-time cost:

to be determined by city

Estimated on-going costs:

To be determined by city

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: 6/17/2011 12:26 PM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Arthemise Camirand-Peterson
Organization: New Sudbury CAN ward 12
Daytime phone:
Email:

Oral presentation requested: no

Description of project/program to be funded:

Building a half moon shape ride in for the bus over the creek might be something to consider

Projected benefits to the community:

Bus Stop at the corner of Roy & Lasalle Blvd (north side) causes much congestion at this difficult corner. Moving the bus stop would benefit everyone as well as stop the collection of shopping carts on the pharmacy property.

Estimated one-time cost:

To be determined by city

Estimated on-going costs:

To be determined by city

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: 6/17/2011 3:05 PM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Fred Posadowski
Organization: Canadian Union Of Public Employees Local 4705
Daytime phone:
Email:

Oral presentation requested: yes

Description of project/program to be funded:

Projected benefits to the community:

The excessive costs that are always associated with Public, Private, Partnerships.

Estimated one-time cost:

0

Estimated on-going costs:

0

Budget 2012 Community Consultation Form



Deadline for submissions: Friday, June 24, 2011

As part of Council's commitment to balancing the need to provide excellent, efficient services with the desire to maintain low property taxes, the Finance Committee of Greater Sudbury is looking for your input into the 2012 municipal budget.

The Committee will begin budget deliberations this fall for the 2012 municipal budget, but the process starts now to ensure that Council has time to consider all ideas and suggestions.

The Committee is looking for creative solutions to find efficiencies or increase revenues, as part of their long-term fiscal sustainability plan. If you have suggestions for fiscal opportunities for our City, the community consultation is your chance to talk about them.

The community consultation is also an opportunity to make funding requests. Such requests should be in line with the City's vision, mission, and values, which speak to quality of life, excellence of service, innovation, and the social, environmental, and economic development of our community.

Budget12
Have your say.

The 2012 Municipal Budget Begins with You:

FRED POSADOWSKI

Name

C.U.P.E. LOCAL 4705

Organization (if applicable)

705-560-4705

Daytime telephone

president-4705cupesudbury.org

Email

- ☐ Check here if you would like to make a presentation to the Finance Committee by attending the Public Consultation on Monday, June 20, starting at 5:30 p.m. in the Council Chamber of Tom Davies Square. Presenters are asked to limit their remarks to five minutes.

Comments/Suggestions:

PLEASE SEE ATTACHED

Description of project/program requiring funding and why this project/program would benefit the community (if applicable):

Estimated one-time cost: _____
(if requesting funding)

Estimated on-going costs _____
(if requesting funding)

Municipal Freedom of Information & Protection of Privacy Act

I hereby acknowledge that the City of Greater Sudbury collects this information for the purpose of collecting information for the 2012 municipal budget process in accordance with the Municipal Act, 2001. I consent to the information in this form, its attachments and any further information provided being disclosed in its entirety to Council, City staff and/or members of the public and the information may be discussed in public meetings and posted on the Internet. Any questions relating to the collection, use and/or disclosure of the information provided in this form may be addressed to the City Clerk at Tom Davies Square, 200 Brady Street, 2nd Floor, P3A 5P3 or by telephoning 311.

Complete and mail/deliver to:

City Clerk, Tom Davies Square,
200 Brady Street, 2nd Floor,
P.O. Box 5000, Stn A,
Sudbury, ON P3A 5P3
Fax: 705-671-8118

Note: Failure to sign may result in the information or portions thereof not being considered for the 2012 Budget Process.

Signature

Submission
to
Council of Greater Sudbury

CUPE•SCFP / *Canadian Union of Public Employees*
Syndicat canadien de la fonction publique

Don't let our community go to waste

The Canadian Union of Public Employees (CUPE) Local 4705 represents over 1,500 members, who work for the City of Greater Sudbury and its citizens; our members work in social services, public works, hydro and housing. Members and community partners have been monitoring the budget process and have concerns over the direction Sudbury Council has taken in pursuing a private option for the proposed biosolids facility at Kelley Lake. Despite the long-term process the city has undertaken, there has been a lack of analysis on the options for the building, financing and operation of the project, which could put the city in a financial predicament in the future. It is our belief that a private option represents an irresponsible use of public funds and exposes the taxpayers to liabilities which have not been accounted for. We would rather see this project move ahead publicly owned and operated with the private sector only involved in the design and build, as is common in the rest of the province. The private option does not represent sound fiscal policy, an appropriate level of fiscal accountability or value for money and may have a negative impact on the 2012 budget.

The decision to move ahead with a new biosolids facility is driven by the necessity to have a new way to treat or dispose of sludge. Council made the decision to pursue a private option, in part, to access federal infrastructure funds, which will pay up to twenty-five per-cent of costs. The Sudbury experience with privatization has recently been highlighted by Counsellor Belli. In May of this year, the Counsellor stated he is "really disappointed" with the condition of street sweeping services.ⁱ To remedy the issues and address resident's complaints, city workers were called in at the request of the contractor.ⁱⁱ This was a contract in the hundreds of thousands of dollars – it remains unclear how Council will account for and anticipate extra costs for a large infrastructure project in the tens of millions operated by private consortiums.

2012 – Financial Impact

Across the world there is a litany of examples where private infrastructure has had costly consequences – some of the most compelling stories are in Canada. There are a variety of reasons for public private partnership (P3) failure, but what are true for all of them are large sums of money taxpayers have to pay and a lack of accountability and transparency. Our members wanted to highlight several Canadian examples:

- Following a disastrous privatization in Hamilton (Ontario) of their water system, the city decided to bring the operations back in-house. Following a year of city control, they reported a higher level of service at treatment facilities and a \$1.2 million savings after coming in under budget. A further \$195,000 in savings was realized as this would have been the amount paid to private operators had they hit the same performance level.ⁱⁱⁱ

- A P3 scheme to build a new Brampton, Ontario hospital resulted in millions of cost overruns. Ontario's Auditor General detailed in 2008, that the province could have saved \$50 million on construction costs and would have saved \$200 million overall if had gone through a public borrowing process.^{iv}
- In 2009, Ontario's Prince Edward County decided to halt privatization plans (in a P3 model) for a new wastewater treatment plant. Two companies bid on the project and pegged yearly operating costs at \$1.45 million and \$1.2 million respectively – the county estimated public cost would be \$625,468 per year.^v

Our members and community partners have several specific issues concerning financing of the Sudbury biosolids project and how it may affect next year's budget:

- Already there have been numerous costs associated with various consultants; it remains a concern how much these will escalate and what they will add to the final tally.
- It remains unclear what risk and liability the City is exposing itself to with the private option. In other jurisdictions litigation and disputes have added millions to project costs – this is not measured in the city's analysis.
- The KPMG report from January 14, 2011 states, "[c]onsistent with other projects undertaken through alternative procurement, it is anticipated that the direct costs associated with the DBFOM¹ approach will be higher than the design-build approach currently approved by Council." The report goes on to state the risk avoidance to be transferred will save \$10 million dollars^{vi} – this remains to be proven true and evidence from other jurisdictions suggests the opposite.

One of the excess cost drivers for public bodies, such as municipalities in P3 schemes is additional costs associated with the ancillary legal support and consultants. One of the most egregious examples of this involvement was the privatization of the London Underground. British website *The Lawyer* reported on a freedom of information request it filed around London Underground Limited's (LUL) legal costs in November 2010. Law firm, Herbert Smith, advising LUL on one of the P3 London Underground failures (Metronet) in 2007, billed the public body £30.4 million over five years advising on the LUL takeover of Metronet and other related London Underground disputes.^{vii} Herbert Smith was just one actor in this catastrophic privatization. Expensive consultants and high legal bills are a hallmark of privatization schemes. The taxpayers of Sudbury do not see these costs reflected in the biosolids plan or the 2012 budget. Transaction costs (for example legal and consultant support) regularly add 10% and project administration fees can be as high as 25%, which would be the entire federal contribution. As the project is planned for operation next year, the city must account for these contingencies.

¹ DBFOM: Design Build Finance Operate Maintain

In addition to legal and consultant fees the city has not contemplated scenarios, which could end up costing millions, such as environmental issues, litigation or the operator exiting the project and what costs and responsibilities the City would have to assume. Food and Water Watch have detailed a number of examples where water privatization has imparted hardship and cost on municipal residents:

- In 2005, Bexar Metropolitan Water District (in Texas) had to pay for home water filtration for every household in the Bulverde Hills subdivision following several privatizations. A treatment by-product was released in the water supply, which caused pollution problems for a year.
- Keystone South Dakota contracted with Southwest Water in 1999 to design, build, finance and operate a wastewater treatment plant – the deal was ten-years long and valued at \$10 million. The Environmental Protection Agency (EPA) had to intervene multiple times, in one case citing Southwest for discharge with fecal coliform bacteria 370 percent over the legal limit.
- In 2001, El Paso County (also in Texas) had to secure a \$7.8 million loan to buy-back a water treatment plant. This happened just two years after a twenty-year \$22 million contract was signed under a build, finance, operate contract. Calling the process “rushed”, the Mayor mused that not all options were examined. The County completed the transaction in order to lower costs and stave off rate hikes to consumers.^{viii}

Although the aforementioned examples focus on wastewater examples, they are instructive as Sudbury is proposing a similar process for the biosolids plant. These examples should be recognized as cautionary tales and examples of the potential unaccounted for cost associated with this project.

It is becoming clear that Sudbury taxpayers are inadequately prepared for additional costs on the P3 biosolids proposal. KPMG claims a \$10 million savings with the shift of risk to the private sector, but as P3 expert John Loxely writes, “...risk transfer within P3s is achieved at a price that is usually built into the final project costs. Private sector partners will not voluntarily assume risks unless they are able to make an acceptable profit in doing so.”^{ix} Loxley’s recent book on privatization in Canada details the Moncton, New Brunswick example in a case study, where the contractor was sure to carve out its money. Moncton contracted with U.S. Filter starting in 1999 for drinking water and for the management, operation and maintenance of distribution, sewer and storm water systems. Loxley concludes (on the drinking water side) that despite some advantages for the municipality, if the city rose its own financing it would have saved approximately \$8.5 million over the life of the agreement. The private partner at the same time was receiving a 24% return on its equity investment. The Loxley’s analysis also makes the point that the aforementioned was not fully brought out to the public and it remains unclear how evaluations on the scheme were conducted.^x

Overall, KPMG advised the City they could save as much as \$20 million over the life of the proposed deal. This is contingent on the full 25% of funding from the

federal government and realizing a further \$10 million in risk transfer to the private sector. These savings are already contingent on a number of factors and could evaporate quickly if timelines are missed or a dispute arises over the life of the deal. The 2012 budget and those of the future need to capture the costs and benefits of this project to offer a robust picture of value for money to taxpayers.

Fairness Monitor

Lastly, the selection of Knowles Canada as the Fairness Monitor for the biosolids project calls the selection process into question. According to a document available on the federal government website, Knowles Canada (and parent Hill International) was the fairness monitor contractor for the 2010 G8/G20 meetings, which took place at the Deerhurst Resort in Huntsville and the Convention Centre in Toronto (documents associated with this are offered as Appendices).^{xi} The recent Auditor General of Canada report released June 9, 2011 regarding federal contract dollars spent on this summit cast doubt on the effectiveness of Knowles approving any process. Even though Knowles was not named in the Auditor General report, Knowles stated objective was "...to provide PWGSC with independent observation and fairness related comments during the RFP solicitation process."^{xii} On the Government side, it remains unclear how or what the money Knowles evaluated was spent on. If it was upgrades to Deerhurst Resort for example the Auditor General stated:

"2.16 By February 2009, the Minister of Industry had announced several projects that would receive funding under the G8 Legacy Infrastructure Fund. As well, the 2010 G8 Summit Liaison and Implementation Team had worked with local and regional authorities to identify and advance projects for consideration. In total, 242 projects were identified by municipalities, communities, and stakeholders. We asked Infrastructure Canada for documentation showing how the 242 projects were reviewed and selections made. The Department did not manage the application intake or the identification of priorities for funding and, therefore, was not able to provide us with this documentation."^{xiii}

In its conclusion, the Auditor General states, "In our view, the manner in which the G8 Legacy Infrastructure Fund was presented did not make clear to Parliament the full nature of the request."^{xiv} Given the amount of money taxpayers of Sudbury are expected to contribute to this project, there remains a question if Knowles is the best candidate to oversee the process on how the contracting is administered and proponent chosen. This is another example of incomplete risk assessment, which could lead to escalating project costs with little oversight.

Conclusion & Recommendations

There are many reasons to exercise caution moving ahead with this project as much of the cost remains hidden and unaccounted for – the value for money audit on the private option has still not been made public. The end products itself – biosolids – are a controversial material and its safety has been questioned in other communities. As a result, the biosolids market has been limited concerning the sale of the material as a fertilizer. The private option allows limited control by the city over the end product, yet Sudbury will still maintain ultimate liability as the owner. There are also lingering concerns over Sudbury's ability to access proprietary technology if the selected firm walked away from the deal or fell into financial hardship.

Given the evidence of escalating cost and disputes associated with P3s around the world, the City needs to maintain total public control over the costs and end product. It has been well established there is a high cost to privatizing municipal services, particularly when alternatives are not properly examined. However, if Council continues to move ahead with this proposal, key controls need to be in place in order to insure fair value for taxpayers

Recommendations:

1. Instruct city staff to review the P3 model used for the biosolids proposal to evaluate the City of Greater Sudbury's potential liability and risk to reflect the potential cost to taxpayers, as these cost represent an unfunded liability – this should include full accounting for transaction and management costs related to the design-build-finance-operate-management model.
2. In addition to a risk analysis, instruct city staff to compare costs with alternatives including public/public partnerships with neighbouring municipalities.
3. Empower the audit committee to review the successful proponent's performance and finances related to the project. This should include (but not limited to) their profit and loss and activity in the biosolids/fertilizer marketplace.
4. A reporting structure should be established to monitor the successful proponent's performance and compliance on biosolids market access, neighbouring municipalities use and environmental compliance. This will assist in ensuring transparency for the cost and benefits of selling the biosolids product, monies received from project use and to capture cost associated with any environmental damage or complaints. This should also be reported annually (or as necessary) to capture costs or revenue to the city.

5. If the private option is pursued further, City Council must instruct staff and the successful proponent to devise additional controls including the public review of financial and performance data, publicise risk reports and formally empower staff and the audit committee to request information related to risk management.
6. The aforementioned controls should be reported on annually in the City of Greater Sudbury budget.

ⁱ Dillman, Martha. *Coun. Belli 'disappointed' with street sweeping services*. Sudbury Northern Life, May 18, 2011. Available at: <http://www.northernlife.ca/news/localNews/2011/05/streetsweeping-180511.aspx>

ⁱⁱ Ibid.

ⁱⁱⁱ CUPE Research. *Hamilton's contracted-in water proves cheaper, safer, more efficient*. April 26, 2006. Available at: http://cupe.ca/contracting-in/Hamiltons_contracted

^{iv} CUPE Privatization Watch. *Auditor slams Brampton hospital*. Dec. 9, 2008. Available at: <http://cupe.ca/privwatchdec08/auditor-general-brampton-civic-hospital-p3>

^v CUPE Research. *Prince Edward County wastewater stays public*. May 27, 2009. <http://cupe.ca/privwatchmay09/Prince-Edward-County>

^{vi} City of Greater Sudbury Biosolids Management Strategy Analysis of Procurement Options and Recommendations. Final Report Appendix A. Part IV Recommendations 4.1 Value-for-money conclusions. Prepared by KPMG. January 14, 2011.

^{vii} <http://www.thelawyer.com/runaway-tube-legal-bills-are-set-to-hit-the-spending-cut-buffers/1006170.article>

^{viii} Food & Water Watch. Fact Sheet. Case Studies of Failed Water Privatizations. Available at: www.foodandwaterwatch.org. Anecdotes are paraphrased from case study.

^{ix} Loxley, John & Salim Loxley. *Public Service Private Profits The Political Economy of Public-Private Partnerships in Canada*. Economics and Financing, Risk, pg. 34. Fernwood Publishing, 2010.

^x Ibid. Chap. 6: Bridges, Roads and Water and Waste Treatment – The Moncton Water Treatment Plant, pg. 151.

^{xi} Public Works and Government Services Canada Office of the Chief Risk Officer. *Construction Services at Deerhurst Resort and the Metro Toronto Convention Centre*. Fairness Monitor Contractor's Final Report. Submitted to Kristine Stolarik, Chief Risk Officer; Prepared by Knowles Consultancy Services Inc. and Hill International Inc. in Joint Venture. May 28, 2010

^{xii} Ibid.

^{xiii} 2011 Spring Report of the Auditor General of Canada. Chapter 2 – G8 Legacy Infrastructure Fund. Sec. Project selection There is a lack of documentation to show how projects were selected. Available at: http://www.oag-bvg.gc.ca/internet/English/parl_oag_201104_02_e_35221.html#p16

^{xiv} Ibid. Conclusions, 2.22

June 2011

SC

From: Liz Collin
To: Jason Nelson
Date: 6/20/2011 8:39 AM
Subject: Fwd: re Budget meeting June 20th, 2011

>>> Jeff & Susan Tryon · 17/06/2011 8:54 pm >>>

Hi Liz

I left you a voice mail on Friday pm regarding being added to the budget meeting roster. We are the Theresa Park Association, Hanmer Ontario.

Our mission statement is to rebuild Theresa Park located on the heart of downtown Hanmer, on Theresa Street.

It will either be myself, Sue Tryon, Vice-President of Theresa Park Assoc. or Bob Bertrand, President of Theresa Park Assoc. Presenting.

Please add us and confirm our time of presentation.

Thank You for your Assistance

Best Regards

Sue Tryon, RDH

Vice-President. Theresa Park Association

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: 6/17/2011 12:30 PM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Arthemise Camirand-Peterson
Organization: New Sudbury CAN ward 12
Daytime phone: .
Email: .

Oral presentation requested: no

Description of project/program to be funded:
same as above

Projected benefits to the community:

Bike paths need to be marked with white road lines on Woodbine, Grandview, Montrose, Bicycles should also be painted inside these paths. New bike route paths need to be erected. The present ones are faded and are mounted to high to be visible.

Estimated one-time cost:

To be determined by city

Estimated on-going costs:

To be determined by city

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: 6/17/2011 2:59 PM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Gordon McPhee
Organization:
Daytime phone:
Email:

Oral presentation requested: no

Description of project/program to be funded:

There are residents that cannot afford the cost of daily user fees that the MNR charge to use the beaches and boat launch and the park closes in Sept. long weekend so there is no access after this.

Projected benefits to the community:

We have a beautiful lake in Onaping Falls that the citizens do not have access to other than paying a excess amount of money to enjoy it. There is also no public boat launch on this lake. This is all controlled by the MNR through Windy Lake Provincial Park. This council should look into the possibility of taking over this park and making public access without huge user fees as this is available at other lakes in this Greater City for citizens to enjoy without cost to them.

Estimated one-time cost:

This would have to be explored by staff to see if it feasible.

Estimated on-going costs:

As above

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: 6/17/2011 3:24 PM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Amy St. John
Organization: Gospel Fest
Daytime phone:
Email:

Oral presentation requested: no

Description of project/program to be funded:

Projected benefits to the community:

This is a request to wave user fees for all non profit organizations using Memorial Park and Bell Park Amphitheatre for 2012.

Estimated one-time cost:

waving of fees for all non-profit organizations using facilities.

Estimated on-going costs:

waving of fees for all non-profit organizations using facilities.

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: 6/18/2011 3:14 AM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Doreen Ojala
Organization: The Foodshed Project
Daytime phone:
Email:

Oral presentation requested: no

Description of project/program to be funded:

A geodesic dome greenhouse, which is completely off-grid. It would model to youth that there is a future that includes more food production in Northern Ontario. It also showcases solar technology, aquaculture, and winter gardening. It would be a great tourist draw, and it could be eventually expanded to include a local manufacturing business. Visit www.foodshedproject.ca - Our Youtube for video on a geodesic greenhouse in Montreal, for more information.

Projected benefits to the community:

This idea fits with the four pillars of sustainability, health, economy, community and environment. It also will provide greater food security for Northern Ontario. It will also help build an inclusive society because it will make cross-connections between youth, educators, gardeners, and the private and municipal sectors. It could also be a centre of a research hub into sustainable food systems, green energy, green building practices, energy efficiency, and likely many other topics. It would show that Sudbury is innovative and creative, and this attracts new business ventures.

Estimated one-time cost:

\$30,000 plus land, water, and a coordinator to promote the benefits.

Estimated on-going costs:

The greenhouse could be used for fund-raising events, and rented out to groups for events (dealing with healthy living, meditation, stress therapy). It could also have grounds that could be used to rent out to gardeners to help support the greenhouse costs. It does not consume electricity, so the operating costs would include staffing, water, taxes, maintenance, and plant materials. It could also sell a limited amount of fresh food, lettuce greens mostly, for most of the year. Some greenhouses of this type also grow fish all year. They vary in size.

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: 6/19/2011 2:46 PM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: Arthemise Camirand-Peterson
Organization: New Sudbury CAN ward 12
Daytime phone:
Email:

Oral presentation requested: no

Description of project/program to be funded:
Same as above

Projected benefits to the community:

Please consider allowing three lanes at the corner of Roy and Lasalle (north side). One lane for turning left, one straight thru to Walmart, one to turn right. There is room for three vehicles side by side. The vehicles coming out from Walmart turning left should be going into the left hand lane first. Once they signal to go in the right lane they are allowed to proceed if no traffic is coming. The left hand lane coming off of Roy should cause no problems. The lines would guide the drivers.

Estimated one-time cost:

To be determined by city

Estimated on-going costs:

To be determined by city

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: Monday, June 20, 2011 10:15 AM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: David Carey
Organization: The Salvation Army
Daytime phone:
Email:

Oral presentation requested: no

Description of project/program to be funded:

The Salvation Army Men's Hostel has been partnering with the city of Greater Sudbury for more than 50 years to serve the cities chronically homeless and respond to individuals emergency shelter needs. The nightly perdiem amount covered through Ontario Works is insufficient to cover the real expenses of operating the shelter. Over the last several years the City of Greater Sudbury has helped us to recover the shortfall through the provision of an operational top up of \$201,736.00. In spite of rising costs through good fiscal management The Salvation Army has been able to reduce expenses to a minimum and maintain it's operations without increasing our funding request.

Projected benefits to the community:

Estimated one-time cost:

Estimated on-going costs:

16,811.00 per month x 12 = 201,736.00

From: Mayor
To: Liz Collin
Date: 20/06/2011 1:24 pm
Subject: Fwd: budget 2012

Hi Liz,

Please see the following e-mail re: budget 2012. Will you forward to all appropriate people?

Kathryn

>>> bonnie - 6/17/2011 7:25 PM >>>

I went to the webpage & made my comments & when I hit submit, it stated that there was a charge. Even though I accepted this the message did not go through. My comment was this

recently the watermain replacement project for Auger Ave was completed. We were advised that sidewalks would be installed shortly on the west side. To-day at 6:45 am a payloador & crew showed up to replace the sod that had been damaged by the watermain work. Would it not have been more economical to have repaired that at the same time as the sidewalk work is done – one trip, one crew, one load of sod.

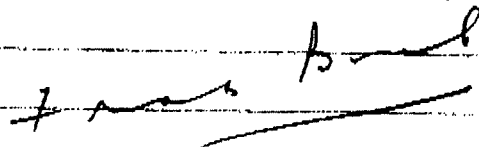
It would appear that there is a lack of communication about ongoing projects because when I spoke to the foreman of the watermain project before it was started he had no idea about the sidewalk project.

CITY OF SUDBURY,
200 BRADY STREET,
SUDBURY.

ATTN - MS. LIZ COLLIN
CLERK'S OFFICE.

PLEASE BE ADVISED THAT I WISH TO MAKE
A PRESENTATION TO THE CITY'S FINANCE
COMMITTEE AT "THE PUBLIC INPUT SESSION"
ON MONDAY JUNE 20, 2011. MY PRESENTATION
CONCERNS THE UPCOMING BUDGET
DELIBERATIONS FOR THE YEAR "2012".

THANK YOU.



FRANK BENISH

SUDBURY - ONT

budget - Budget 2010 - Funding Request

From: <webmaster@greatersudbury.ca>
To: <budget@greatersudbury.ca>
Date: Monday, June 20, 2011 2:45 PM
Subject: Budget 2010 - Funding Request

Budget 2010 - Online Funding Request Form

Full Name: John Lindsay
Organization: Friendly to Seniors - Sudbury
Daytime phone:
Email:

Oral presentation requested: yes

Description of project/program to be funded:

Application of "lean managment" programs in all departments could realize savings while increasing productity and improving service at the same time realizing actual dollar savings.

Projected benefits to the community:

Local govt expenditures should remain below or not more than inflation to limit tax increases to levels that many seniors (and others) on low or fixed income can afford. All departments be directed to submit budgets less than 3 percent of current levels while impacting service to the minimal extent possible through increased efficiencies, staff reduction or whatever means possible.

Estimated one-time cost:

If implementing "lean management" program there would be one-time costs which would be recovered through subsequent cost savings.

Estimated on-going costs:

No ongoing cost followin implementation.

Budget 2012 Community Consultation Form



Deadline for submissions: Friday, June 24, 2011

As part of Council's commitment to balancing the need to provide excellent, efficient services with the desire to maintain low property taxes, the Finance Committee of Greater Sudbury is looking for your input into the 2012 municipal budget.

The Committee will begin budget deliberations this fall for the 2012 municipal budget, but the process starts now to ensure that Council has time to consider all ideas and suggestions.

The Committee is looking for creative solutions to find efficiencies or increase revenues, as part of their long-term fiscal sustainability plan. If you have suggestions for fiscal opportunities for our City, the community consultation is your chance to talk about them.

The community consultation is also an opportunity to make funding requests. Such requests should be in line with the City's vision, mission, and values, which speak to quality of life, excellence of service, innovation, and the social, environmental, and economic development of our community.

RECEIVED

JUN 20 2011

CLERK'S

Budget12
Have your say.

The 2012 Municipal Budget Begins with You:

Charles Rossell

Name

Organization (if applicable)

Daytime telephone

Email

- ☐ Check here if you would like to make a presentation to the Finance Committee by attending the Public Consultation on Monday, June 20, starting at 5:30 p.m. in the Council Chamber of Tom Davies Square. Presenters are asked to limit their remarks to five minutes.

Comments/Suggestions:

We need more stores like Sobys, No Frills,
Price Chopper, White Rose, Loblaws, Ikea, Target...
P.S. (Please deregulate store hours; that's why I have voted for you)

Description of project/program requiring funding and why this project/program would benefit the community (if applicable):

It would benefit a lot of people like myself who
loves to look at sales and flyers, the more store
there is; the more flyer sales we can look at.

Estimated one-time cost: ?
(if requesting funding)

Estimated on-going costs: ?
(if requesting funding)

Municipal Freedom of Information & Protection of Privacy Act

I hereby acknowledge that the City of Greater Sudbury collects this information for the purpose of collecting information for the 2012 municipal budget process in accordance with the Municipal Act, 2001. I consent to the information in this form, its attachments and any further information provided being disclosed in its entirety to Council, City staff and/or members of the public and the information may be discussed in public meetings and posted on the Internet. Any questions relating to the collection, use and/or disclosure of the information provided in this form may be addressed to the City Clerk at Tom Davies Square, 200 Brady Street, 2nd Floor, P3A 5P3 or by telephoning 311.

Complete and mail/deliver to:

City Clerk, Tom Davies Square,
200 Brady Street, 2nd Floor,
P.O. Box 5000, Stn A,
Sudbury, ON P3A 5P3
Fax: 705-671-8118

Signature

Note: Failure to sign may result in the information or portions thereof not being considered for the 2012 Budget Process.

Budget 2012 Community Consultation Form



Deadline for submissions: Friday, June 24, 2011

As part of Council's commitment to balancing the need to provide excellent, efficient services with the desire to maintain low property taxes, the Finance Committee of Greater Sudbury is looking for your input into the 2012 municipal budget.

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The community consultation is also an opportunity to make funding requests. Such requests should be in line with the City's vision, mission, and values, which speak to quality of life, excellence of service, innovation, and the social, environmental, and economic development of our community.

RECEIVED

JUN 20 2011

CLERK'S

Budget12
Have your say.

The 2012 Municipal Budget Begins with You:

Charles Tossell

Name

Organization (if applicable)

204-...
Daytime telephone

Email ✓

- ☒ Check here if you would like to make a presentation to the Finance Committee by attending the Public Consultation on Monday, June 20, starting at 5:30 p.m. in the Council Chamber of Tom Davies Square. Presenters are asked to limit their remarks to five minutes.

Comments/Suggestions:

The TRANSIT system needs to be improved

Description of project/program requiring funding and why this project/program would benefit the community (if applicable):

There needs to be at least a bus route that goes up the water tower hill near downtown called 008 east end, as well as more routes to the 4 corners ?

Estimated one-time cost: ?
(if requesting funding)

Estimated on-going costs: ?
(if requesting funding)

Municipal Freedom of Information & Protection of Privacy Act

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Sudbury, ON P3A 5P3
Fax: 705-671-8118

Note: Failure to sign may result in the information or portions thereof not being considered for the 2012 Budget Process.

Signature

Here are some common Issues, comments or complaints that the public has about the transit:

- One good thing about the Sudbury transit is the fact that it is the most high-tech buses ever in Canada.
- One driver has expressed that this driver does not feel comfortable driving new buses that are extended or much longer.
- Personally I absolutely dislike the buses that are not made or built by the NOVABUS company. They cause me to have a headache because of the way it's built. The wheel chair buses that are very old or not made by NOVABUS should be recycled and obsoleted (such as the 950's, 740's, 980's and 970's).
- However there has been issues about the trans cab. Basically, the trans cab is suppose to be able to bring someone somewhere that doesn't have bus services. For one example I have experienced: it would cost an average amount of about around 25 dollars for a person to go to the town of Wanup which is within the greater Sudbury area. It shouldn't of cost me anything at all what so ever. And yet the trans cab taxi would start to charge me once on highway 69.
- 707 transit, somehow onto paris, regent, highway 17 west by-pass, highway 6, manitoulin island, highway 6, highway 17 east by-pass, regent, paris, cedar, transit
- 708 transit, somehow onto paris, regent/highway 69, French river trading post, highway 69, highway 607, highway 64, delemere turn around, highway 64, highway 535, highway 17, highway 537, highway 69/regent, paris, cedar, transit
- 706 dowling / onaping / levack
- create a 305 lassalle boreal bus route; leaves from the transit at on the half hour so there is a bus available at every 15 minutes from the killer corner of frood / Kathleen / bloor / Donovan street / mckim / mcneil / beatty / ... and has a bus on the intire frood road. The bus route is : transit, cedar , durham, elm, frood, lassalle, the boreal, then does either 1) lassalle, notre dame, cedar , transit OR 2) private road, Cambrian heights, bruce avenue, dell, Melvin, mckenzie, ... then somehow back to the transit from mckenzie.
- make the Sunday service become a Saturday service and maybe continue to offer the 402 bus route on Saturday and Sunday and have the 402 bus route improved by having it going to the bus stop of old navy after and or before it goes to the silver theater from inbound and outbound
- after ten no more, there should be the after midnight 'til 6am service (that serves the **189 lo-ellen copper four corners , 502 regent university four corners, 300 lassalle Madison cambrian, 147 donovan northend kathleen, 640 west end gatchell copper cliff, 241 howie moonlight shopping centre , 701 lively, 702 azilda Chelmsford, 703**

valley hanmer capreol, 303 garson Falconbridge, 103 coniston and it would the 704 blizzard elmview bus route as well) but leaves the transit at quarter after the hour (0h15 , 1h15 , 2h15, 3h15, 4h15, 5h15) then at 6am it does regular service and offers the 012 , 501, 302, and besides sudbury is the biggest city in northern Ontario. ((however keep in mind that this suggestion is only applicable if stores were to become 24/7 once the mayor deregulate store hours)).

- bus routes time frame that are reduced after 18h00 or 19h00 shall be extended to 2 hours later or (20h00 or 21h00) ; **(the 017 donovan, 006 west end, 002 second avenue shopping centre, 302 lassalle cambrian, 501 regent university, 014 kathleen ... that are reduced down to an hourly basis as of after 18h00 or 19h00 ; it then either should be as of after 20h00 or 21h00 instead or have it available at every half hour all day; and as for the 401 barrydowne cambrian, ... that are on a half hour basis as of 17h45 it then should be as of 19h45 instead). ((this is only applicable if you were to agree to the previous suggestion of overnight services))**

- make the **103 Coniston, 303 Garson Falconbridge, 701 Lively, 702 Azilda Chelmsford , 704 Blizzard Elmview,** available at every two hours all the time and during rush hour in the weekday morning and afternoon have it available at every hour.

- Holiday service schedule when stores are closed should remain the same.

- As for the **141 westmount shopping centre and 142 grandview shopping centre** bus routes it should be available at every two hours. (at 6am , 8am , 10am, ... , 6pm, 8pm, 10pm as it would do the **141 westmount shopping centre**) and at (7am , 9am, ... , 5pm, 7pm, 9pm, 11pm as it would do the **142 grandview shopping centre**).

- Obviously there is a **006 west end** and a **007 north end** bus route; right! Well what about a **008 south end** and a **009 east end** bus route. **008 south end:** transit, cedar, durham, elm, regent, long lake, wal-mart, long lake, southridge mall, burwash, regent, paris, nepahwass, walford, regent, york, paris, cedar, transit. **009 east end:** transit, elm, Notre-dame, Leslie, mont adam, Cochrane, Kingsway, Bancroft, Bellevue, Howie drive, van horne, paris, transit

- And it is of course known to the transit riders that they would like to see the services expanded like for examples :

- Have the **940 gatchel copper cliff** available at every half hour all day or at least until the evening
- Have the **014 Kathleen** available at every 15 minutes until the evening where it would be at every half hour. Or at least have the **014 Kathleen** rush hour extended where it would offer it at every 15 minutes as of 2:45pm / 14h45 until 5h45pm / 17h45 and during summer months as well also.
- Have the **819 copper four corners** available at every half hour or at least until the evening. When it leaves from the transit at quarter to the hour it would do a new titled bus route called **820 southview four corners**; and it would do the rush hour service version of the **819 copper four corners** that leaves from the transit at

quarter to the hour but would be available all day or at least until the evening and of course renamed to **820 southview four corners**.

- however it is known to the majority of all of the Sudbury transit riders that the 819 copper four corners bus route takes one half hour from the downtown transit terminal just to arrive at the wal-mart super centre four corners south end; and one half hour from the wal-mart super centre four corners south end just to arrive at the transit terminal downtown. And that is way too long for anyone to wait for a half-hour just to get to wal-mart from downtown and from wal-mart to downtown. And so therefore I have come up with the idea of creating new bus routes for these two destinations:

a) ~~820 southview four corners~~: it would do the rush hour service version of the 819 copper four corners that leaves from the transit at quarter to the hour but would be available all day and renamed to of course 820 southview four corners

b) 183 paris four corners : leaves from the transit at quarter after the hour so that there is a bus route that drives straight to four corners at every half hour. And the bus route is : transit, elm, paris, long lake, wal-mart, long lake, southridge mall, burwash, regent, riverside drive, broadway, brady, minto, larch, young, cedar, transit

c) 184 regent four corners : leaves from the transit at quarter to the hour since the 183 would be leaving at quarter after the hour. And the bus route is: transit, cedar, lissgard, larch, minto, brady, broadway, riverside drive, regent, burwash, southridge mall, long lake wal-mart , long lake, paris, cedar, transit

d) 185 paris walmart southridge mall: leaves from the transit at every 15 or 30 minutes just like the 401. And the route is: transit, somehow eventually onto paris, longlake, walmart, longlake, southridge mall, burwash, regent, paris, cedar, transit

- One thing to point out is that there are 16 bus routes through out the whole week that rides near the new Sudbury centre and yet there are only 6 bus routes through out the week that rides at the four corners. What does that tell you is the fact that 4 corners needs to have more bus routes and more bus services.