

BACKGROUND

On May 14th, 2019, Councillor Sizer introduced a motion calling for a core service review. Council passed an amended motion on May 28th, 2019 directing staff to initiate the required work and, prior to any detailed analysis of potential changes in specific services, report information about all of the municipality's services, their cost and performance relative to the city's benchmarking partners. Following an Information Report in July to update Council on the status of the work, staff completed Phase I, producing the requested information about all of the municipality's services, their cost and relative performance. Council received this report at its September 24, 2019 meeting.

At that time, Council decided to proceed with detailed service reviews of the following:

- a) Arenas
- b) Parks
- c) Recreation Programming
- d) Assets and Facilities Management
- e) Roads Operations and Maintenance
- f) Community Grants (including grants provided by Economic Development)
- g) Long Term Care

The work also included a review of the City of Greater Sudbury's enterprise systems to assess how best to sufficiently, appropriately integrate them so that they support routine time, attendance and staff activity reporting.

Consistent with the terms of the province's Audit and Accountability Fund, which required a third party to complete the work. Staff issued a Request for Proposals and KPMG was selected following a review of the four proposals received. KPMG started work in October.

The basis for this review was a desire to assess the potential for changes to services or service levels and assess whether resources could be redirected to services where Council wants to make additional investments. It was not intended as a cost reduction exercise.

It was a condition of the Audit and Accountability Fund that a report be posted to the City's website by December 31 describing the results of KPMG's work. An Executive Summary was posted December 31. KPMG's Final Report is attached here as **Appendix A**.

ANALYSIS

KPMG assessed the services based on a method it developed that examines several elements. Its work included interviews with staff, a review of the service profiles staff developed in Phase I, a review of leading practices from municipal or other levels of government and the private sector, and analysis by its own experienced project team.

Comparative Analysis

The attached final report also offers insights about Greater Sudbury's performance based on comparisons with five other municipalities. The purpose of these comparisons was to identify insights about general performance that could lead to specific opportunities for change. KPMG identified the following general themes:

Municipal Debt: Greater Sudbury's debt per household is the lowest of the comparator group.

Staffing Levels: Greater Sudbury's full time staffing levels have been consistent over the last five years and, overall, are lower than the average of the comparator group.

Winter Road Maintenance: Greater Sudbury's winter maintenance expense (\$5,208/km) is higher than the group average (\$3,454/km), but our net road maintenance expense (\$6,042/km) is lower than the group average (\$9,163/km)

Discretionary Reserves: When compared to the value of our assets, reserve levels here are lower than the comparator group average.

Parks and Recreation: Greater Sudbury's cost per household (\$133 and \$31 respectively) are both lower than the comparator averages. Our recreational programming cost per household is the lowest of the comparator group.

Recreational User Fees: Greater Sudbury's cost recovery from user fees and charges (28%) is consistent with the comparator group average (29%).

Taxation Levels: Greater Sudbury's taxes per household were the second lowest of the comparator municipalities.

These findings align with information staff routinely present to Council. Annual financial comparisons provided by the BMA Municipal Study and annual performance benchmarking comparisons provided by MBNCanada consistently describe the same type of insights. These details are available on our website and are included as part of the corporation's annual budget.

Top 10 Opportunities

KPMG highlighted 10 opportunities for change (please refer to pp.15-46 of KPMG's Final Report). Its estimates suggest positive operating impacts of approximately \$4M per year could be realized by fully implementing these changes.

Of the 10 opportunities, KPMG's assessment indicates five of them could be implemented within the next two years. Of the remaining five opportunities, three could be implemented within the next four years, while two would require more than five years to fully implement. For some of the opportunities, such as developing staff capacity for LEAN management practices, investments will be required that facilitate the anticipated benefits KPMG identified.

Staff believe the opportunities deserve further consideration and generally agree with the estimates of the implementation timelines KPMG provided. Next steps could include undertaking some community consultation activities to assess the level of public support, at least for the opportunities that could be realized within the next two years. For the opportunities that require more than two years to implement, staff could provide further analysis and prepare business cases that would be considered in the 2021 (or future) budget.

Detailed Service Reviews

For the services Council specified, KPMG prepared detailed sub-service profiles and identified leading practices/opportunities. Briefly, its analysis shows:

Community Grants (pp. 96-97): Municipalities do not commonly provide this service. Should Council wish to continue providing this service, KPMG identified opportunities that could reduce the amount of staff time associated with administering the grants. It also recommended increasing the amount of technology support used for managing grant applications.

Roadways – Operations and Maintenance (pp. 98-105): Municipalities commonly provide this service. Greater Sudbury's performance include a mix of activities with some performed "at standard" and some "below standard". Overall, costs are lower than the comparator group. Opportunities for change include:

- a) investigating the potential for more outsourcing of engineering work
- b) reviewing street sweeping services
- c) changing road classifications for roads with lower traffic volumes to reduce maintenance requirements
- d) reviewing the mix of internal v contracted staff for winter maintenance
- e) changing the service level for sidewalk maintenance to increase resident responsibility
- f) centralizing responsibility for plowing municipal arenas and facilities
- g) defining stormwater maintenance service levels
- h) reviewing the subsidized culvert program to reduce or eliminate the municipal subsidy
- i) increasing the amount of sidewalk winter maintenance
- j) implementing LED street lighting

Recreation (pp. 106-112): Municipalities commonly provide this service. Greater Sudbury's service levels for pools were classified as "below standard", while Recreation Programming, Fitness Centres and Youth Centres were classified as "at standard". Service levels for the corporation's trailer parks and ski hills were classified as "above standard" because Greater Sudbury is unique in its provision of these services. Overall, costs are lower than the comparator group. Opportunities for change include:

- a) reviewing user fees and cost recovery requirements
- b) outsourcing the provision of ski hills to a third party
- c) assessing the potential for divesting fitness centre services
- d) reviewing utilization rates and program options for day camps and summer playground programming
- e) assessing the potential for divesting municipal trailer parks
- f) assessing the potential for incorporating youth centres within existing community centres instead of their own dedicated spaces

Facilities Management (pp. 113-116): Municipalities commonly provide this service. Greater Sudbury's service levels were classified as "at standard". Cost per square meter of recreation facilities is second lowest within the comparator group, although Greater Sudbury has the largest amount of available recreation facility space. Opportunities for change include:

- a) rationalizing the number of facilities
- b) adopting a multi-purpose facility service delivery model
- c) standardizing project management practices for all facility capital projects

- d) incorporating asset management software and improving the use of building automation
- e) reviewing the potential for revenue from naming rights
- f) preparing a facilities master plan

Arenas (pp. 117-119): Municipalities commonly provide this service. Greater Sudbury's service levels were classified as "below standard" for Community Halls and Community Arenas, while the Sudbury Community Arena was classified as "at standard". Opportunities for change include rationalizing the number of arenas.

Parks (pp.120-127): Municipalities commonly provide this service. Greater Sudbury's service levels were classified as "below standard" for Parks/Parkland, Playfields and Outdoor Rinks, while Non-motorized trails, playgrounds and splash pads and Community Centres and Halls were classified as "at standard". There is a larger number of hectares maintained here (866.25 hectares per 100,000 residents) compared to other municipalities (341.37 hectares per 100,000 residents), but operating costs are below average. Opportunities for change include:

- a) reducing the amount of maintained parkland
- b) revising the Parks categorization system to change maintenance standards
- c) reducing the number of playgrounds and splash pads
- d) changing the method for determining playfield rental charges
- e) increasing the availability of premier playfields to better align with municipal comparators
- f) reducing the number of community halls
- g) reviewing joint use arrangements with school boards
- h) reducing the amount of maintained trails
- i) reducing the number of maintained outdoor rinks

Long-term Care (pp.128-129): Municipalities typically provide this service, although northern Ontario communities can elect not to provide it. Greater Sudbury's service was classified as "above standard". There is a greater supply of beds here compared to our MBNCanada comparators, and our cost per bed day is the lowest among MBNCanada members. Opportunities for change include:

- a) outsourcing management
- b) collaborating with the province or other third parties on service approaches that reduce the corporation's net cost

Enterprise Systems to Support Routine Staff Time, Attendance and Activity Reporting

KPMG performed an assessment of the corporation's enterprise systems with recommendations for change that facilitate data collection and processing to support routine, real-time staff time, activity and attendance reporting. It identified options based on the corporation's current enterprise systems and recommended a direction. Please refer to **Appendix B** for more details.

The result of following KPMG's recommended direction would require approximately 18 months and involve a series of project steps. Dedicated staff time and financial resources worth approximately \$1.7M would be required. The outcome would be enterprise-wide standards and tools to capture real-time information about staff service efforts, attendance and accomplishments.

This will provide new and comprehensive data to support decisions about resource allocation, as well as process and policy changes to maximize organizational efficiency. It further

strengthens the corporation's accountability and performance reporting framework by providing data that shows exactly what type, and how much, of staff's time is required for supporting the corporation's programs and services. For example, it will provide deeper insights into the factors driving overtime and/or absence costs, and facilitate greater management control over the decisions that lead to those costs.

On a practical level, KPMG's recommended direction would eliminate a series of unrelated, manual workflows for staff time and attendance reporting that do not provide enterprise-wide data and replace them with a digital system that compiles standard information about the whole organization. Further due diligence will be undertaken to support a business case for consideration in a future budget, but staff are confident the payback on this initiative is less than three years.

Community Engagement for Service Changes

While the corporation is a low-cost service provider, its geography and significantly larger service area means it has a higher number of assets compared to other similar-size municipalities. These assets – facilities, trails, roads, etc – individually have lower activity levels associated with them than similar assets in other municipalities. Combined with Greater Sudbury's low operating cost position, it suggests we are not providing the same quality service as could be available in other cities because, for example, the facilities don't have the same number of features or amenities, or they are not maintained at levels found in other communities.

The asset renewal needs for this large asset base are significant. KPMG's recommendations to rationalize facilities and reduce the amount of maintained parkland are consistent with Council's objective for this review – to identify where resources could be redirected to services where Council wants to make additional investments.

Staff recognizes there is potential for residents to be concerned about service changes and take the view that fewer, but higher quality services appear instead to be a service reduction. Recommended Motion #3, if approved, reflects staff's interest in developing a thoughtful, deliberate approach for supporting Council's decisions about such changes.

CONCLUSION

KPMG's analysis identified a series of potential improvements that change some of our services. It notes that Greater Sudbury is a low-cost municipal government when compared to similar municipalities. Service levels generally match, or are below, those found in other similar municipalities. This is consistent with annual benchmarking comparisons that offer detailed comparisons about Greater Sudbury's performance at both provincial and national levels. Opportunities for change are available.



The City of Greater Sudbury Core Services Review



Final Report
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Disclaimer

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the City of Greater Sudbury. KPMG has not and will not perform management functions or make management decisions for the City of Greater Sudbury.

This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the City of Greater Sudbury nor are we an insider or associate of the City of Greater Sudbury. Accordingly, we believe we are independent of the City of Greater Sudbury and are acting objectively.



Executive Summary, Background and Scope



The City of Greater Sudbury
Core Services Review

Executive Summary

This report was prepared to assist the City of Greater Sudbury (the “City”) with the assessment and identification of opportunities to re-allocate resources to optimize services with the limited budget the City has available.

Our top 10 opportunities are listed below. From these 10 opportunities alone we estimate recurrent potential savings of around \$4 million per year of the operating budget which the City can use to allocate to other services, which may increase based on further study from the City.

1. Rationalize facilities	2. Creation of a digital city	3. Implementation of a lean management system	4. Review of school board agreements	5. Modernizing phone systems
6. Review user fees and cost recovery	7. Expand facilities management systems	8. Optimize office space	9. Review maintained parkland requirements	10. Outsource ski hills

In order to get to our top 10 opportunities we used a framework across a range of criteria to score the opportunities out of 35 points. The highest scoring opportunity was 25. This demonstrates that the City has already undertaken substantial efforts to review services, adjust service levels and take advantage of opportunities to re-allocate resources to those areas that need it. Compared to other municipalities, the City is well positioned to take further advantage of the opportunities we have identified.

The City’s and Towns of the former Regional Municipality of Sudbury merged to form the City of Greater Sudbury in 2001. This substantially increased the geographic area, number of roads, assets and facilities that the City was responsible for. This is particularly notable when compared to comparable municipalities. The merger had an impact on infrastructure and assets and while reviews have been undertaken on winter road maintenance and facilities within public works, a comprehensive assessment across the City has not been performed. There remains a number of aging and lower utilized facilities which the City should look to close or repurpose. Through rationalization of facilities, the City can focus its operational maintenance spend, resources and capital investments to providing modern, up-to-date, multi-use facilities without a significant impact on the taxation levy.

Digitization remains a key area of focus for municipalities across Ontario, as they look to take advantage of digital offerings to improve the overall services and accessibility of information to their residents, as well as the data and information available internally for management to inform decision making. The City has already begun its journey through use of improved payment opportunities however there remain further opportunities ahead through provision of further online opportunities (application and submission of permits/marriage licenses) as well as the implementation of a time and attendance system for time and activity reporting.

Executive Summary (cont.)

Other opportunities look to address the City's current service levels and whether they should continue to be delivered, in particular within recreational services where there are opportunities to consider outsourcing services to the private sector or other third party organizations, especially given these are not essential or mandatory services provided by the City. The City should look to address this as part of their review of user fees and cost recovery targets. Taking advantage of opportunities can help the City in realigning costs and resources into other areas of the organization where further investments are needed. The City has already approved a budget for City wide LED street lighting project in the 2020 budget.

As part of our review we also assessed the provision of long term care at Pioneer Manor. There have been questions about whether Council should continue to partly fund and operate this facility given there is no mandatory requirement for the City to do so. If Council wanted to end the City's funding for this service, Ministry approval would be required. It would also involve a five-year transition period that would include public consultation. The Ministry could elect to reassign funding to another community where there was a recognized long term care need.

Considering Pioneer Manor is the single largest provider of care home beds in the Greater Sudbury area, this would have a significant effect on the community, including an increased burden on hospitals within the Sudbury area. A lower risk option for Council could be to explore collaboration/partnership opportunities that reduced the corporation's net cost and/or further improved service quality.

Opportunities

- List of opportunities – Slide 14
- Top 10 opportunity scorecards – Slide 27

We applied KPMG's public service delivery model framework to each opportunity listed in the report so the City can fully understand the changes being proposed for the City's overall service delivery model. Opportunities were identified from a working session held by KPMG with City staff, and from benchmarking and financial analysis undertaken by KPMG as well as leading practices from other municipalities. Opportunities were then grouped into five categories: top opportunities, opportunities underway, continuous improvement opportunities, opportunities requiring further follow up, and opportunities that do not merit further action. As well as identifying opportunities under the seven key service areas, KPMG also identified opportunities outside of the seven areas which have also been included in this report.

Project Objectives

KPMG was engaged by the City of Greater Sudbury to undertake an in-depth analysis of key service areas determined by City Council. The overall goal of this review was to create sub-service profiles for each of the key areas (seven services areas: Long Term Care, Parks, Recreation, Arenas, Facilities Management, Road Maintenance and Community Grants) and conduct a comprehensive, data-driven evaluation process to examine the strategic alignment, relevance, effectiveness, efficiency and sustainability of these programs and services. Our aim was to identify ways in which the services can be streamlined or altered to in order to better align costs and improve efficiency across the City. We also gave consideration to other areas outside of these seven, and included opportunities that presented themselves throughout our work. A further key area of this review was to consider the City's enterprise systems, identifying opportunities to support and enhance routine time, attendance and activity reporting.

Specific project objectives included the following:

- 1. Facilitate review** – We conducted a comprehensive review and detailed analysis of the relevance, efficiency and effectiveness of the City's services including a review of comparable municipalities (where data is available) and other insights from our global team as relevant. As part of this, consider all aspects of the City's services including delivery methods, service expenditure and revenue streams as well as the current systems in place to track time, attendance and activity reporting.
- 2. Identify opportunities** – We explored opportunities based on leading edge practices globally (public, private, not-for-profit) and define options for sustainable approaches to service delivery and levels, as well as systems to enhance improved data collection in relation to time attendance and activity reporting; and
- 3. Prioritize opportunities** – We provided guidance to the City's Senior Management team on implementation and prioritization of new, innovative and/or leading service delivery models that may help realign costs, reallocate resources and/or improve service delivery methods.

Project Principles

- Due to the tight project schedule, we leveraged existing sources of consultation from Council and City staff to inform the work of the Service Review. We used the City's service profiles as a basis for our work and develop sub-service profiles for each of the areas in scope. We met with City staff to identify efficiencies and opportunities for improving the overall delivery of these services.
- The framework and approach was based on leading practice from municipal or other levels of government experience and/or private sector.
- While these reviews often go by many different names – including service efficiency reviews, value for money audits and cost saving studies – they all share the same goal: to determine if a city is delivering its services to its customers in the best possible manner and further, to determine if there are more efficient, effective or economical means to delivering municipal services. For simplicity, this will be called a 'Core Service Review'.

Project Timing

This engagement commenced on October 21, 2019, and was completed when the final report was submitted to the City on 8 January, 2020. The diagram below depicts the key phases as outlined in the Project Charter:





Methodology for Formulating Opportunities



The City of Greater Sudbury
Core Services Review

Formulation of Opportunities Methodology

KPMG’s experience has shown that most jurisdictions are pursuing the transformation of their public services using traditional approaches such as rapid cost reduction or across the board cuts. We believe that there is an opportunity for municipalities to look beyond doing a little bit less with slightly fewer staff. Instead, municipalities should look at their need to reduce spending as an opportunity to capitalize on new technologies, governance models and financing mechanisms that can help re-shape government. KPMG, in partnership with the University of Toronto, developed a framework (shown adjacent) that capture new public sector delivery models. The framework was developed based on the key insights from leading practices reports and consultations with industry leaders throughout the globe.

The Core Services Review Project Team used this framework to analyze possible opportunities for change in the City of Greater Sudbury’s service delivery models. Each of the opportunities were categorized according to the framework so that the Project Team could fully understand the changes being proposed for the City’s service delivery.

Few students of public administration believe that the footprint of government, how government is organized or its relationship with the public will look the same ten years from now as it does today. Governments are having change forced upon them by fiscal challenges on the one hand and technological and social evolutions on the other. These new public service delivery models will help local governments manage this change and ensure that they are not only effective and efficient, but also sustainable into the future.



The development of opportunities and their subsequent prioritization involved the following major work steps:

1. Review of Sub-Service Profiles & Benchmarking

The first major step in developing the list of opportunities was the review of the City's inventory of programs and services detailed in the City's Service Profiles for each of the seven service areas. Through a series of meetings with City staff, KPMG confirmed the sub-service types and service levels for each of the City's identified services and the financial resources required to deliver them.

In parallel to the service profile analysis, KPMG undertook a jurisdictional review for the City. The jurisdictional review consisted of an analysis of financial statements, Ontario Financial Information Returns and Census data of five comparable municipalities selected by the City (Thunder Bay, London, Guelph, Regina, Windsor). The goal of the benchmarking was to identify areas where the City's performance indicators vary substantially from other municipalities.

2. Opportunity Identification

Using this initial analysis, the second step in the Service Delivery Review was for KPMG to work with the City's project team to identify potential opportunities to improve operations through the following types of opportunities:

- Elimination or transfer services, or increased cost recovery
- Re-engineered services to increase efficiency and effectiveness
- Alternative service delivery approaches
- Changed service levels



Formulation of Opportunities Methodology

3. Opportunities Ranking

Opportunities were evaluated and scored using the criteria below and then grouped into categories of top opportunities, opportunities underway, continuous improvement opportunities, opportunities requiring further follow up, and opportunities that do not merit further action based upon the New Public Sector Delivery Model.

Assessment Criteria	Description
Operating \$ Impact	Estimated impact on operating budget
Capital \$ Impact	Estimated impact on capital requirements
Barriers To Implementation	Barriers, issues or obstacles to implementing the opportunity. <ul style="list-style-type: none"> • Political • Legal • Labour and Contractual Obligations • Capital Costs
Recent Reviews	Recent reviews or studies conducted that provide insights on the opportunity.
Comparator Analysis	An assessment of service performance against comparable competitors, industry standards or leading practices.
Strategic Program Alignment	The opportunity aligns with the objectives and values of the City, the service, the Official Plan and/or Council priorities.
Client/ Customer Impact	The impact of the opportunity on the number of clients, customers and/or people and the extent of the impact.

Formulation of Opportunities Methodology

Through a series of meetings and working sessions with the City's management team and staff interviews, KPMG developed a list of 100 opportunities for improved efficiency and effectiveness in the delivery of the City's services. These opportunities were in turn evaluated and scored using KPMG's assessment criteria (operating/capital \$ impact, barriers, comparator analysis, strategic alignment, citizen impact). Based upon this scoring, the 100 opportunities were grouped into the following categories.

Opportunity Type	Description	Number
Top 10 Opportunities	These opportunities scored the highest in the evaluation and represent the opportunity for the greatest operating and/or capital efficiencies.	10
Opportunities Underway	These opportunities are either underway or are being initiated in the near future. Accordingly, there is limited value in considering these opportunities for further in depth analysis by KPMG.	6
Opportunities Requiring Further Study	These opportunities were ranked lower than the Top 10 Opportunities. They will require further study by the City to determine whether implementation is warranted.	71
Opportunities for City Building	These are opportunities that would require significant capital and extends beyond one term of Council, and require the City to conduct in-depth analysis on the opportunity for implementation. The opportunities may not necessarily generate cost savings, but are considered important long-term business investments for the City to achieve their strategic priorities.	4
Opportunities Which Do Not Merit Further Follow-Up Action	These opportunities were rated "No Further Action" for the following reasons: another opportunity addresses the issue better, they would have too great an impact on clients, the barriers to implementation are too significant, or simply the ideas lack sufficient merit to pursue.	9



List of Opportunities



The City of Greater Sudbury
Core Services Review

Opportunities & Prioritization

Top 10 Opportunities

These opportunities were scored as our “Top 10” opportunities. Further details of the top 10 opportunities can be found in the “Top 10 Opportunity Scorecard” section of our report.

Ref No.	Opportunity	Description	Estimated cost saving for re-allocation
1	Facilities Rationalization	Rationalize the number of city-owned and run facilities with the aim of disposing of the resulting excess capacity across facilities and office buildings.	\$1,000,000
2	Create a Digital City	By prioritizing new and existing digitization projects, the city can leverage technology to improve the delivery of both client facing and internal services.	\$600,000
3	Lean Management System	Through implementation of a lean management system (or other business innovation methods), the City can implement opportunities for efficiency, including those identified by front-line employees.	\$350,000
4	Review Shared Use Agreements	The pricing charged and services provided by the City through shared use agreements of arenas and recreation facilities should be reviewed.	\$175,000
5	Modernize Phone Systems	A telephone modernization plan could not only save on operational costs compared to a traditional desk phones but also enable a more flexible work environment.	\$75,000
6	Review User Fees & Cost Recovery	Fee structures charged to users for arenas and recreation facilities should be reviewed and aligned with cost recovery rates for recreation facilities.	\$245,000
7	Expand Facilities Management Systems	Facilities management services such as remote monitoring and automation for HVAC systems could be expanded to arena and recreation facilities.	\$156,000
8	Optimize Office Space	Explore opportunities to optimize office space through consolidated seating arrangements, introducing flexible/remote working locations, and moving from paper-based document storage.	\$193,000
9	Review Maintained Parkland Requirements	Hectares of parkland maintained by the City far exceed established service levels and benchmarking averages and could be naturalized to standard levels.	\$980,000
10	Outsource Ski Hills	The operation of ski hills is a service uniquely offered by the City which could be outsourced to a private or not-for-profit third-party provider.	\$243,000

Opportunities & Prioritization

Opportunities Underway

These opportunities are either underway or are being initiated in the near future. Accordingly, there is limited value in considering these opportunities for further in-depth analysis by KPMG.

Ref No.	Opportunity	Current Status
11	Increase community outreach and digitize citizen engagement	The City has initiatives underway to shift citizen interaction online including the implementation of a new CRM system.
12	Improve the data analytics functionality for the Roads department	An extensive study was performed prior to acquiring the Cityworks platform for which a steering committee is driving the development.
13	Implement LED street lighting	A business case for LED street lighting from 2015 has been updated to reflect current costs and savings which is under review. Council approved the project in the budget for 2020.
14	Develop a self serve online HR system to reduce administrative paper processing	HR has developed a Human Capital Management plan which recommends, among other steps, the implementation of self service so that employees and supervisory personnel can perform routine payroll, benefits and HR process work electronically
15	Review employees benefits and the cost of benefits provided	For non-union staff, a recent benefits review has led to changes being made recently. This opportunity has been reviewed and addressed.
16	Review the mix of contracted vs internal staff utilized for winter maintenance	Work around this opportunity has recently been performed to consider the level of snow removal which is contracted out.

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
17	Conduct an energy efficiency audit of Pioneer Manor	Pioneer Manor consists of both old and newer build areas. Conducting an energy efficiency audit, particularly of those older built areas, will help identify opportunities for energy savings.
18	Review the service level for delivery of street sweeping	There has been no recent review undertaken of the City's street sweeping program. There are possible opportunities to improve the efficiency and service of the current program.
19	Explore joint procurement opportunities with other public sector entities	The City hold a number of procurement contracts with external providers however has not historically looked at opportunities to share procurement services with other public sector or local organizations.
20	Outsource management of the community grant programs	In 2018, the City spent over 1500 hours of time in the overall management of grants. The City should consider outsourcing the management of grants to a third party.
21	Outsource facility management and maintenance activities	Facility Management and Maintenance is currently undertaken by City staff. There are possible opportunities for cost savings through outsourcing management of facilities to third parties.
22	Conduct a city-wide fleet utilization study	While the City has undertaken fleet utilization studies in the past, these have not been undertaken across all vehicle types. Undertaking a full city wide study will help identify those lower utilized vehicles which may no longer be needed.
23	Review revenue/cost recovery activities across the City (e.g. street fees)	The City has not recently reviewed its cost recovery activities. For certain services, e.g. street fees, it is expected that costs have not historically been recovered in full.
24	Establish Council approved service level standards for all customer facing services	A number of services provided by the City do not have clearly defined and approved service levels. Having services levels approved will ensure consistency and common understanding as to how the City should deliver its services.
25	Enhance leadership training for front line staff	There is opportunity to increase investment in front line leadership staff and provide an enhanced level of leadership training.
26	Revise French languages services policy to enable more efficient methods of translation	The City should consider using artificial intelligence to translate documents rather than a certified translator, which will help reduce costs of translating documents.
27	Partner with communities to improve pool services	The City should consider improving partnerships with communities and other organizations (e.g. universities) to improve pool services and share costs.

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
28	Review the feasibility of using electric vehicles in the municipal fleet	The City does not use electrical vehicles in its fleet. There is an opportunity to use electrical vehicles to help reduce emissions and fuel costs.
29	Outsource disability management services to a third party	Disability management services are currently provided by in house staff however there is an opportunity to outsource this service to a third party.
30	Explore potential for multi-use recreational facilities and move away from single use facilities	There are a number of aging and lower utilized facilities across the City. There is an opportunity for the City to assess recreational services on offer and deliver centralized, multi-use recreational facilities at an improved service level.
31	Review quality control measures for large procurement contracts	There is an opportunity to review how quality control measures are carried out across the City, in particular across larger contracts where purchasing are responsible for quality control.
32	Review services classified as “non-essential” and consider the impact of privatizing such services	There is an opportunity for the City to review those services classified as “non essential” (e.g. fitness centers, pools, ski-hills) and determine whether these can be privatized.
33	Perform a deep dive of revenue generated vs cost of running trailer parks and fitness centers	The City should assess whether the costs of running trailer parks and fitness centers are worth the revenue generated from these services, or whether services can be outsourced or privatized to reduce costs.
34	Provide cross training to City staff for enhanced skillsets	Training is currently undertaken in silo across the City with limited cross training undertaken. There is an opportunity to provide more cross training options for staff to enhance and share skillsets across the organization.
35	Assess staffing models for parks and arenas to identify greater efficiencies between seasons	The City currently deploys staff across arenas and park on a seasonal basis however there is an opportunity to review how the City deploy its staff in order to be more efficient in between seasons.
36	Expand the business innovation group across the City	The City currently has a business innovation group within growth and infrastructure. There is an opportunity to expand this group and introduce a corporate wide innovation team.

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
37	Implement paid parking for all municipal parking lots	The City currently provides free parking across a number of parking lots. There is an opportunity to implement paid parking across these lots to generate additional income for the City.
38	Outsource engineering of roads to a third party	Road engineering is currently provided by in house City staff. There is an opportunity to outsource the engineering of roads to a third party.
39	Rationalize the number of pools	The City has five pools however there is an opportunity to rationalize the number of pools given the aging conditions of some of the facilities, low cost recovery rates and increased number of outdoor lakes across the City.
40	Standardize IT systems used across the City	There is an opportunity to standardize IT systems used across the City to allow for greater efficiencies (e.g. backing up of data/costs of implementing)
41	Centralize the management and monitoring of City facilities	Management of City facilities is currently undertaken across various areas of the City with different staff responsible for different facilities. There is an opportunity to centralize this function to help reduce operating costs and allow for a more streamlined approach to facility management.
42	Review seasonal/part time employees and consolidate roles to full time positions	The City currently has a high amount of seasonal and part time staff which results in increased hiring and training costs for staff. There is an opportunity to consolidate roles to full time positions where possible to help reduce some of these costs.
43	Implement an issues management group across the City	Senior Management currently spend a large amount of time dealing with issues, taking time away from their other duties. The City should consider implementing an issues management group to help improve the coordination and management of issues.
44	Combine the service delivery of museums and libraries	Museum and library services are currently delivered by separate teams, however there is an opportunity to combine the delivery of these services to help reduce operating costs.
45	Discontinue curb-side waste pick up in non-commercial areas	There is an opportunity to eliminate curb side waste pick up in non commercial areas in order to reduce the amount of resources and costs in delivering this service.

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
46	Incentivize the use of eco-friendly options for property owners	The City should consider implementing an incentive program for property owners who use eco-friendly, green initiatives to help reduce their carbon footprint and lower energy needs. This will help promote a green and eco-friendly mindset amongst City residents.
47	Discontinue community grant funding programs	The City should consider the appropriateness of providing community grants given this is not a common service provided by other municipalities, and requires City time and resource to manage and oversee grants.
48	Implement a 4-day working week	There is an opportunity to implement a four day working week to help improve productivity and flexibility amongst City workers.
49	Monitor security of facilities internally from a single location	The City currently pays fees for monitoring of security across each building, however there is an opportunity to consolidate this from a single location to help reduce the monthly monitoring costs.
50	Review purchasing agreements and assess the total cost of acquisition alongside the purchase price	The City should review purchasing agreements to assess the total cost of acquisition of products or services, not just the up-front costs. In some instances, lower priced goods/services may not be the best solution in the longer term, and as such it is important to consider total cost of ownership prior to purchasing.
51	Contract out accounts payable, payroll, and other back-office functions	There is an opportunity to review the service delivery models of the City's back office functions with the aim of contracting these out to a third party in order to reduce costs.
52	Eliminate print advertising in favour of digital communications	The City should consider eliminating print advertising and move to a more digital approach to advertising and communicating with residents.
53	Review naming rights of City buildings	The City has a number of buildings with historical naming rights attached to them which have not been recently reviewed.
54	Consolidate/restructure departments to better align with activities	A number of departments across the City perform closely related work however currently work independently from one another. There is an opportunity to review how these departments are structured and consolidate work where appropriate.

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
55	Rationalize the number of community halls	The City should consider rationalizing the number of community halls given the aging conditions of some of the halls, in particular those with lower utilization figures.
56	Prepare a comprehensive facilities master plan	The City does not have a facilities master plan. Developing a facilities master plan will help provide a framework for future investment into the City's facilities, programs and services.
57	Conduct regular reviews of land use planning fees	The City does not regularly review its land use planning fees and should consider implementing periodic reviews to help assess the appropriateness of the fees in place.
58	Sell or close the long-term care home	There is an opportunity to sell or close the long term care home given this is not a service commonly provided by other municipalities and may provide a decrease in the tax levy. However, the City should consider the negative impact on residents, partnerships and the healthcare system in the Greater Sudbury area this would cause.
59	Outsource the management of tourism to an independent corporation	Management of tourism is currently provided by City staff however there is an opportunity to outsource this service to a third party to help reduce costs.
60	Re-assess the classification of arena employees (e.g. maintenance employees)	Arena employees are currently all classified as maintenance employees. The City should review the classification of arena staff as some staff will need to be paid at different rates than others.
61	Monetize/sell City ownership in the local distribution company	There is an opportunity for the City to sell or monetize its ownership in the local distribution company
62	Privatize waste collection	There is an opportunity for the City to privatize the collection of waste to help reduce costs
63	Perform an internal review of outdated policies	The City has a number of outdated policies and procedures. There is an opportunity to review these procedures and bring them up to date and aligned with current practices.
64	Implement a single staff training group within the City	There is an opportunity for the City to implement a single staff training group that standardizes and delivers training across the City (e.g. first aid)

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
65	Review the use of City vehicles vs paying staff mileage for personal vehicles	The City should consider the costs and benefits of continuing to use its own vehicles, or allowing staff to use their own personal vehicles and paying staff for mileage.
66	Review buy/lease options for City vehicles	There is an opportunity for the City to review the buy/lease options for City vehicles, in particular light vehicles where there may be an opportunity to outsource or lease these (including maintenance).
67	Lease out excess fire hall buildings	There is an opportunity for the City to review the excess fire hall buildings and lease space out in order to bring in additional revenue.
68	Consider post-implementation reviews of capital projects	The City does not undertake post-implementation reviews of capital projects. There is an opportunity to undertake these reviews to help identify lessons learnt and opportunities for process improvement.
69	Privatize functions like security, energy management, facilities, and event planning	There is an opportunity for the City to reduce costs through privatizing functions (e.g. security and event planning). This will allow the City to allocate resources to other services provided across the organization.
70	Outsource management of the long term care home	There is an opportunity for the City to outsource the management of the long term care home given the time currently spent by City staff in overseeing the management and operations of the home.
71	Offer City employees discounted transit passes to promote green transportation	The City does not offer any discounted transit passes to staff. There is an opportunity to implement discounted rates for staff in order to promote eco friendly and green initiatives.
72	Review flexible/remote working options	The City should consider opportunities for implementing flexible and remote working options with the aim of reducing space at office locations and building a more productive work force.
73	Implement bi-weekly garbage collection	The City has recently moved to a one garbage bag limit per household. The City should assess the appropriateness of this and consider if collection should be moved to bi-weekly.
74	Develop in-house solutions for buildings maintenance for less reliance on out-sourced staff	There is an opportunity for the City to make better use of in-house expertise for building maintenance and reduce the reliance placed on third party staff.

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
75	Have one department responsible for snow plowing of City arena's and facilities	Plowing of arena's and facilities are currently undertaken by multiple departments. There is an opportunity to consolidate snow plowing under one department in order to provide a more efficient service.
76	Review how parking lots are plowed	There are currently no clearly defined service level agreements for plowing of parking lots. The City should review the current service delivery method and assign clear service agreements and ensure these are managed centrally within the organization.
77	Explore micro transit and similar public transit models	There is an opportunity for the City to explore micro transit opportunities and consider new, flexible transit models in order to improve the efficiency and accessibility of transit services.
78	Change service level standards for fire services	There is an opportunity for the City to review its service level standards for fire services and assess whether there are more appropriate standards to adopt.
79	Evaluate the supply and demand of recreational services considering demographic changes	The City has historically provided a number of recreational services. There is an opportunity for the City to review the supply and demand for these services and assess whether services should still be provided by the City, or if they can be privatized.
80	Review winter maintenance for non-municipal roads	The City currently plow around 50km of un-owned roads. There is an opportunity for the City to assess whether resources should still be allocated to clearing these roads given they are not City owned.
81	Use a rate based system for solid waste and storm water systems	There is an opportunity for the City to use a rate based system for solid waste and storm water systems.
82	Eliminating area ratings	There is an opportunity for the City to eliminate area ratings across the organization
83	Review the fees charged to groups that rent space in Pioneer Manor from the city	The City currently charge fees to organizations who use space within Pioneer Manor, however these are currently below the market rate. There is an opportunity for the City to review the fees charged with the aim of increasing fees received.
84	Move away from ward based council	There is an opportunity for the City to consider how its Council is structured and assess whether it should move away from a ward based council.

Opportunities & Prioritization

Opportunities Requiring Further Study

These opportunities are not candidates for further in-depth analysis, but may warrant follow-up study by staff to determine whether implementation is warranted.

Ref No.	Opportunity	Additional comments
85	Rationalize the number of playgrounds	The City currently has a larger number of playgrounds per 100,000 population when compared to other municipalities. There is an opportunity for the City to assess the number of playgrounds used and rationalize the number of playgrounds in operation.
86	Review recreational programming services	There is an opportunity for the City to review the recreational programming services offered and undertake a cost benefit analysis on these services, with consideration of other service delivery methods available.
87	Offer services (long term care, corporate services like Finance and HR, fleet management etc.) to other municipalities	The City should consider whether its services can be offered to other municipalities with the aim of bringing in additional income from providing these services to other organizations.

Opportunities & Prioritization

Opportunities for City Building

These opportunities that would require significant capital and extends beyond one term of Council, and require the City to conduct in-depth analysis on the opportunity for implementation. The opportunities may not necessarily generate cost savings, but are considered important long-term business investments for the City

Ref No.	Opportunity	Opportunity Description
88	Have a single digital tool for applying for and managing grants	An integrated portal for managing grants can create efficiencies in the management and assessment of grant applications and enable faster communication with other municipal departments.
89	Retrofit ice plants to generate hydro savings	A large upfront capital investment would be required to retrofit ice plants at arenas but this opportunity would result in long-run operating cost reductions through energy savings.
90	Invest in innovative delivery methods for park services	Modernizing park service delivery methods (such as using a smart waste management system) can create efficiencies in how park services are delivered.
91	Perform upgrades to promote energy savings in City facilities	Due to the age of numerous City buildings, energy saving efficiencies can be realized from a City-wide energy efficiency assessment and upgrades.

Opportunities Which Do Not Merit Further Follow-Up Action At This Time

These opportunities were rated “No Further Action” for the following reasons: another opportunity addresses the issue better, they would have too great an impact on clients, the barriers to implementation are too significant, or simply the ideas lack sufficient merit to pursue. Despite this, the City should consider reviewing these opportunities at a later date should circumstances or services change.

Ref No.	Opportunity	Rationale
92	Implement internal transit system for staff	An internal transit system would have a negative operating impact with no positive impact on clients.
93	Review the subsidized culvert program and either increase charges or remove program	Minimal financial benefit with negative impact on clients.
94	Develop a waste for energy facility	Would require a large capital outlay for energy generation which may not be strategically in line with the City’s Official Plan.
95	Fully outsource trailer parks	Minimal financial benefit as the trailer park tax levy is currently very low.
96	Encourage staff to identify cost savings/efficiencies through incentives	Other opportunities such as energy efficiency audits and facilities rationalization already address this.
97	Decrease the service level for residential street plowing	Minimal financial benefit with negative impact on clients.
98	Convert remote roads into seasonal use only	Minimal financial benefit with negative impact on clients.
99	Have residents plow their own sidewalks	Minimal financial benefit with negative impact on clients.
100	Bring sidewalk maintenance to the minimum maintenance standard.	Minimal financial benefit with negative impact on clients.



Top 10 Opportunity Scorecards



The City of Greater Sudbury
Core Services Review

How to read the Scorecard (page 1)

Opportunity Title

Opportunity title and number reference

Opportunity #3 Lean Management System

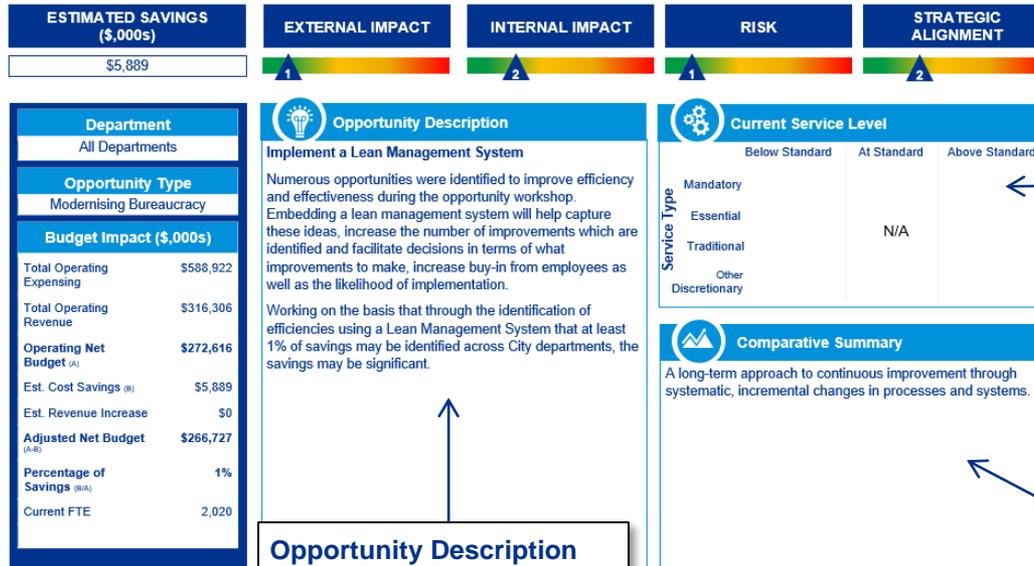
Disruption Gauge

The potential disruption faced by the City in implementing the opportunity. This is based on an average score of external impact, internal impact, risk and strategic alignment. This is explained in more detail on the “assessment criteria” slide.



Estimated Savings

The estimated savings recognized through implementation of the opportunity, including the department, opportunity type and budget implications



Current Service Level

The service type and service level of the department the opportunity falls under

Opportunity Description

A detailed description of the opportunity in question including

Comparative Summary

Any related performance statistics or benchmarking of the service the opportunity falls under. Comparator municipalities included: Thunder Bay, Regina, Windsor, London and Guelph where relevant data was available. For more details, see “Benchmarking & Performance Perspectives”.

How to read the Scorecard (page 2)

Opportunity Title
Opportunity title and number reference

Opportunity #3 Lean Management System

Rating
How the opportunity was rated per the relevant assessment criteria on the next slide.

Risks/Barriers
A summary of the potential risks and barriers to implementing the opportunity

Risk / Barriers Rating: 1

Failure by upper management to buy into a lean program on a long-term basis is a risk to successful lean implementation. If lean initiatives are managed well, the risks to Service Delivery, Finances, and Reputation are low.

Strategic Alignment
How the opportunity aligns with the City's strategic direction

Strategic Alignment Rating: 2

The opportunity is currently strongly aligned to council strategy and direction, since it is likely to create operating efficiencies and improve processes across various departments.

HR/Internal Impact
A summary of the HR and internal impact faced when implementing the opportunity.

Internal Impact Rating: 2

The City recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The City will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity has minimal negative impact on current roles and job responsibilities, staffing levels or reporting structure.

External Impact
A summary of the external impact on City staff or residents when implementing the opportunity

External Impact Rating: 1

The implementation of a Lean Management System does not directly impact external customers, but may have a positive indirect impact through improved processes that may lead to better and more responsive customer interaction.



Estimated Timeline of Savings
The estimated timeline that the opportunity can be implemented and achieve budget savings. This is based on a three point scale which is explained further on the assessment criteria slide.

Top 10 Opportunity Scorecards

Assessment Criteria

Assessment Criteria	Description	Ranking
External Impact	The impact of the opportunity on the number of clients, customers and/or people and the extent of the impact.	<ol style="list-style-type: none"> 1. Positive impact / neutral (off-setting) positive and negative impacts 2. Negative impact on a few clients 3. Negative impact on a number of clients 4. Strong negative impact on large number of clients
Internal Impact	The impact of the opportunity on the number of staff and the extent of the impact.	<ol style="list-style-type: none"> 1. Positive impact / neutral (off-setting) positive and negative impacts 2. Negative impact on a few staff 3. Negative impact on a number of staff 4. Strong negative impact on large number of staff
Risks / Barriers to Implementation	Barriers, issues or obstacles to implementing the opportunity.	<ol style="list-style-type: none"> 1. No significant barriers 2. Minor barriers which are not expected to prevent implementation 3. Moderate barriers 4. Numerous significant barriers that likely could not be overcome, even with time and corporate focus
Strategic Alignment	The opportunity aligns with the objectives and values of the City's Strategic Plan and/or a council priority(ies).	<ol style="list-style-type: none"> 1. Opportunity strongly aligned with Strategic Plan 2. Opportunity moderately aligned with Strategic Plan 3. Opportunity moderately contradicts with Strategic Plan 4. Opportunity strongly contradicts with Strategic Plan
Disruption Gauge	Overall disruption to the organization	Average of assessment criteria rankings for external impact, internal impact, risks and strategic alignment.
Estimated Timeline of Savings Achieved	Estimated timeline that the opportunity can be implemented and achieve budget savings	<ol style="list-style-type: none"> 1. Short-Term: 2021 – 2022 Budget 2. Mid-Term: 2023 – 2024 Budget 3. Long-Term: 2025 & Beyond

Opportunity #1 Facilities Rationalization



Department	
Facilities Management	
Opportunity Type	
Alternative Service Delivery	
Budget Impact (\$,000s)	
Current Total Cost	\$9,131
Current Revenue	\$3,863
Current Net Levy (A)	\$5,268
Est. Cost Savings (B)	> \$1,000
Adjusted Net Levy (A-B)	\$4,268
Percentage of Savings (B/A)	19%
Current FTE	18.0
Estimated figure subject to increase based on further study conducted by the City. Savings to be recognized across multiple departments e.g. Recreation	

Opportunity Description

Rationalize number of facilities and dispose of the resulting excess capacity across City facilities

The City currently manages over 600 facilities across all services.

- Since the amalgamation of towns and cities to form the City of Greater Sudbury, there has not been a detailed assessment of the number of facilities in place and whether all facilities are needed.
- In addition, management of these facilities is not centralized within facilities management rather is spread across services such as arenas, recreation, and fire services. As part of this opportunity, management of these facilities should be centralized under a single group/function.
- Through rationalization of facilities, the City can focus its operational maintenance spend and capital investments to providing modern, up-to-date, multi-use facilities without a significant impact on the taxation levy.
- Our review identified facilities with low utilization and cost recovery percentages including two arenas, four community halls/centers and two pools. Further details can be seen in the relevant sub service profiles.



Comparative Summary

When comparing the City to other comparator municipalities, we noted:

- The City of Greater Sudbury has the most indoor recreation space out of it's comparators with total of approximately 114,000 m² compared to comparators at an average of 78,000 m².
- Sudbury is in line with it's comparators at a recreation facility expense per indoor recreation square meter at \$137/m².

Opportunity #1

Facilities Rationalization



Risk / Barriers

Rating: 2

Reputational Risk: There is a minor risk to the reputation of the City if citizens perceive a facility rationalization initiative to be reducing the levels of service across services operated out of these facilities.

Service Delivery Risk: Due to the low utilization rates of certain facilities and the ability to consolidate services at other facilities, no service delivery risk is anticipated.

No significant financial risks were identified.



Strategic Alignment

Rating: 3

This opportunity is not strongly aligned with the City's objective to develop recreation facilities however, rationalization would enable improved maintenance and better service provision for multi-use recreation facilities.



Internal Impact

Rating: 2

The City recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The City will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity is expected to have a minor negative impact on some part time employees whose hours may be reduced due to the lower number of post-rationalization facilities the City would have to maintain.



External Impact

Rating: 3

This opportunity would have a minor negative short term impact for residents in wards where surplus/end-of-life facilities are disposed of. This would be offset by the higher level of service which could be provided to better maintain other facilities due to the operating savings realized from this rationalization.

Public Consultation

Implementation

2021

2022 - 2023 Budget

EST TIMELINE OF SAVINGS

2

Opportunity #2 Create a Digital City



Department	
Corporate Services	
Opportunity Type	
Digitization	
Budget Impact (\$,000s)	
Current Total Cost	\$6,719
Internal Recoveries	\$6,555
Current Revenue	\$163
Current Net Levy (A)	\$ 0
Est. Cost Savings (B)	\$600
Adjusted Net Levy (A-B)	Note (a)
Percentage of Savings (B/A)	Note (a)
Current FTE	34.0
<p>Note (a) Operating savings to be realized in the various areas where the applications or systems are implemented, e.g. customer self-service or process efficiency. The IT department may need to carry costs relating to licensing and IT support and therefore budget reduction is not expected in this department.</p>	

Opportunity Description

Create a digital city by leveraging technology
 Many opportunities were raised in relation to how technology can improve efficiency in service delivery and improve internal processes. These include:

- Implementing a time and attendance system for more effective analysis and decision making. A separate assessment was performed for this opportunity which considered options for either enhancing PeopleSoft or issuing an RFP for a new time and attendance vendor. The assessment concluded that PeopleSoft should be enhanced due to it being a quicker and more cost effective solution with strong internal knowledge which would meet the identified requirement. Estimated costs for this endeavor would be between \$1.7M and \$2.1M and take approximately 16 months to implement.
- Provide citizens with online access to municipal services such as marriage licenses, building applications, grant applications, and recreational activity bookings.
- Utilize technology in the delivery of support services such as facility management (see opportunity #6).
- Having more digital processes across the City will help reduce some of the staffing costs and allow for improved access to data for decision making.

Current Service Level

	Below Standard	At Standard	Above Standard
Service Type	Mandatory		
	Essential		<i>Information Technology</i>
	Traditional		
	Other		
	Discretionary		

Comparative Summary

When comparing the City to other comparator municipalities, we noted:

- Greater Sudbury has a cost for information technology per supported municipal full time equivalent (FTE) of \$3,404 which is lower than the average of cost of \$3,626 for comparators.
- Greater Sudbury has the highest number of IT devices per supported full time equivalent (FTE) of 1.21 devices compared to the average of 0.84.

Opportunity #2

Create a Digital City



Risk / Barriers

Rating: 2

When a digital strategy is pursued, new opportunities are created but new risks are introduced that need to be managed. Risks related to security, data management, and continuity of services need to be managed. If services are outsourced, third party risks need to be considered and managed.

A transition to a more digital way of operating would require upfront costs to implement time, attendance and activity reporting systems for better ongoing decision making.



Strategic Alignment

Rating: 1

The opportunity is strongly aligned to council strategy and direction, since it is likely to create operating efficiencies, improve processes across various departments and modernize interaction with citizens.



Internal Impact

Rating: 2

The City recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The City will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity may have a significant impact on current roles and job responsibilities, staffing levels and reporting structure. Also changes on how people work need to be considered and change management and training processes will need to be considered.



External Impact

Rating: 1

A large number of citizens will be positively impacted as they will have the ability to access information and/or perform transactions in a more convenient manner.



Opportunity #3 Lean Management System



ESTIMATED SAVINGS (\$,000s)	EXTERNAL IMPACT	INTERNAL IMPACT	RISK	STRATEGIC ALIGNMENT
\$100 - \$500	1	2	1	1

Department	
All Departments	
Opportunity Type	
Digitization	
Budget Impact (\$,000s)	
Total Operating Expensing	\$588,922
Total Operating Revenue	\$316,306
Operating Net Budget (A)	\$272,616
Est. Cost Savings (B)	Up to \$500
Est. Revenue Increase	\$0
Adjusted Net Budget (A-B)	\$272,116
Percentage of Savings (B/A)	Up to 0.2%
Current FTE	2,020

Opportunity Description

Implement a Lean Management System

Numerous opportunities were identified to improve efficiency and effectiveness during the opportunity workshop. Embedding a lean management system will help capture these ideas, increase the number of improvements which are identified and facilitate decisions in terms of what improvements to make, increase buy-in from employees, as well as the likelihood of implementation.

Implementing a lean management system would functionally change how the municipality operates as projects would always be viewed through a quality lens. This will allow the City to regularly address and focus on areas or services where there may be inefficiencies and undertaking further deep dive analysis into these areas.

Successful implementation of lean systems in other organizations have been lead by small project teams to pilot the program and prove that savings and efficiencies can be realized. In addition, a focused buy-in by leadership to the program has been a critical success factor.

Current Service Level

	Below Standard	At Standard	Above Standard
Service Type	Mandatory		
	Essential	N/A	
	Traditional		
	Other Discretionary		

Comparative Summary

The City of Fredericton in New Brunswick has been a notable example of successful implementation of a lean management system. In 2012 the City formed an Improvement and Innovation department to implement Lean Six Sigma projects.

The County of Frontenac in Ontario has also been noted to use a lean methodology.

Opportunity #3

Lean Management System



Risk / Barriers

Rating: 1

Failure by upper management to buy into a lean program on a long-term basis is a risk to successful lean implementation.

Implementation of a lean management pilot team will require funding to be allocated to staff training and dedicated individuals to ensure appropriate oversight of lean projects.

If lean initiatives are managed well, the risks to Service Delivery, Finances, and Reputation are low.



Strategic Alignment

Rating: 1

The opportunity is currently strongly aligned to council strategy and direction, since it is likely to create operating efficiencies and improve processes across various departments.



Internal Impact

Rating: 2

The City recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The City will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity has minimal negative impact on current roles and job responsibilities, staffing levels or reporting structure.



External Impact

Rating: 1

The implementation of a Lean Management System does not directly impact external customers, but may have a positive indirect impact through improved processes that may lead to better and more responsive customer interaction.

Public Consultation

Implementation

2021

2022-2024 Budget

EST TIMELINE OF SAVINGS

2

Opportunity #4 Shared Use Arrangements



Department	
Community Development	
Opportunity Type	
Alternative Financing	
Budget Impact (\$,000s)	
Current Total Cost	\$10,293
Current Revenue	\$5,085
Current Net Levy (A)	\$5,208
Est. Revenue Increase (B)	\$175
Adjusted Net Levy (A-B)	\$5,033
Percentage of Net Levy Decrease (B/A)	3.4%
Current FTE	35.0
Note – Budgeted figures shown above include figures for only the Community Arenas and Playfields sub-services.	

Opportunity Description

Review the joint arrangement with school boards for the shared use of facilities.

The City provides access to arenas, parks, and various facilities to local schools at a zero or reduced fee. In addition, the City also made use of school board facilities with 410 bookings in 2019. Neighbourhood Playground programs hosted by the City at 6 schools in 2018 could reasonably be relocated to City facilities.

- The City's Parks Services section performs all field maintenance (cutting, lining, garbage pick up, portable toilet unit provision, etc.) when school play fields are booked for City programming.
- There is no active agreement in place between the City and any of the four school boards. Bookings are being made at the same rates and terms from the original agreement dating back to the early 2000's.
- Based on still providing school boards with a discount of 20%, the City could increase revenues by \$175k.
- By establishing an updated consolidated agreement with all school boards, the City could ensure equitable terms and assist in cost recovery to lower the net levy.

Current Service Level

	Below Standard	At Standard	Above Standard
Mandatory			
Essential		Community Pools Arenas	
Traditional		Playfields	
Other Discretionary			

Comparative Summary

When comparing the City to other comparator municipalities, we noted that Greater Sudbury has a cost for recreation programs and facilities per participant visit of \$10.57 compared to the average of \$16.67.

Opportunity #4

Shared Use Arrangements

Risk / Barriers **Rating: 1**

Financial Risk: Implementing an updated, consolidated shared use agreement may result in lower utilization of recreational facilities by school boards.

No significant reputational or service delivery risks were identified.

Strategic Alignment **Rating: 2**

This opportunity is strongly aligned with the City’s Strategic Plan to provide a healthy community, accessible recreation facilities and sound municipal infrastructure.

Internal Impact **Rating: 1**

This opportunity is expected to have no material impact on current roles and job responsibilities, current staffing levels, or current reporting structure.

External Impact **Rating: 2**

This opportunity will have a small negative impact on school boards whose costs to utilize municipal recreation facilities is adjusted to be in line with cost recovery targets. This would be offset by a positive impact to users of the recreation facilities as such facilities could be better maintained.



Opportunity #5 Modernize Phone Systems



ESTIMATED SAVINGS (\$,000s)	EXTERNAL IMPACT	INTERNAL IMPACT	RISK	STRATEGIC ALIGNMENT
\$50 - \$100	1	1	1	2

Department	
Corporate Services	
Opportunity Type	
Digitization	
Budget Impact (\$,000s)	
Current Total Cost	\$6,719
Internal Recoveries	\$6,555
Current Revenue	\$163
Current Net Levy (A)	\$ 0
Est. Cost Savings (B)	< \$100
Adjusted Net Levy (A-B)	Note (a)
Percentage of Savings (B/A)	Note (a)
Current FTE	34.0
<p>Note (a): Operating savings are to be realized in various areas where applications /systems are implemented. The IT department may need to carry costs relating to licensing and IT support and therefore budget reduction is not expected in this department.</p>	

Opportunity Description

Remove desk phones and move to mobile workforce

- The City's IT department currently services 1593 office phones as well as 851 cell phones, with and without data plans. Phone plan and device costs are paid for by user departments.
- A telephone system modernization plan is currently being worked on with an RFP in review. This RFP requires softphone capabilities for a variety of mobile and desktop devices.
- Switching away from traditional desk phones in favour of more mobile options would support a more flexible work environment to support opportunities such as optimizing office space.
- We note that at the time of the report, an RFP has been issued for a provider which would enable softphone capabilities. Savings realized from this opportunity will be driven by the scope of work of the successful bidder.

Current Service Level

	Below Standard	At Standard	Above Standard
Service Type	Mandatory		
	Essential		<i>Information Technology</i>
	Traditional		
	Other		
	Discretionary		

Comparative Summary

The trend for comparator municipalities is to be moving away from traditional desk-based phones to either VoIP (Voice over Internet Protocol) or other internet based solutions such as Google Voice or Skype. From our analysis, a number of municipalities are in the process of modernizing their phone systems.

Opportunity #5 Modernize Phone Systems



Risk / Barriers

Rating: 1

Service Delivery Risk: Provided that an appropriately thought out plan is developed to transition users to softphones, this opportunity presents minimal service delivery risks.

No significant financial or reputational risks were identified.



Strategic Alignment

Rating: 2

The opportunity is strongly aligned to the City's strategic plan as it is likely to create operating efficiencies and improve processes across various departments.



Internal Impact

Rating: 1

This opportunity is likely to have a positive impact on current roles and job responsibilities as work flexibility is increased.

No material impact was noted for current staffing levels, or reporting structure for this opportunity .



External Impact

Rating: 1

This opportunity will not have a direct impact on external users.

Public Consultation

Implementation

2020

2021 Budget

EST TIMELINE OF
SAVINGS

1

Opportunity #6

Review User Fees & Cost Recovery

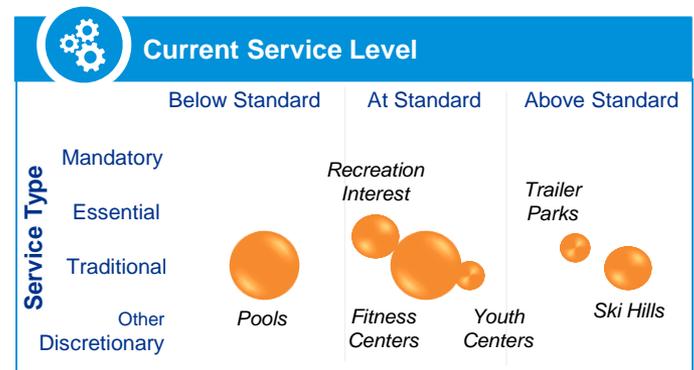


Department	
Community Development	
Opportunity Type	
Increase Cost Recovery	
Budget Impact (\$,000s)	
Current Total Cost	\$6,803
Current Revenue	\$2,816
Current Net Levy (A)	\$3,987
Est. Cost Savings (B)	\$0
Est. Revenue Increase	\$245
Adjusted Net Levy (A-B)	\$3,742
Percentage of Savings (B/A)	6.1%
Current FTE	7.0
Note - Budgeted figures shown above are for the Recreation service but savings would also apply to the arena and playfields sub-services.	

Opportunity Description

Review recreational user fees and establish cost recovery targets

- There is currently no framework to guide what portion of recreation costs should be recovered via user fees versus what should be paid for via a tax levy.
- Including a capital replacement fee in the charge for use of certain facilities would ensure that facilities at the end of their useful life can be replaced/renovated to maintain the expected level of service.
- Setting cost recovery targets based on comparator standards can assist the City in aligning fees charged to users with municipal standards.
- If the City were to increase their cost recovery rates by 1% up to the comparator average of 29%, it could earn an additional \$245k to reduce the burden on tax levies from user paid services.
- Based on only a 1% increase, it is evident that there is substantial revenue to be obtained from ensuring that cost recovery targets are appropriately defined. Additional savings may be realized from facility rationalization if supply is adjusted to meet demand for recreational facilities.



Comparative Summary

When comparing the City to other comparator municipalities, we noted :

- The City of Greater Sudbury recovers an average of 28% of its total recreation costs through user fees and service charges. This is slightly below the comparator average of a 29% cost recovery rate.
- Being considered a low-cost provider of recreation and park facilities, the expectation would be for the City to be recovering a higher than average percentage of its operating costs if user fees were more in line with comparator levels .

Opportunity #6

Review User Fees & Cost Recovery



Risk / Barriers

Rating: 2

Financial Risk: Increasing user fees and charges too much would result in lower utilization of related facilities and overall lower the costs recovered for the facilities.

Reputational Risk: Increasing user fees to realize higher facility cost recovery rates will damage the City's reputation with resident who utilize these facilities and services.

No service delivery risks were identified for this opportunity.



Strategic Alignment

Rating: 2

This opportunity is aligned with the City's Strategic Plan to provide accessible recreation programs and sound municipal infrastructure.



Internal Impact

Rating: 1

This opportunity is expected to have no material impact on current roles and job responsibilities, current staffing levels, or current reporting structure.



External Impact

Rating: 3

Adjusting user fees to align with cost recovery targets will have a negative impact on a number of users in the short run. This will be partially offset by a long run positive impact through improved provision of recreation and other services.

Public Consultation

Implementation

2020

2021 Budget

EST TIMELINE OF SAVINGS



Opportunity #7

Expand Facilities Management Systems



Department	
Facilities Management	
Opportunity Type	
Alternative Service Delivery	
Budget Impact (\$,000s)	
Current Total Cost	\$10,297
Current Revenue	\$5,335
Current Net Levy (A)	\$4,962
Est. Cost Savings (B)	\$156
Est. Revenue Increase	\$0
Adjusted Net Levy (A-B)	\$4,356
Percentage of Savings (B/A)	3.2%
Current FTE	31.4
Note – Budget shown relates to recreational facilities and community halls where energy related cost savings could be realized.	

Opportunity Description

Expand facilities management systems including revising preventative maintenance plans and implementing automated systems

- Of the City's facilities, 10 buildings are currently managed via a building automation system to monitor alarms and to control HVAC systems.
- Outside of this are approximately 100 buildings which may benefit from the efficiencies of having an automation system to manage heating/cooling which the facility is not being used.
- To implement such a system efficiently, the management of such facilities would need to be centralized as they are currently managed by a variety of departments such as EMS services and parks & recreation.
- Benefits of implementing such a system include, more efficient management and energy savings from only heating and cooling facilities when they are in use.
- Using an estimated savings of between 5% and 10% on the energy costs of fitness centers, arenas, and community halls an estimated operating cost saving of \$156k could be realized.

Current Service Level

	Below Standard	At Standard	Above Standard
Service Type	Mandatory		
	Essential		Facilities Management
	Traditional		
	Other Discretionary		

Comparative Summary

In comparison with other municipalities the City of Sudbury showed a lower kWh energy consumption per square foot (25.5 kWh) of HQ buildings compared to the average of 28.6 kWh. This is partially attributed to the energy savings realized from the automated facility management systems.

The industry standards for savings realized on facility management systems is between 5 and 10% on energy costs.

Opportunity #7

Expand Facilities Management Systems



Risk / Barriers

Rating: 2

Financial Risk: This opportunity would require an upfront investment to install and update facility management system. Return on this investment would only be realized through efficiencies and energy savings over a number of years. To ensure that this opportunity realizes a benefit, the City should firstly perform a facility rationalization so as not to upgrade facilities which will not be held for the entirety of the payback period of the project.

No significant reputational or service delivery risks were identified.



Strategic Alignment

Rating: 2

This opportunity is strongly aligned with the City's Strategic Plan to support energy efficient projects and designs, for efficient use of resources, and making efficient use of existing infrastructure.



Internal Impact

Rating: 2

This opportunity is expected to have no material impact on current roles and job responsibilities, current staffing levels, or current reporting structure.



External Impact

Rating: 1

This opportunity will not have a direct impact on external users.

Public Consultation

Implementation

2021

2022 - 2025 Budget

EST TIMELINE OF SAVINGS

3

Opportunity #8 Optimize Office Space



Department	
Corporate Services	
Opportunity Type	
Increase Cost Recovery	
Budget Impact (\$,000s)	
Current Total Cost	\$9,131
Current Revenue	\$3,863
Current Net Levy (A)	\$5,268
Est. Cost Savings (B)	\$0
Est. Revenue Increase	\$193
Adjusted Net Levy (A-B)	\$5,075
Percentage of Savings (B/A)	3.7%
Current FTE	18.0
Note – Other financial alternatives can be considered if leadership determines to pursue this opportunity	

Opportunity Description

Explore opportunities to minimize/optimize office space

- City administration operates out of multiple locations with the four primary office locations being: Tom Davies Square, The Provincial Building, Lionel E Lalonde Centre and the Transit Garage.
- In combination with other opportunities identified in this review such as instituting more flexible working environments and transitioning to digital to minimize physical document storage, the City would be able to optimize its office space usage. Excess office capacity could be leased out to other tenants as is being performed with exiting City owned floors in the Provincial Building.
- Savings were estimated assuming that the equivalent of space for 5% of the 500 employees at Tom Davis Square could be realized. If the average space utilized per person is 275 square feet and the market lease rate for excess space created is \$28 per square foot, additional rental revenue of approximately \$192,500 may be realized (subject to sufficient market demand). Note that estimated savings have been based on optimizing space at the Tom Davis Square location only, and additional savings may be recognized across other office locations.

Current Service Level

	Below Standard	At Standard	Above Standard
Service Type	Mandatory		
	Essential		Facilities Management
	Traditional		
	Other Discretionary		

Comparative Summary

When comparing the City to other comparator municipalities, we noted :

- The City of Greater Sudbury has a gross square footage of headquarter (HQ) buildings of 157k square feet. This is above the average of 138k square feet for HQ buildings.
- The direct costs to operate HQ buildings for the City are \$12.25 per square foot, which is above the average of \$11.22 per square foot for comparators.

Opportunity #8

Optimize Office Space



Risk / Barriers

Rating: 1

Service Delivery Risk: To ensure minimal disruption to customer and support service delivery, the City should only begin the office space optimization process sufficient telecommuting and digital solutions have been established.

No significant financial or reputational risks were identified.



Strategic Alignment

Rating: 2

This opportunity is strongly aligned with the City's Strategic Plan for efficient use of resources and existing infrastructure.



Internal Impact

Rating: 2

This opportunity is expected to have no material impact on current roles and job responsibilities, current staffing levels, or current reporting structure.

The transition to a more flexible work environment would have a minor positive impact on City employees who are .



External Impact

Rating: 1

This opportunity will not have a direct impact on external users.

Public Consultation

Implementation

2021

2022 - 2024 Budget

EST TIMELINE OF SAVINGS

2

Opportunity #9

Review Maintained Parkland Requirements



Department	
Community Development	
Opportunity Type	
Change Service Level	
Budget Impact (\$,000s)	
Current Total Cost	\$4,921
Current Revenue	\$120
Current Net Levy (A)	\$4,801
Est. Cost Savings (B)	\$980
Est. Revenue Increase	\$0
Adjusted Net Levy (A-B)	\$3,821
Percentage of Savings (B/A)	20.4%
Current FTE	14.0
Note – Other financial alternatives can be considered if leadership determines to pursue this opportunity	

Opportunity Description

Review parks/maintained parkland requirements

- The City maintains a total of 1,400 hectares of parkland over the municipal district. This service level of 7.3 hectares per 1,000 residents is higher than the provision level of 4.0 hectares per 1,000 residents established by the City's Parks, Open Space, and Leisure Master Plan.
- Despite the over provision of the service, maintained parkland is considered to be delivered below standard as maintenance efforts are stretched over a broad area.
- Naturalizing the excess 633 hectares of maintained parklands down to the approved service level could see the City realize savings of up to \$1.8M per year in reduced operating/maintenance costs. If a portion of these savings were to be utilized to increase the service level for remaining parkland with an additional 30% budget per hectare, the net savings would approximate \$980k.
- If the City were to explore opportunities in aligning the playgrounds, splash pads, non-motorized trails, and outdoor rinks to MBNCanada's average levels per 1,000 residents, further operational savings of up to \$1.7M could be realized per year.

Current Service Level

	Below Standard	At Standard	Above Standard
Service Type	Mandatory		
	Essential		
	Traditional		
	Other Discretionary		
	 Parks / Parkland		

Comparative Summary

When comparing the City to other comparator municipalities, we noted :

- The City of Greater Sudbury the most maintained parkland per 100,000 population of its comparators at 867 hectares compared to the average of 432 hectares.
- Of these comparators, Sudbury has the second lowest population at 161,531 compared to the average of 224,184 people as per the 2018 Financial Information Returns.

Opportunity #9

Review Maintained Parkland Requirements



Risk / Barriers

Rating: 2

Financial Risk: No significant financial risks were identified.

Reputational Risk: Naturalizing parkland will have a short term negative impact on the City's reputation with residents utilize such parkland.

Service Delivery Risk: This opportunity represents an overall reduction in parks service levels.



Strategic Alignment

Rating: 3

This opportunity is aligned with the City's active park provision targets and parkland provision levels as outlined in the City's Parks, Open Space, and Leisure Master Plan (2014).



Internal Impact

Rating: 2

The City recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The City will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity is expected to have a minor negative impact on current staffing levels if fewer hectares of parkland are required to be maintained. No material effect on current roles and job responsibilities or reporting structure is anticipated.



External Impact

Rating: 3

Naturalizing parkland to align with established provision levels will have a negative impact on a number of users in the short run. This will be partially offset by a long run positive impact through overall improved maintenance of parkland and other services.

Public Consultation

Implementation

2020

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Opportunity #10 Outsource Ski Hills



Department	
Community Development	
Opportunity Type	
Change Service Level	
Budget Impact (\$,000s)	
Current Total Cost	\$671
Current Revenue	\$428
Current Net Levy (A)	\$243
Est. Cost Savings (B)	\$243
Est. Revenue Increase	\$0
Adjusted Net Levy (A-B)	\$0
Percentage of Savings (B/A)	100%
Current FTE	-
Note – Other financial alternatives can be considered if leadership determines to pursue this opportunity	

Opportunity Description

Outsource ski hills to private sector/third party

- The City of Greater Sudbury owns and operates 2 ski hills, Adanac and Lively, which run at an annual cost of \$671k to the City with \$243k impacting the net levy for tax payers .
- Operation of ski hills is not a service offered by local municipalities in North Eastern Ontario but rather operated by a private or not-for-profit third party.
- If an appropriate provider can be sourced, the City can maintain ownership of the land, provision of the service to the community while making funds available for re-allocation to other services.

Current Service Level

	Below Standard	At Standard	Above Standard
Service Type	Mandatory		
	Essential		
	Traditional		
	Other Discretionary		<p><i>Ski Hills</i></p>

Comparative Summary

City operated Ski hills are a unique and discretionary service offered by the City of Greater Sudbury. We did not identify other municipalities in northeastern Ontario which offer ski hills as a municipal service.

Opportunity #10

Outsource Ski Hills



Risk / Barriers

Rating: 2

Financial Risk: No significant financial risks were identified.

Service Delivery Risk: There is a minor service delivery risk which the transition from a city operated facility to an outsourced operation is made. This risk can be mitigated through identifying a qualified supplier and ensuring that operations are appropriately transitioned in the off-season.

Reputational Risk: There is a minor reputational risk to the City due to the potential reduction in staffing levels related to the ski hills.



Strategic Alignment

Rating: 3

This opportunity is aligned with the City's Strategic Plan of promoting a healthy community with accessible recreation programs and facilities.



Internal Impact

Rating: 2

The City recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The City will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity is expected to have a minor negative impact on current staffing levels if a third party provider does not employ the same number of staff as the city currently does. No material effect on current roles and job responsibilities or reporting structure is anticipated.



External Impact

Rating: 2

There will be no external impact if a provider with the appropriate background and expertise can be sourced to operate the ski hills.

Public Consultation

Implementation

2020

2021 Budget

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Appendix A Benchmarking & Performance Perspectives



The City of Greater Sudbury
Core Services Review

Comparative Analysis – Why Compare to Other Communities

For the purposes of the project, five comparator communities were selected as municipal comparators based on population growth, urban/ rural characteristics and geography:

	Municipality	Population ²	Households ²	Area Square KM ¹
1	City of Greater Sudbury	161,531	75,612	3,228.35
2	Thunder Bay	107,909	50,388	328.60
3	Regina	234,177 ³	95,194 ³	179.97
4	Windsor	224,134	99,325	146.38
5	London	393,167	176,859	420.35
6	Guelph	131,790	56,636	87.22

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the City’s organization is aligned to deliver municipal services.

- Communities with similar financial benchmarks/service levels – insight into operating efficiencies
- Communities with different financial benchmarks/service levels – opportunities to change existing organizational structure/processes to reflect common service levels

Comparing financial performance and taxation levels has both benefits and risks

- Provides insight into affordability issues; what a peer municipality can achieve with the same resources
- Assumes that all variables are the same (assessment base, non-taxation revenues)
- Assumes that taxation and service levels in other communities are ‘right’

¹Statistics Canada census profile, 2016 census data

²Source – 2018 Financial Information Returns, Schedule 2

³2018 MBNCanada Performance Measurement Report

Benchmarking & Performance Perspectives

Summary of General Themes

A summary of the general themes around the benchmarking and financial analysis can be seen in the table below:

General Themes

Municipal Debt - The City of Greater Sudbury's debt position when considered on a per household basis is the lowest of the comparator group. A low debt position provides flexibility to the City in managing the capital demands related to growth.

Staffing Levels - The City's full time staffing levels have remained fairly consistent over the last five years, with a slight increase in part time staff across 2017 and 2018. The staffing complement per 1000 households for the City of Greater Sudbury (26) is less than the average (29.8).

Winter and Road Maintenance - The City of Greater Sudbury's winter maintenance expense of \$5,208/km is greater than the average for comparator municipalities of \$3,454/km. However, the City's net road maintenance expense per lane km of \$6,042/km is lower than the average of \$9,163/km.

Discretionary Reserves - The discretionary reserve and reserve position of Greater Sudbury has decreased by 5% from 2014 to 2018. A lower discretionary reserve balance provides the City with limited flexibility in managing the capital demands resulting from growth. Additionally, the percentage of reserves relative to the value of the City's tangible capital assets of 14% is lower than the comparator average of 19%.

Parks and Recreation - The City of Greater Sudbury's parks and recreation costs per household (\$133 and \$31 respectively) are lower than the average of the comparator municipalities in both cases. The City's recreational programming cost per household is the lowest of the comparator group.

Recreational User Fees - The City of Greater Sudbury recovers a percentage of operating costs from user fees and service charges (28%) in line with the average of comparator municipalities (29%).

Taxation Levels - The City of Sudbury's Residential taxes per household were the second lowest of the comparator municipalities in 2019 at \$2,805 per household. The relationship between the comparator municipalities with respect to residential taxes per household has remain consistent for the past three years.

Our benchmarking analysis has been split into three areas, financial perspectives, staffing perspectives and benchmarking of services. Further details can be found on the following slides.



Financial Perspectives

The City of Greater Sudbury

Core Services Review

Final Report

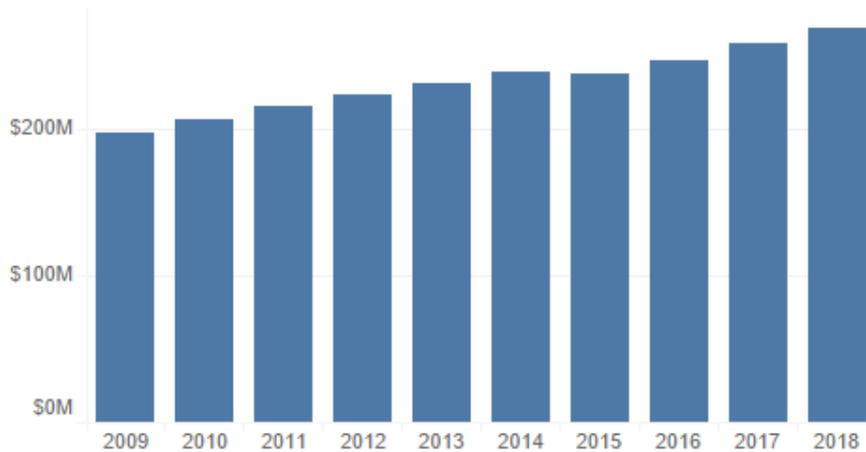
Overview of the City's Financial Performance

The City's 2018 Financial Information Return reflects a total municipal levy of approximately \$268 million.

Over the period of 2009 – 2018, the City's municipal levy increased by an average of \$7.9 million or 3.51% per year. In comparison, the Ontario Consumer Price Index increased on average 2.4 annually since 2009¹, reflecting the increasing cost of local government services and the growth in the City's physical operations and assets.

Steady and predictable increases in the levy builds confidence and sustainability in the City's financial plan from residential, commercial and industrial ratepayers.

Total Municipal Levy – 2009 to 2018



Source: Municipal Financial Information Returns (Schedule 10)

Annual Increase in Municipal Levy – 2009 to 2018



Source: Municipal Financial Information Returns (Schedule 10)

¹Source – Statistics Canada. Table 18-10-0005-01 Consumer Price Index, annual average, not seasonally adjusted

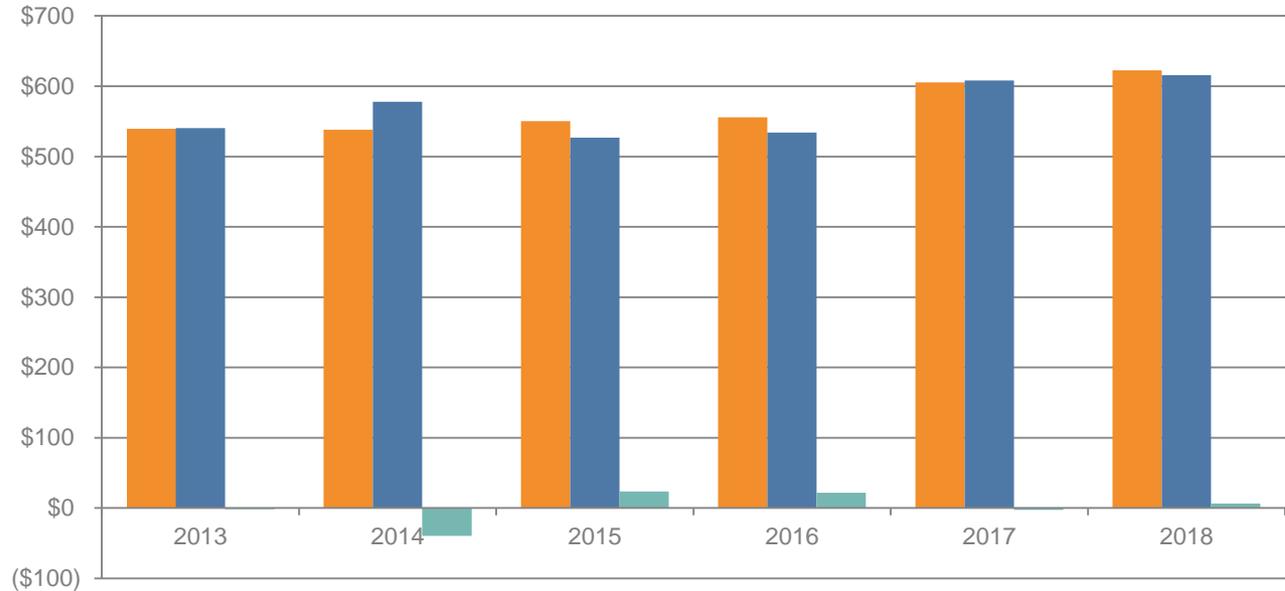
²Source – Municipal Financial Information Returns (Schedules 22 & 24)

Benchmarking & Performance Perspectives

Reported Operating Results (In Millions)

Municipalities in Canada are not allowed to budget for an operational deficit. Nonetheless, if we look at their financial statements we can understand if the municipality is financing budget deficits through the use of reserves or debt financing.

Over the short term the financing of budget deficits is sustainable, but prolonged use of reserves or debt will place a municipality in a financially exposed position.



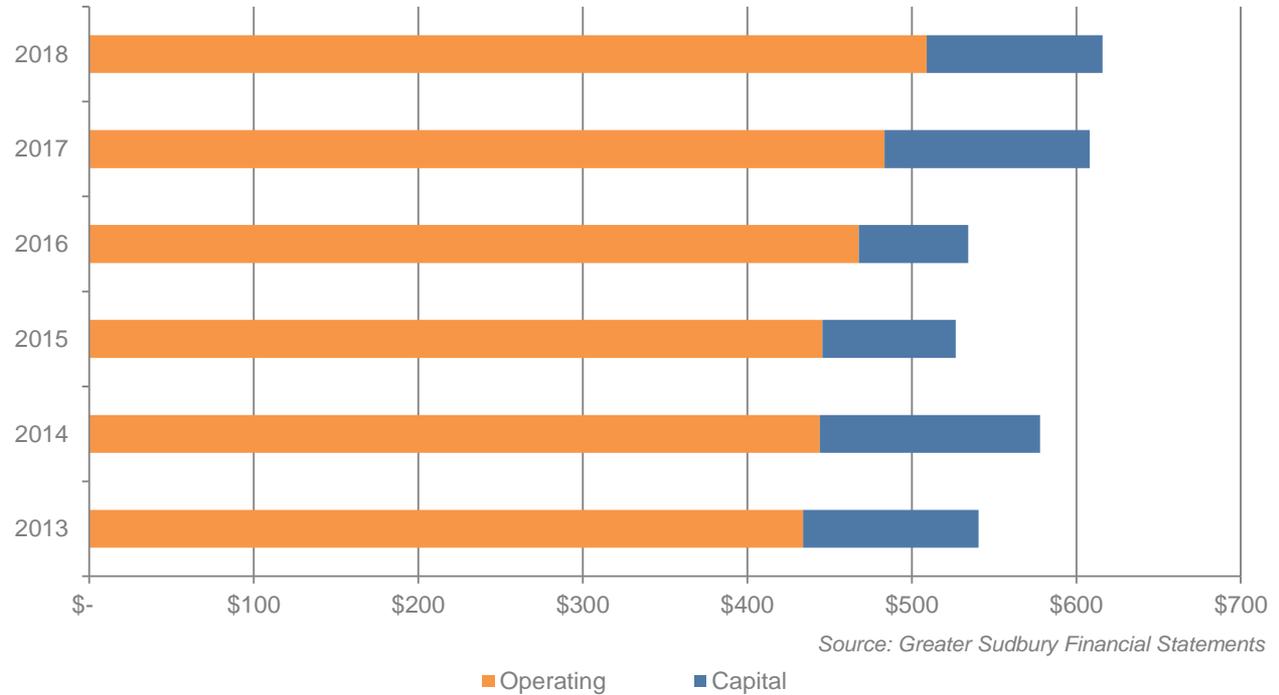
Source: Greater Sudbury Financial Statements

Revenue Expenditures Surplus (deficit)

Operating & Capital Expenditures (In Millions)

Between 2013 and 2018, the City of Greater Sudbury's operating and capital expenditures have been consistent year over year.

In 2015 and 2016 there were a slight decrease in both the capital and operating expenditures of the City.

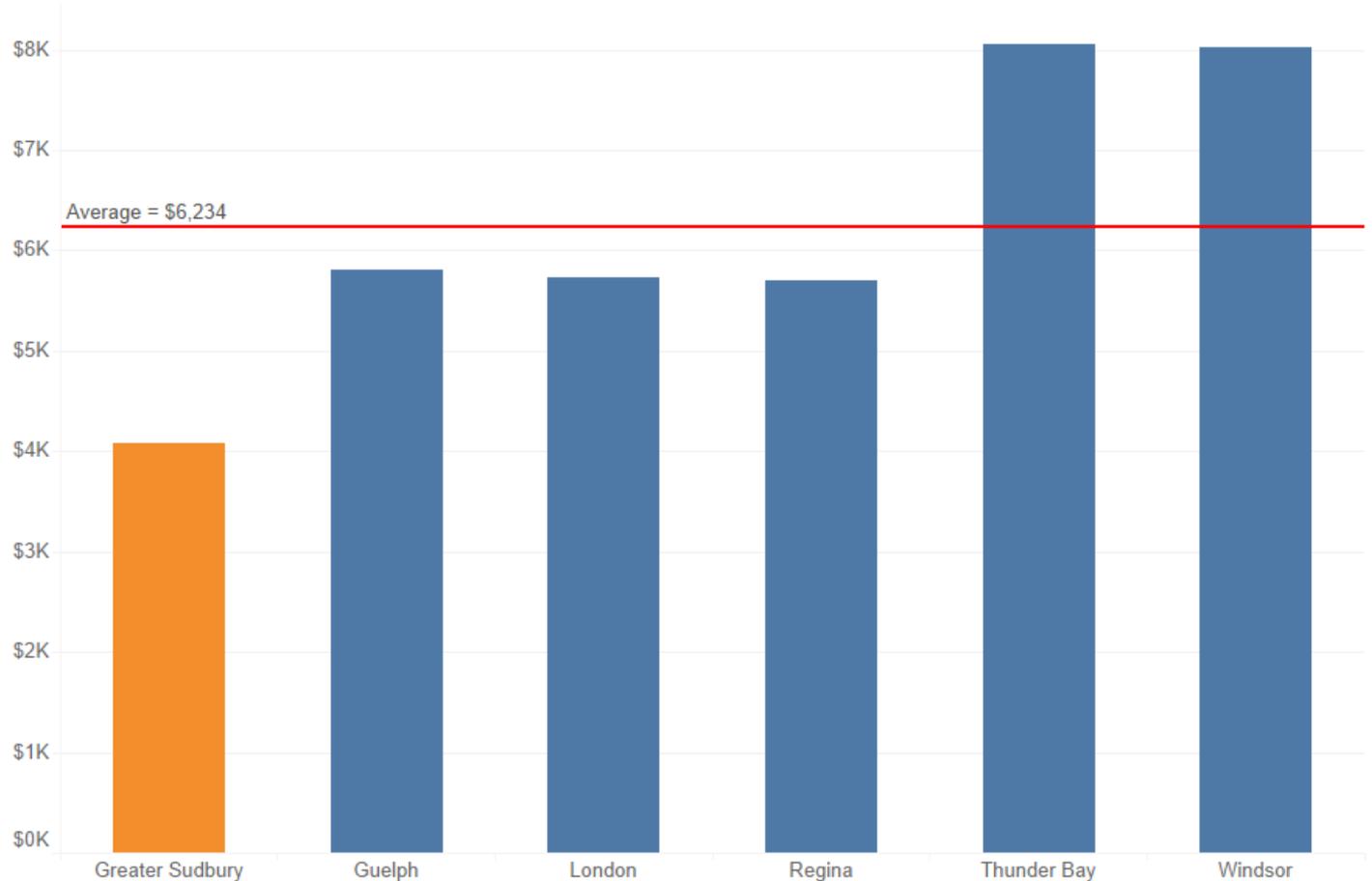


Municipal Debt per Household (2018)

This financial indicator provides an assessment of the City's ability to issue more debt by considering the existing debt load on a per household basis. High debt levels per household may preclude the issuance of additional debt.

Greater Sudbury has the lowest level of debt per household at \$4,084, well below the average debt per household of the comparator group of \$6,234.

A lower debt per household level indicates the City has increased flexibility in the use of debt as a financing tool for future capital projects.



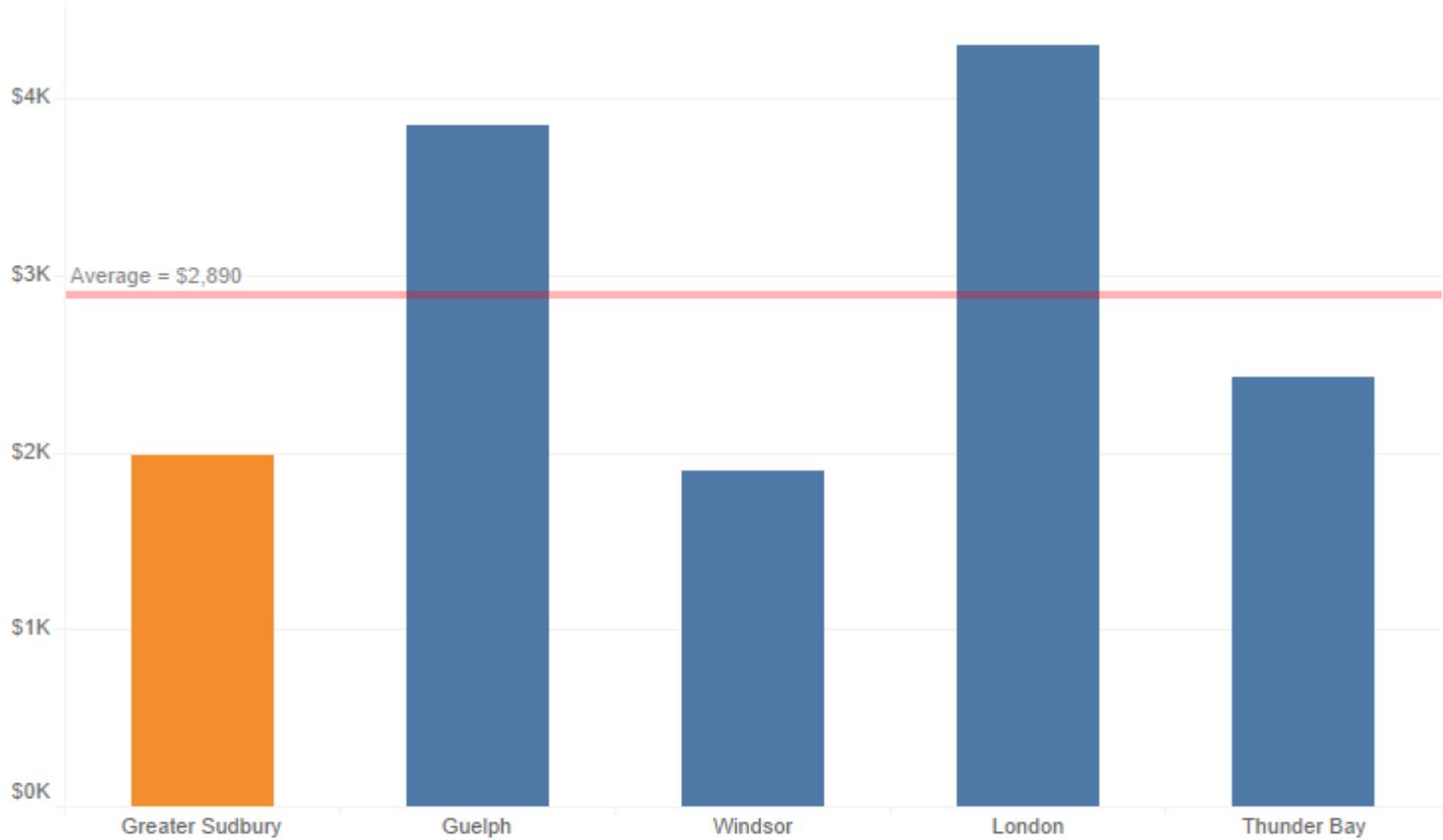
Source: Municipal Financial Information Returns (Schedules 2 and 70)
Regina 2018 Annual Report

Discretionary Reserves per Household (2018)

Greater Sudbury holds the second lowest amount of discretionary reserves per household among the comparator group.

The discretionary reserve position illustrated in this graph does not include development charges, gas tax, and park land reserves.

In practical terms, a stronger discretionary reserve position will provide Sudbury more flexibility in financing options for new infrastructure.



Source: Municipal Financial Information Returns (Schedules 2 and 60)

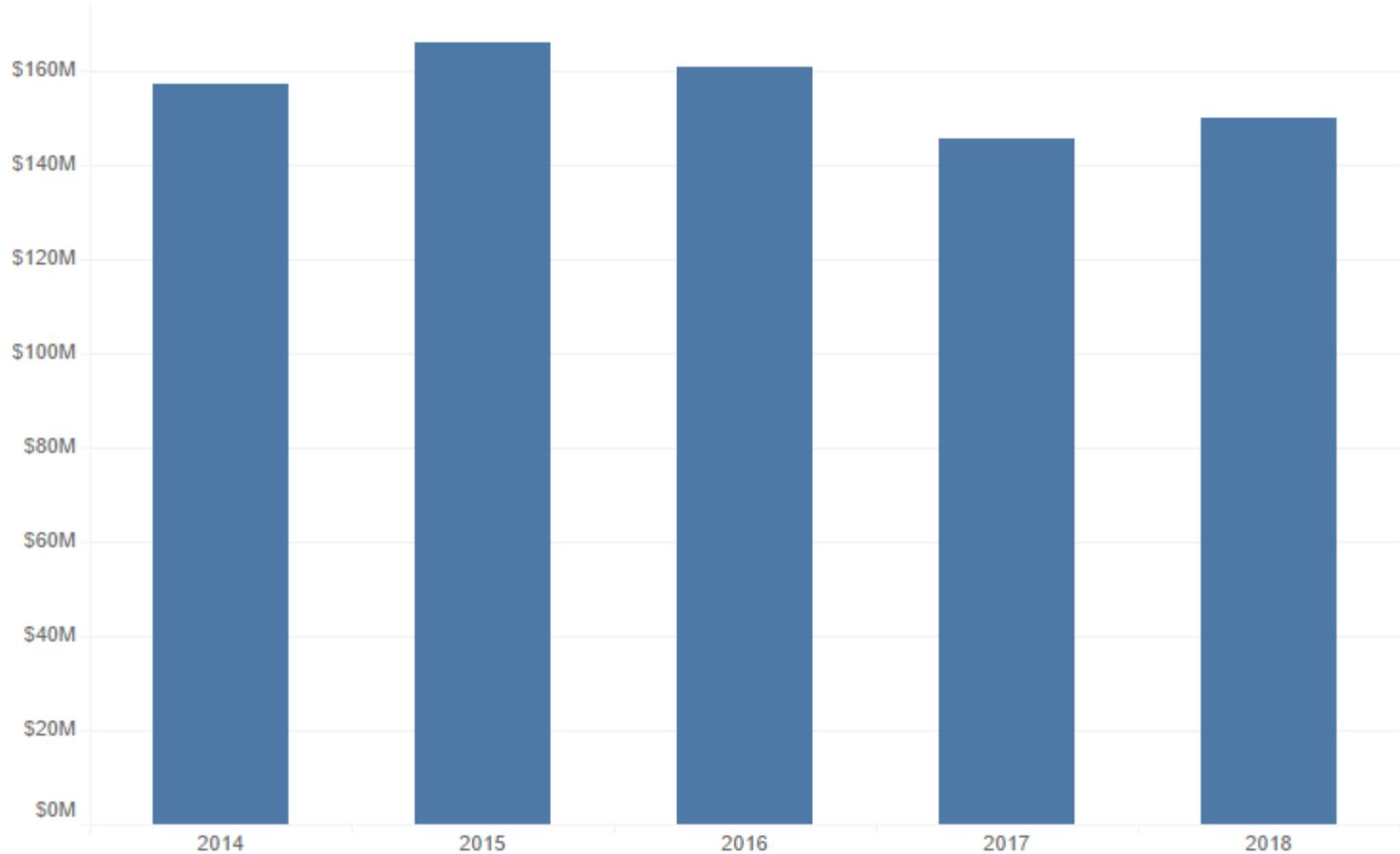
Benchmarking & Performance Perspectives

Discretionary Reserves 2014 - 2018

The discretionary reserve and reserve position of Greater Sudbury has decreased by 5% from 2014 to 2018.

The discretionary reserve position illustrated in this graph does not include development charges, gas tax, and park land reserves.

Decreasing discretionary reserves over time is an indicator that the City's flexibility for financing from reserves is becoming more restricted.

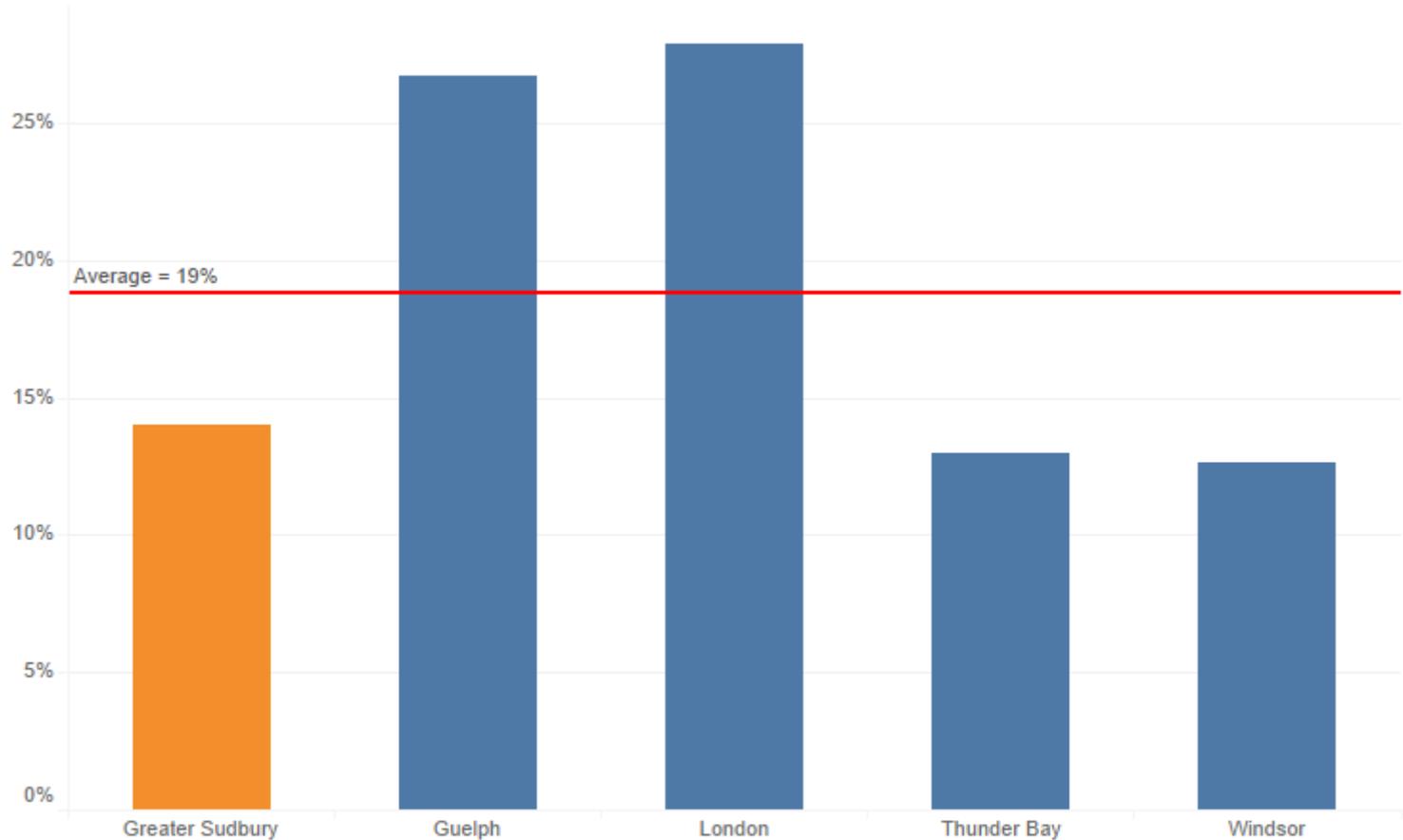


Source: Municipal Financial Information Returns (Schedules 2 and 60)

Reserve Position Relative to Tangible Capital Assets (2018)

When a municipality's total reserve position (obligatory reserve funds, discretionary reserves and reserves) are expressed as a percentage of its tangible capital assets, it provides an indication of its ability to finance the replacement of its tangible capital assets from internal sources.

Greater Sudbury's total reserve position (14%) is much lower than the comparator average of 19%.

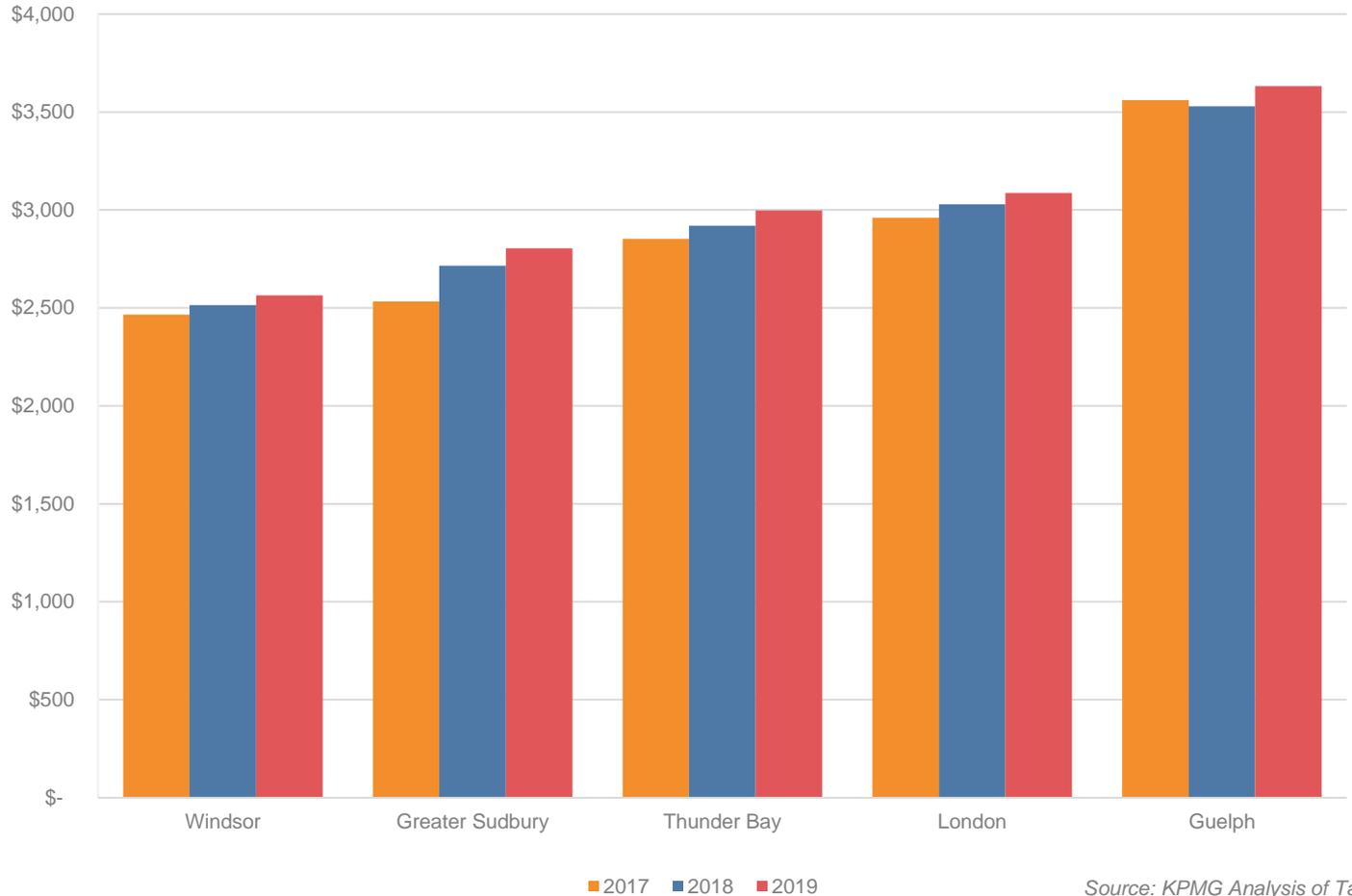


Source: Municipal Financial Information Returns (Schedules 51A and 60)

Residential Taxes per Household (Average/Typical Property)

The City of Sudbury's Residential taxes per household were the second lowest of the comparator municipalities in 2019 at \$2,805 per household.

The relationship between the comparator municipalities with respect to residential taxes per household has remain consistent for the past three years.



Source: KPMG Analysis of Tax Information for the selected municipalities



Staffing Perspectives

The City of Greater Sudbury

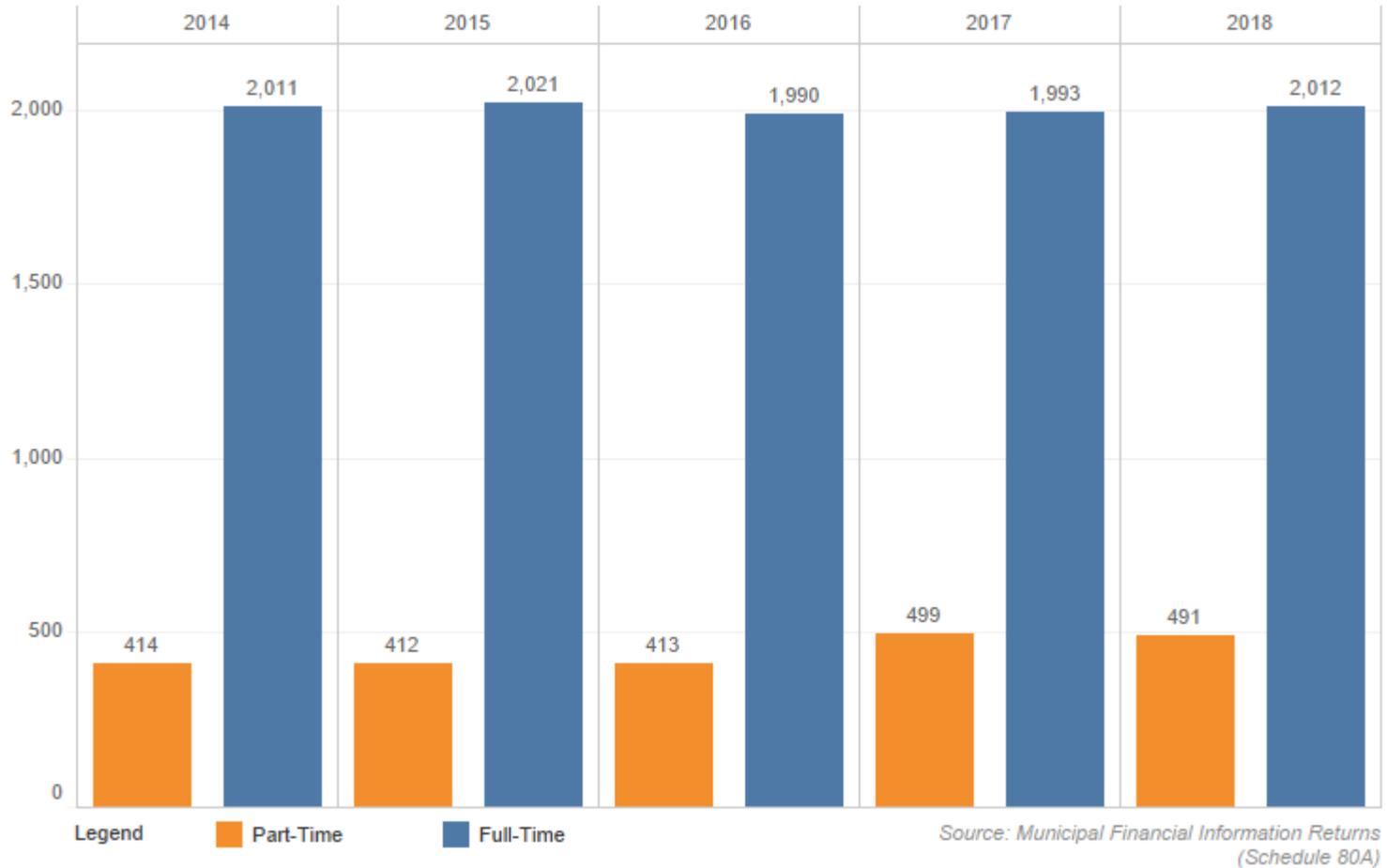
Core Services Review

Final Report

Historical Staffing Levels By Type 2014 - 2018

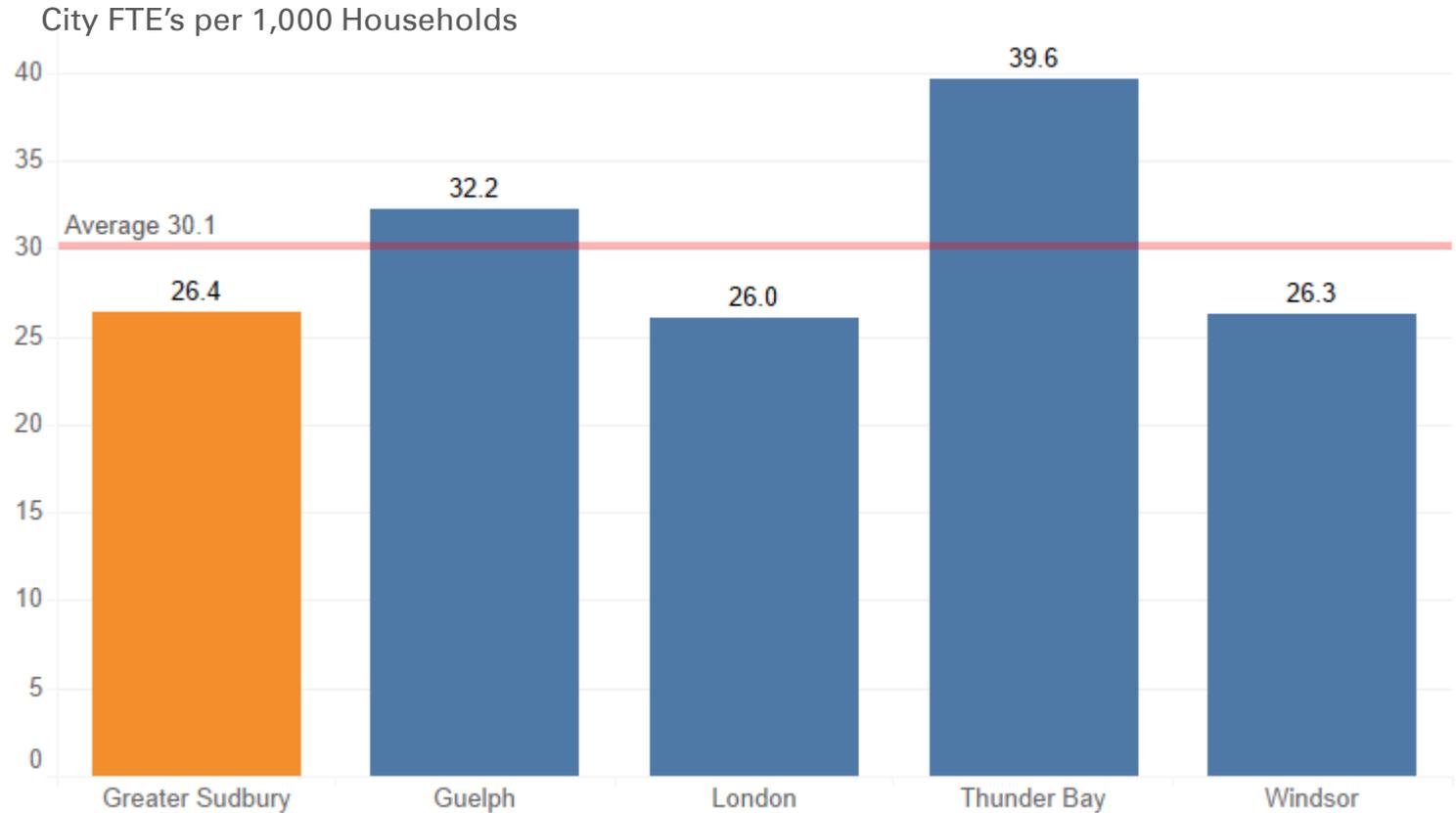
When viewed over the past five years, the staffing levels for full-time employees has been stable.

The part-time staffing levels has been increasing starting in 2017.



Full Time Staffing Complement (2018) Per 1000 Households

The staffing complement per 1000 households for the City of Greater Sudbury (26) is less than the average (30.1)

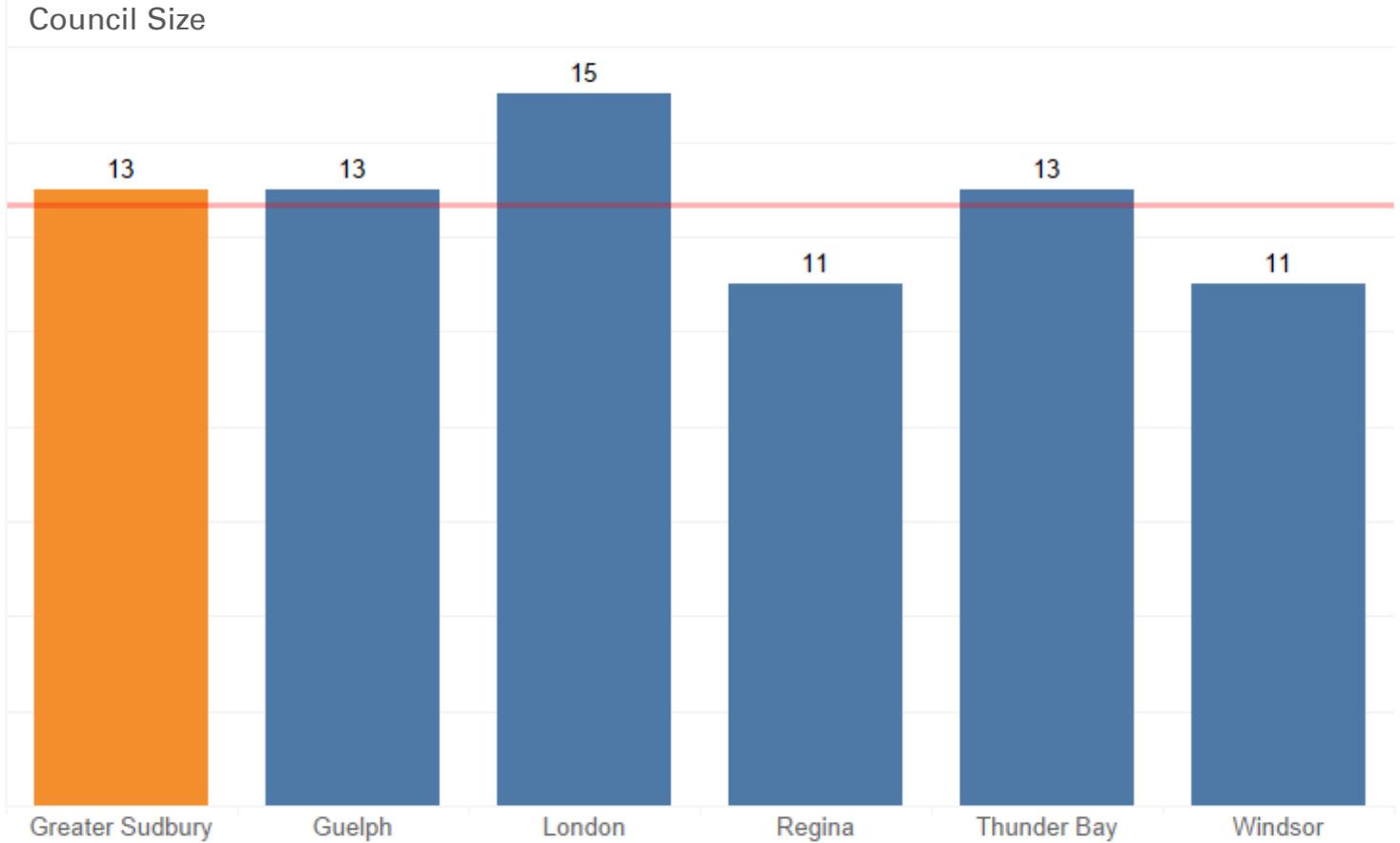


Source: Municipal Financial Information Returns (Schedule 80A)

Benchmarking & Performance Perspectives

Council Size

The City of Greater Sudbury has the average number of councilors.

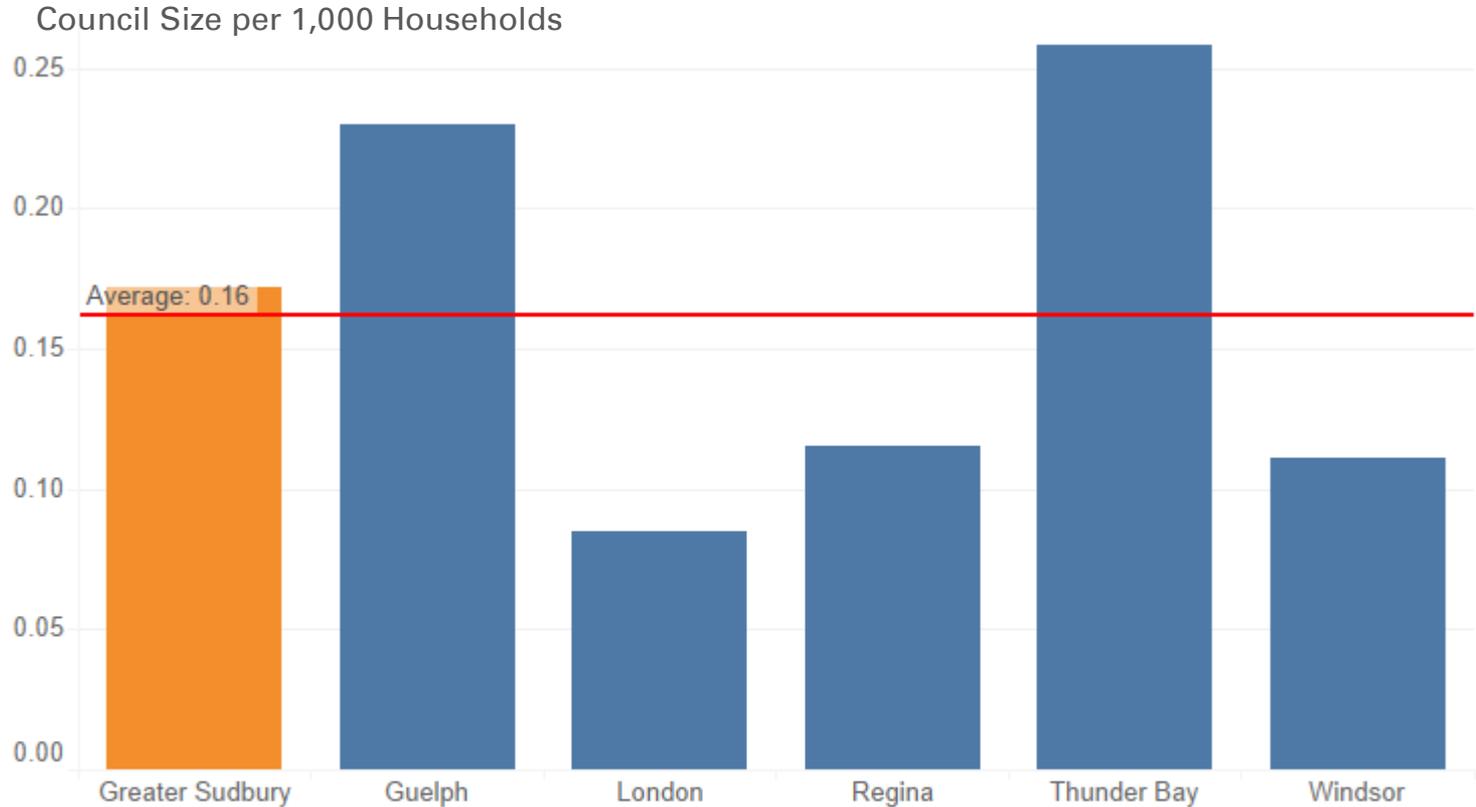


Source: Municipality websites

Benchmarking & Performance Perspectives

Council Size per 1,000 Households

Greater Sudbury has 0.17 councilors per 1,000 households which is about the average number of elected on a per household basis.

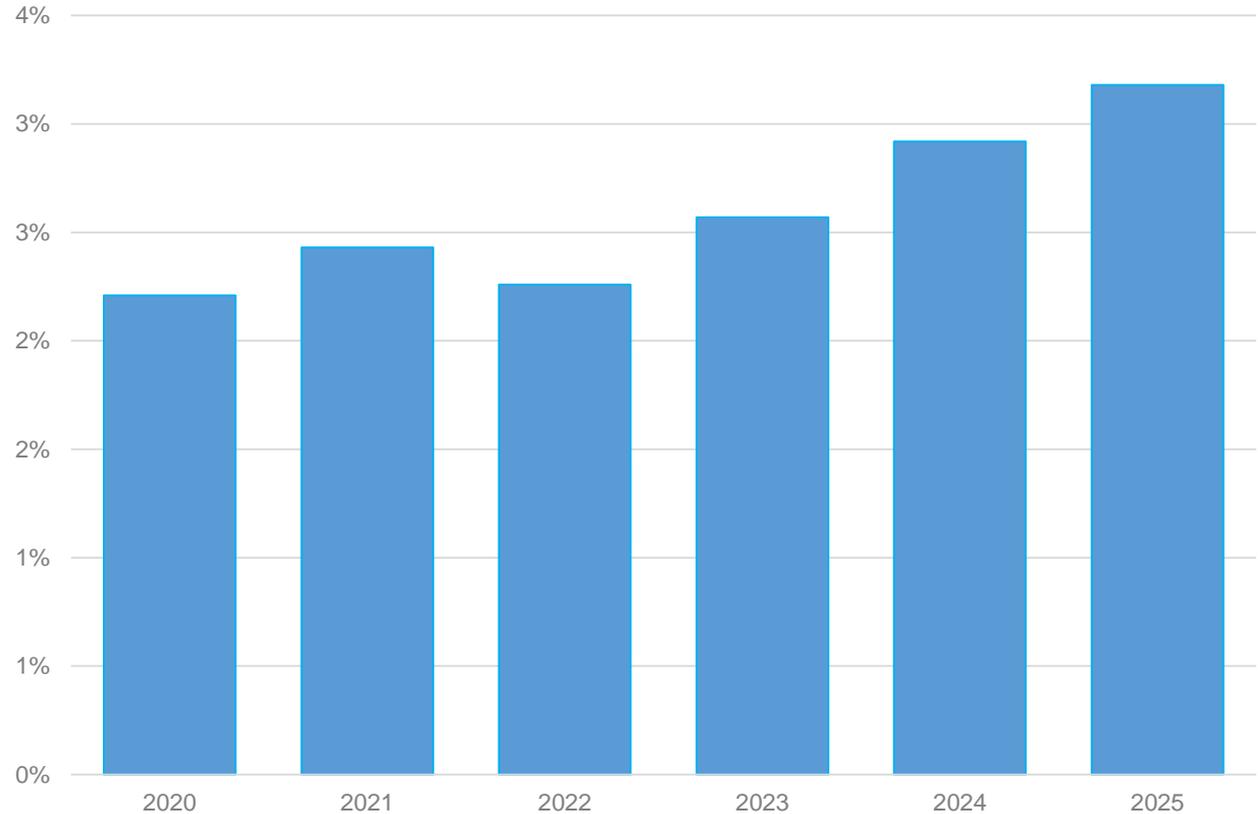


Source: Municipal Financial Information Returns (Schedule 2, Nr of Households)
Regina - MBNC 2018 Performance Report
Council members from municipality websites

Retirement Profile of Current City Employees

Within the next 6 years, 352 employees of the City will be eligible to retire on the earliest potential retirement date without penalty. This represents nearly 16% of all employees at the City. This is lower than recent findings of approximately 20%, when this analysis was conducted for other municipalities.

Cumulative Number of City Employees Reaching Full Pension



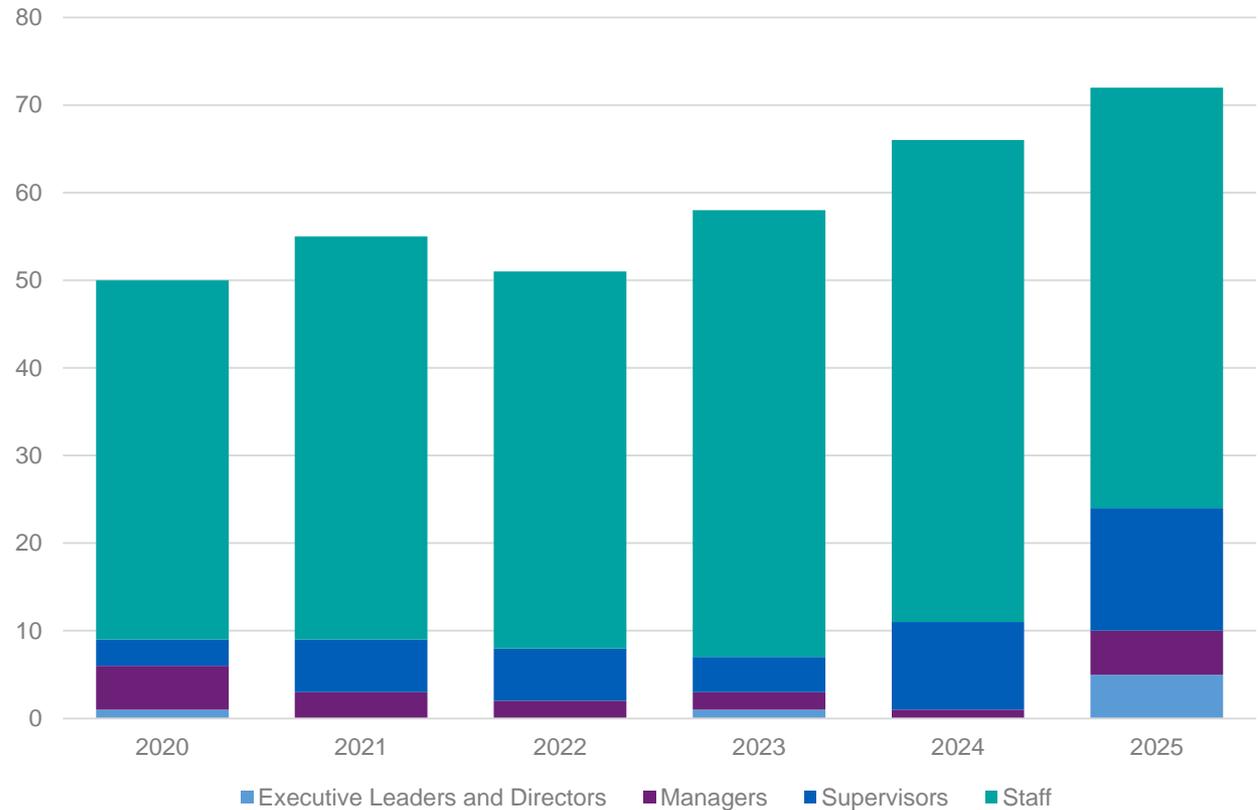
Source: City of Greater Sudbury Human Resources Division

Retirement Profile of Current City Employees by Position Level

As noted in the previous slide, within the next six years, 352 employees of the City will be entitled to retire without penalty.

Between now and 2025, an increasing proportion of these employees will be at the supervisor level.

Employees Eligible for Full Pension by Position Level



Source: City of Greater Sudbury Human Resources Division



Benchmarking of Services

The City of Greater Sudbury

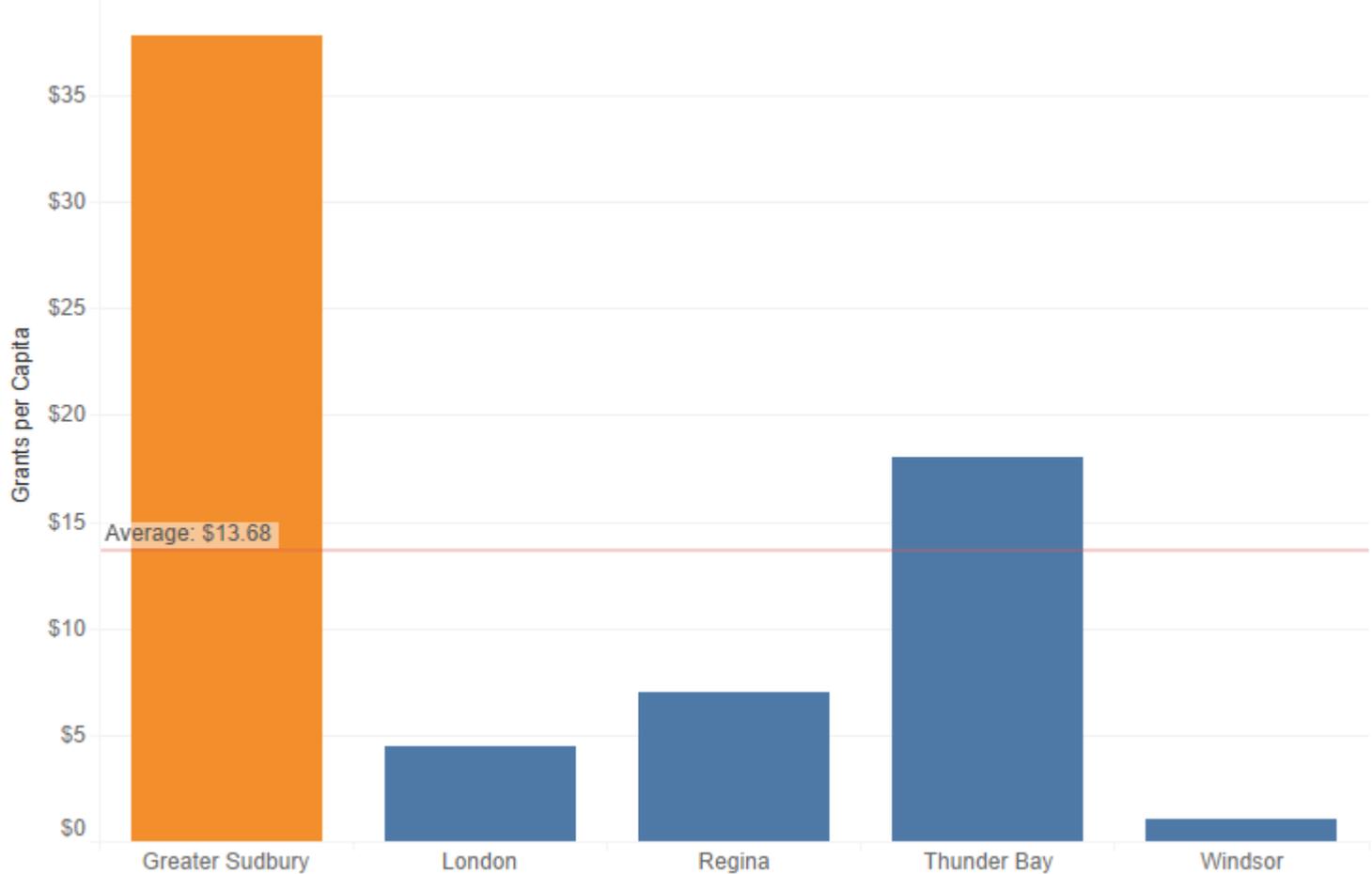
Core Services Review

Final Report

Greater Sudbury had a much higher arts, heritage & festival grant per capita of \$37.82 in 2018 compared to the comparator average of \$13.68.

This large variance is attributable to the \$5.5 million contribution from Greater Sudbury to the Place des Arts project which was included in the calculation of these figures for 2018.

Arts, Heritage & Festival Grants per Capita



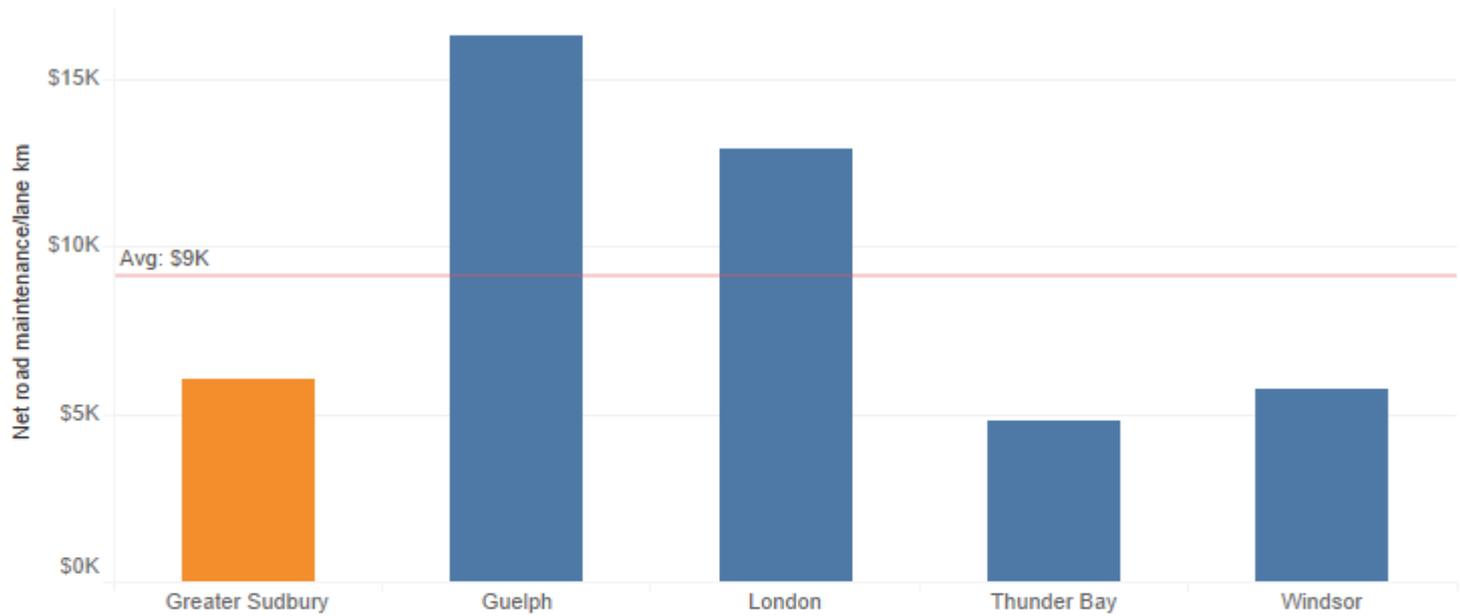
Source: MBNCanada

Benchmarking & Performance Perspectives

Road Maintenance

The City of Greater Sudbury has a net road maintenance expense per lane km of \$6,042/km which is lower than the average of \$9,163/km.

Road Maintenance Expense per Lane km (less net revenue)



Source: Municipal Financial Information Returns

Net road maintenance expense is calculated:

[Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40]
net of:

[Revenues: User Fees and Service Charges from Schedule 12]

Road maintenance includes lines:

0611: Roads - Paved,

0612: Roads - Unpaved,

0613: Roads - Bridges and Culverts,

0614: Roads - Traffic Operations & Roadside

Total lane kms calculated:

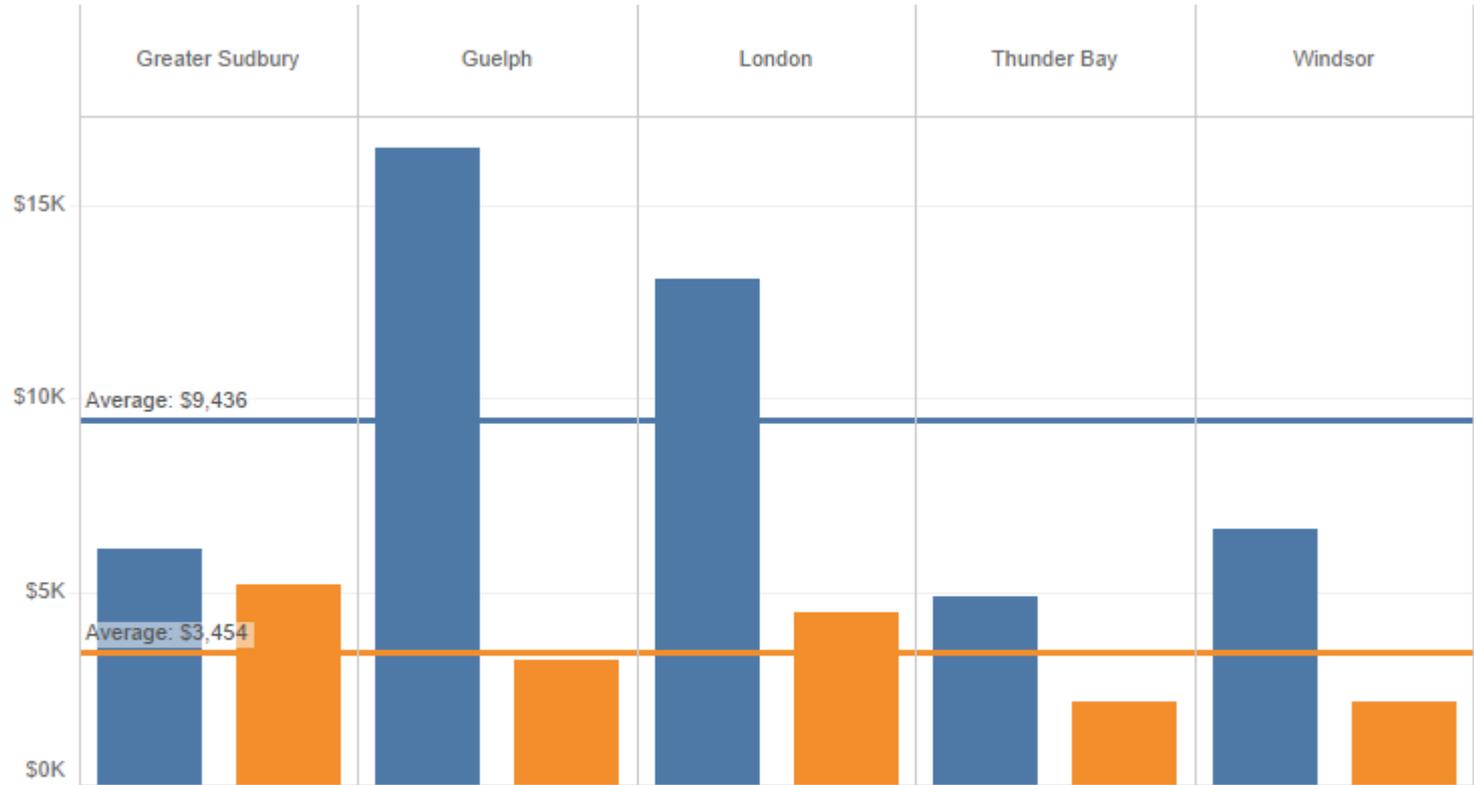
1710: Total Paved Lane Km + 1713: Total UnPaved Lane Km, from Schedule 80D

Benchmarking & Performance Perspectives

Winter Road Maintenance

The City of Greater Sudbury's road winter maintenance expense of \$5,208/km is greater than the average for comparator municipalities of \$3,454/km

Portion of Winter Maintenance Expense per Lane km



Source: Municipal Financial Information Returns

Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40

Revenues: User Fees and Service Charges from Schedule 12

Road maintenance includes lines: 0611: Roads - Paved, 0612: Roads - Unpaved,

0613: Roads - Bridges and Culverts, 0614: Roads - Traffic Operations & Roadside

Winter maintenance includes lines: 0621: Winter Control - Except sidewalks, Parking Lots, 0622: Winter Control - Sidewalks, Parking Lots Only

Total lane kms calculated: [1710: Total Paved Lane Km] + [1713: Total UnPaved Lane Km] from Schedule 80D

Winter control km is line 1740: Total Lane Km maintained in winter, from Schedule 80D

Legend

■ Road maintenance/lane km

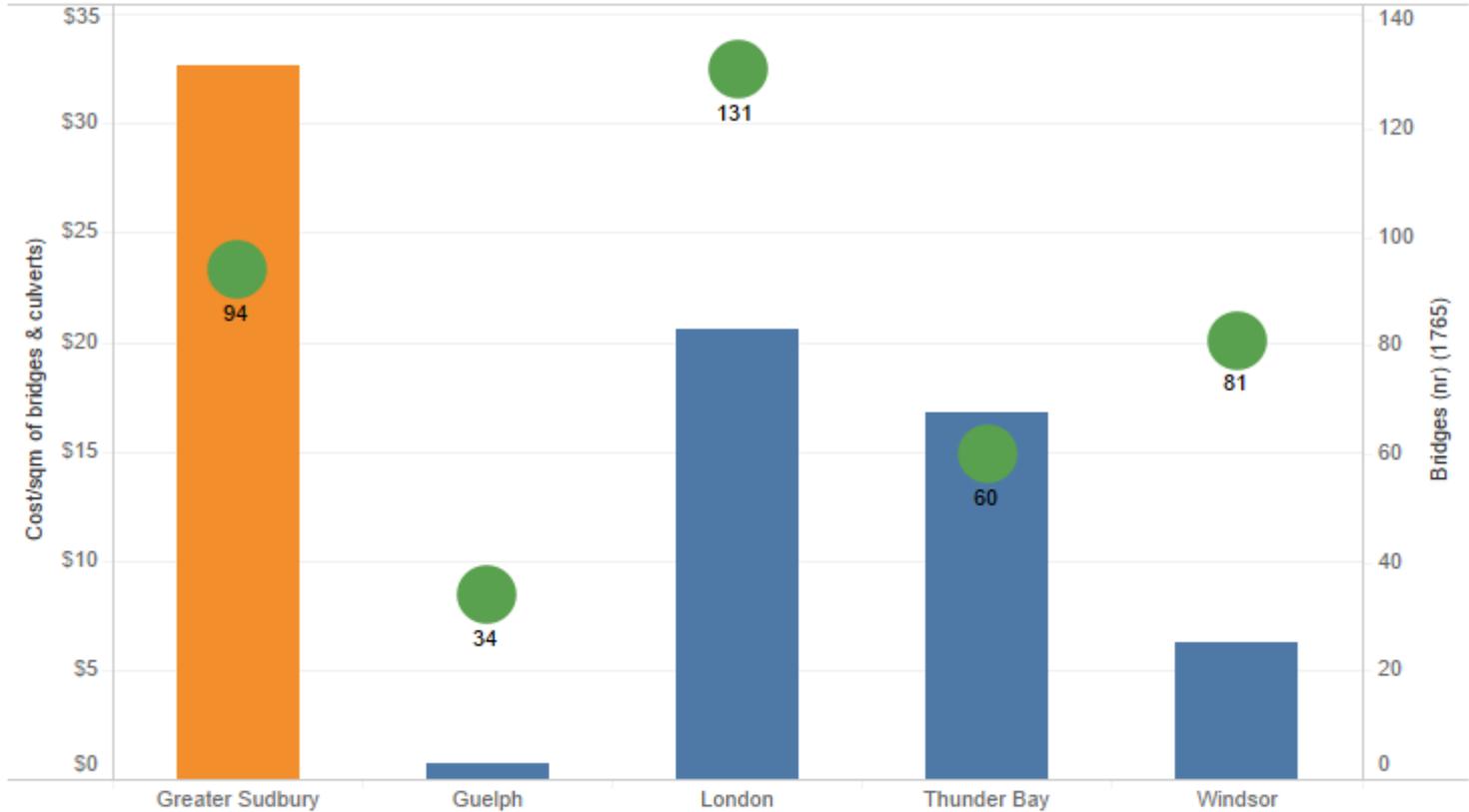
■ Winter maintenance/winter control km

Benchmarking & Performance Perspectives

Bridges and Culverts

The City of Greater Sudbury has a cost per meter for bridges and culverts of \$33 which is the highest of comparator municipalities.

Cost per Square Meter of Bridges and Culverts



Source: Municipal Financial Information Returns

Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40,0613: Roads - Bridges and Culverts,

Nr of bridges from line 1760 from Schedule 80D

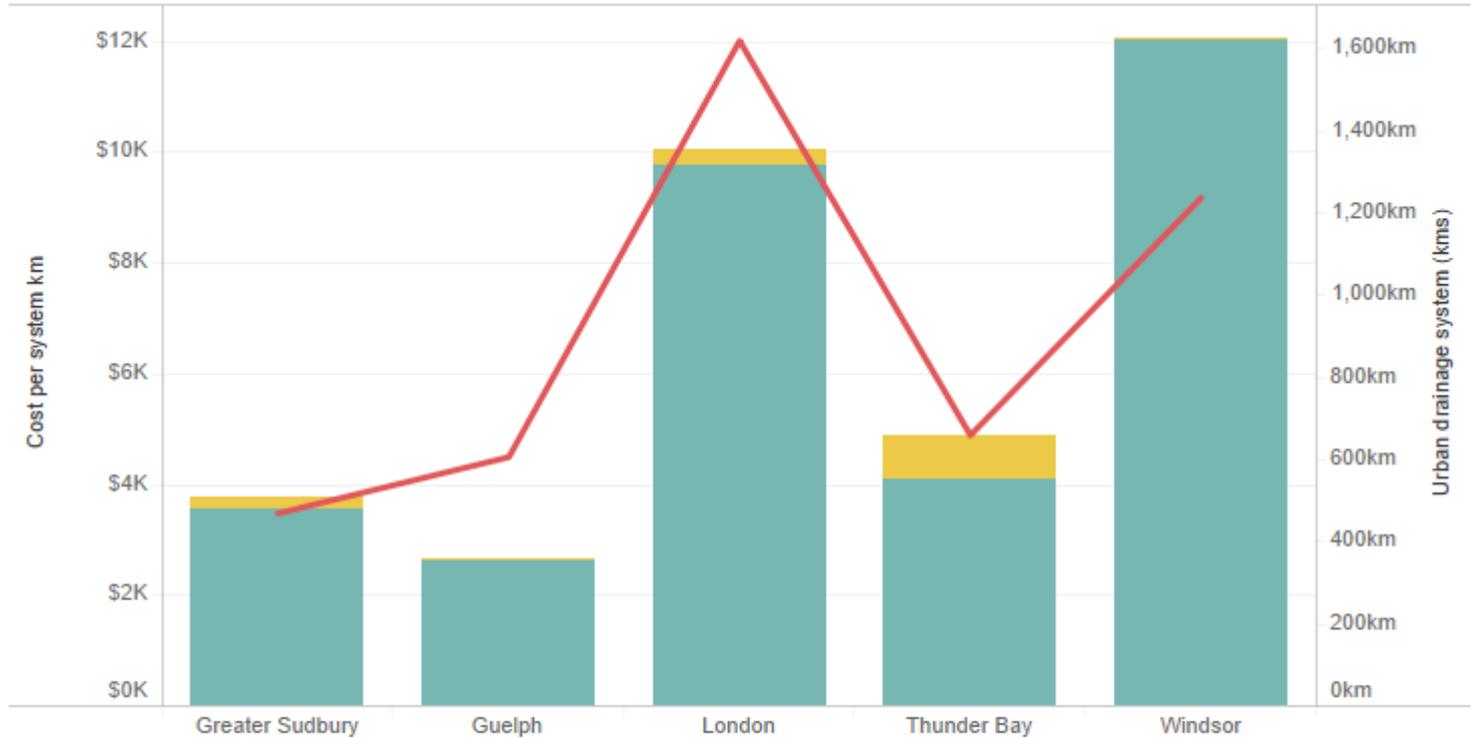
Sqm of bridges and culverts from line 1760: Total Square Metres of Surface Area on Bridges and Culverts from Schedule 80D

Benchmarking & Performance Perspectives

Storm Sewers

The City of Greater Sudbury has a cost per drainage km of \$3,773 which is the second lowest of comparator municipalities.

Cost per Storm Sewer Drainage km



Source: Municipal Financial Information Returns

Urban storm sewer/system km uses

Line 0821 Total Expenses Before Adjustments net of Amortization from Schedule 40

Line 1835 Urban Storm Water Management : Total KM of Urban Drainage System plus (0.005 KM times No. of Catch basins) from schedule 80D

Rural storm sewer/system km

Line 0822 Total Expenses Before Adjustments net of Amortization from Schedule 40

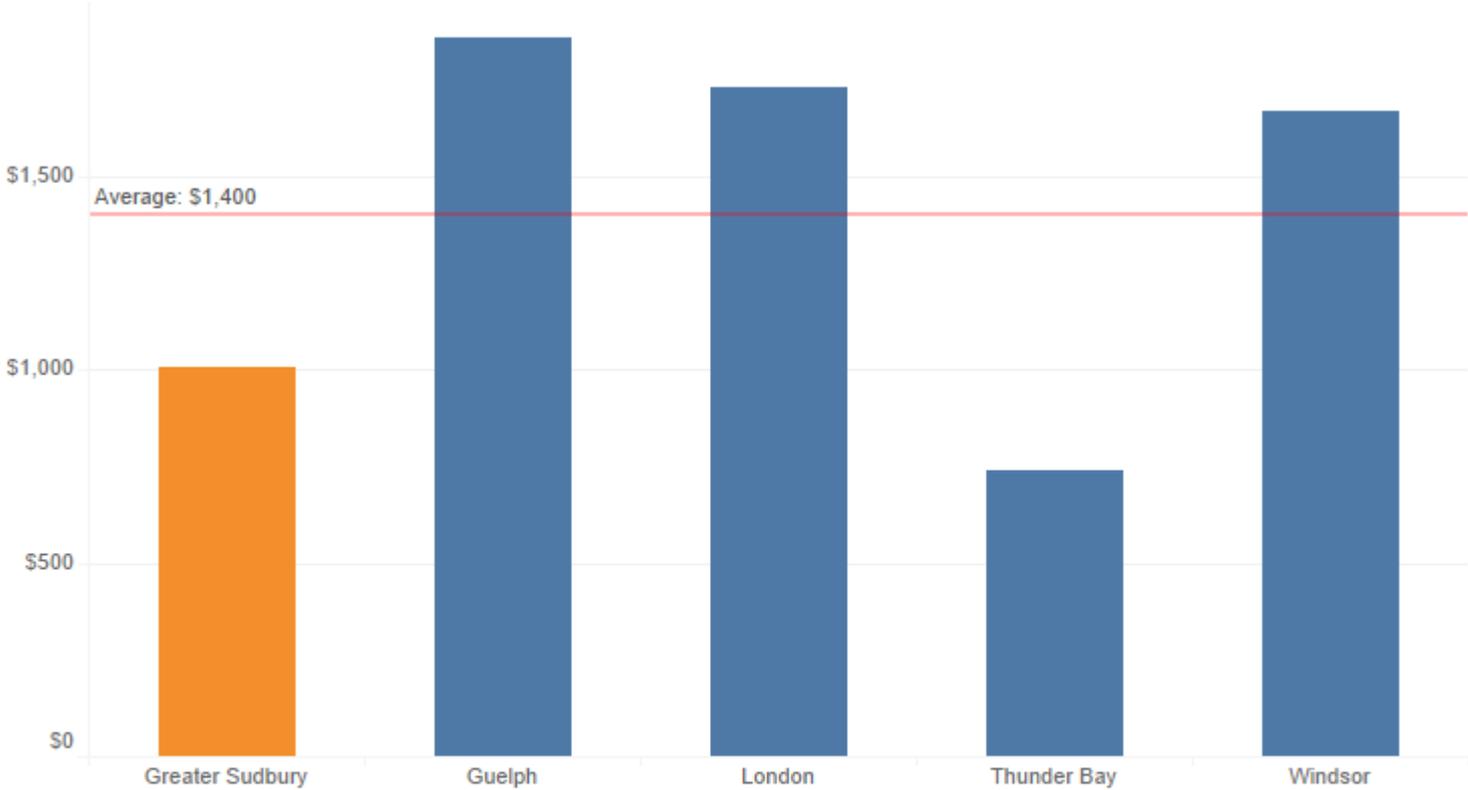
Line 1840 Rural Storm Water Management : Total KM of Rural Drainage System plus (0.005 KM times No. of Catch basins) from Schedule 80D

Legend

- Rural storm sewer cost/drainage kms
- Urban storm sewer cost/drainage kms
- Urban drainage system (kms)

The City of Greater Sudbury has a street lighting cost per lane km of \$1,006 which is lower than the average of comparator municipalities of \$1,400

Street Lighting Cost per Lane km



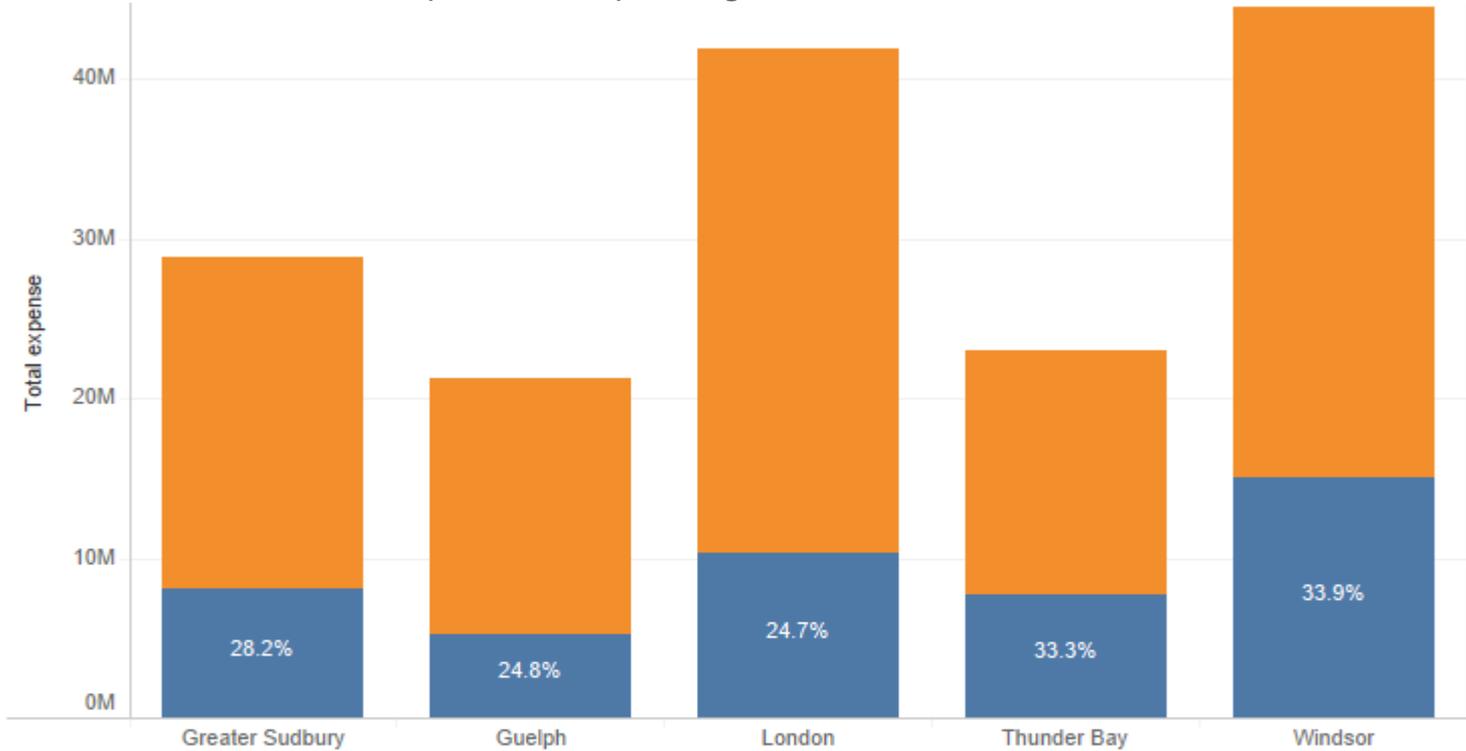
Source: Municipal Financial Information Returns
Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40, from line 0650 Street lighting
Total paved lane kms from line: 1710: Total Paved Lane Km, from Schedule 80D

Benchmarking & Performance Perspectives

Recreation - User Fees

The City of Greater Sudbury recovers a percentage of operating costs from user fees and service charges (28%) in line with the average of comparator municipalities (29%).

Recreation User Fees as a percent of Operating Costs



Source: Municipal Financial Information Returns

Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40

User fees: User Fees and Service Charges from Schedule 12

Recreation services includes lines:

1610 Parks, 1620: Recreation Programs, 1631: Rec. Fac.- Golf Crs, Marina, Ski Hill, 1634: Rec. Fac.- All Other

Legend

Expenses not recovered

User Fee recovery

Benchmarking & Performance Perspectives

Recreation - Revenue and Expenses

The City of Greater Sudbury has an average revenue per household of \$100, lower than the average of comparator municipalities revenue per household of \$106.

Total expense per household is \$248, which is higher than the comparator average of \$236.

This indicates that Sudbury has a greater than average net cost per household for recreation programs and facilities than the average of comparator municipalities.

Recreation Program and Facilities - Expense and Revenue per Household



Source: Municipal Financial Information Returns

Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40

Revenues: User Fees and Service Charges from Schedule 12

Recreation program and facilities includes lines:

1620: Recreation Programs,

1631: Rec. Fac.- Golf Crs, Marina, Ski Hill,

1634: Rec. Fac.- All Other

The number of households is taken from Schedule 2

Legend

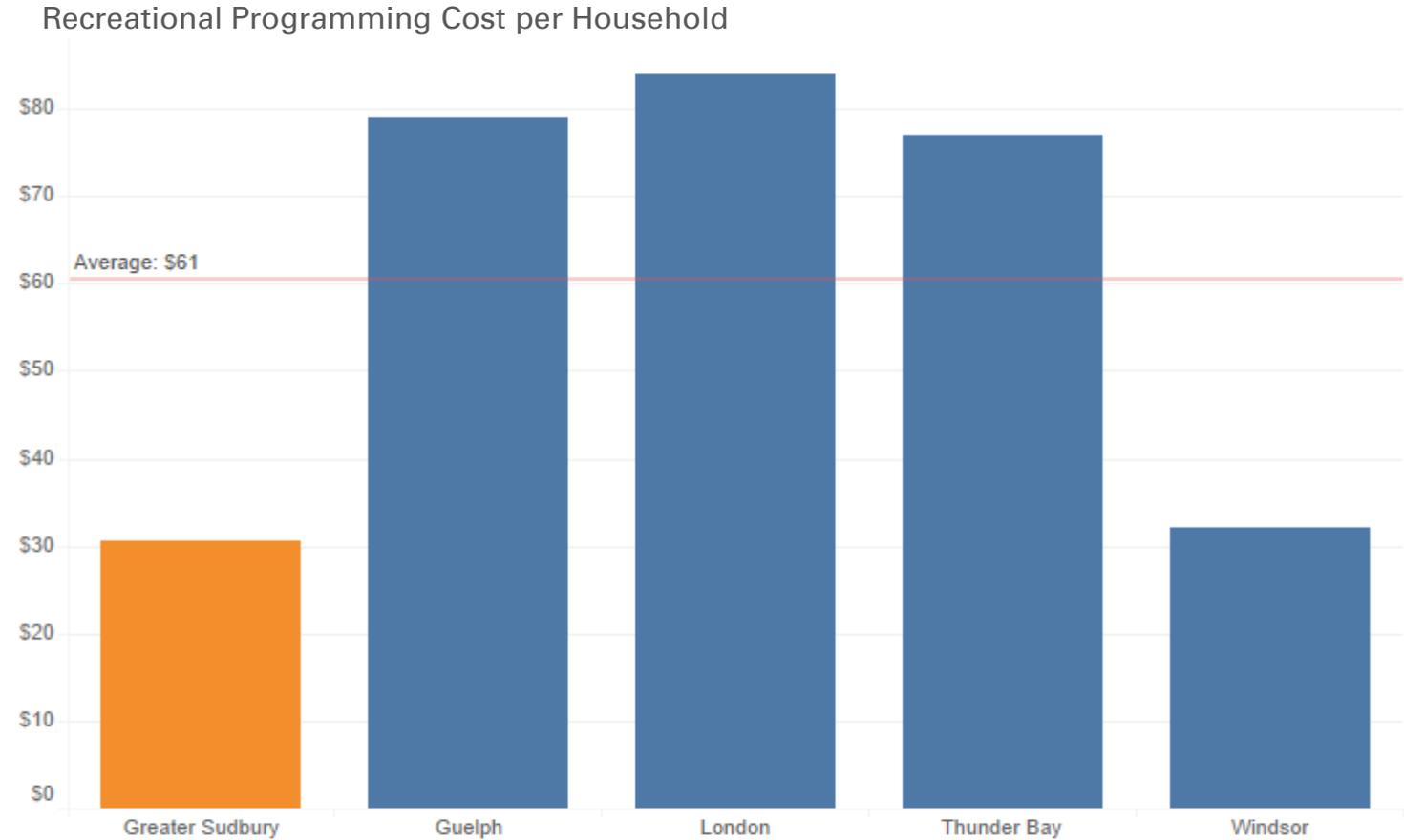
■ Revenues per household

■ Total expense per household

Benchmarking & Performance Perspectives

Recreational Programming

The City of Greater Sudbury has the lowest recreational programming cost per household at \$31 relative to comparator municipalities.



Source: Municipal Financial Information Returns
Total expense: Total Expenses Before Adjustments net of Amortization from:
Schedule 40, line 1620: Recreation programs
Nr of households from Schedule 2

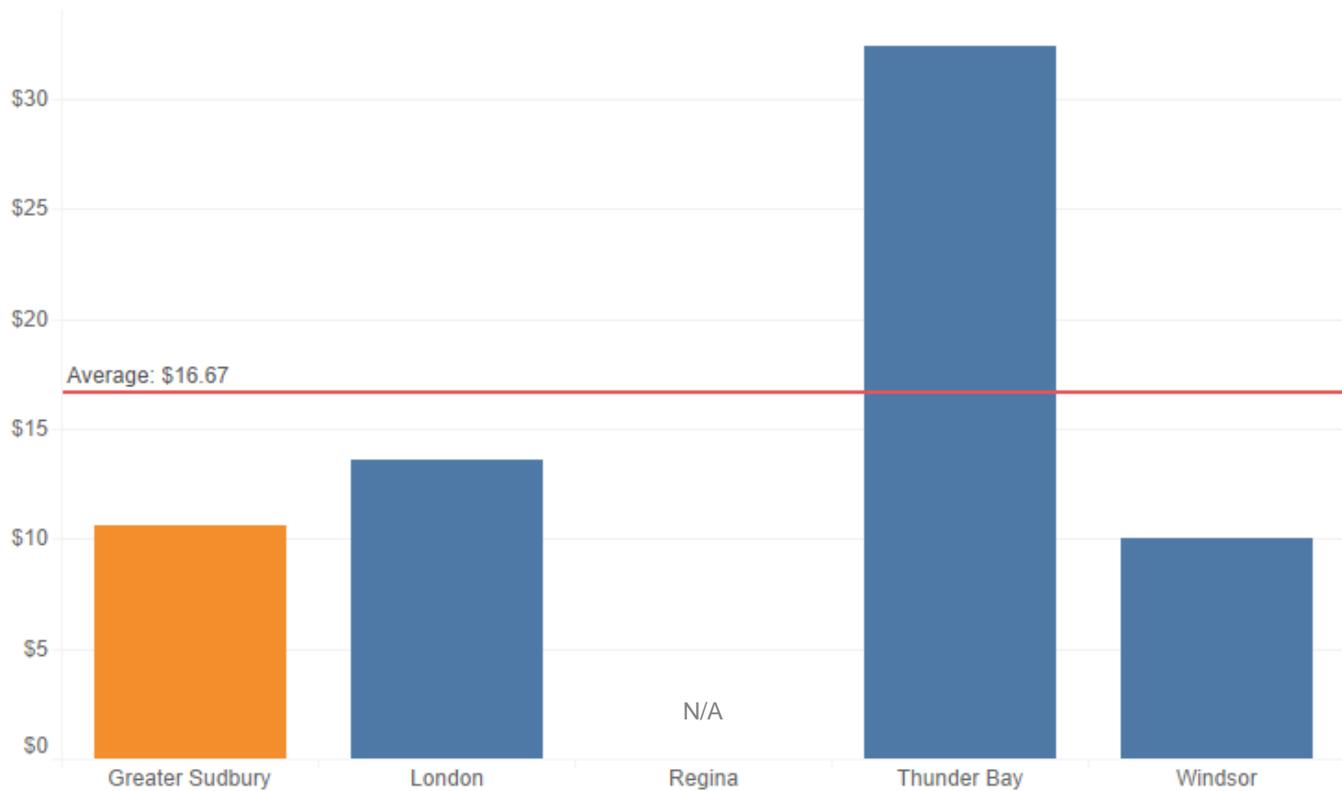
Benchmarking & Performance Perspectives

Recreational Programming

The City of Greater Sudbury has a cost for recreation programs and facilities per participant visit of \$10.57. This is lower than the average of \$16.67 which is driven up by the high costs from Thunder Bay.

Excluding Thunder Bay, Sudbury is comparable in costs per visit of London and Windsor.

Total Cost for Recreation Programs and Facilities per Participant Visit



Note that Regina does not report data for this measure to MBNCanada due to data integrity issues. Regina has been excluded from the average calculation.

Source: MBNCanada

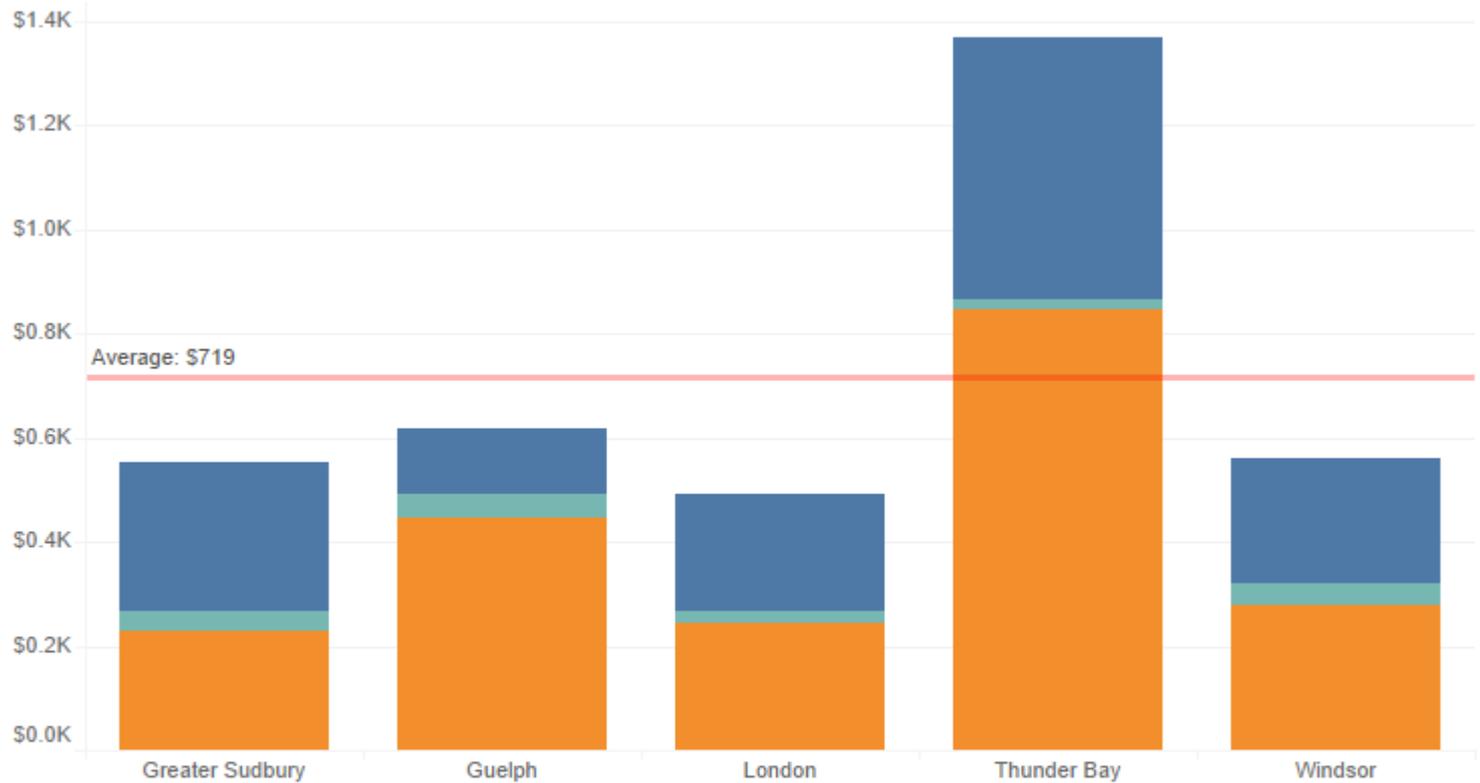
Benchmarking & Performance Perspectives

Government Expenses

The City of Greater Sudbury has a government expense per household of \$551 which is lower than the comparator average of \$719.

Of this, Corporate management makes up the greatest portion at \$284, second to Thunder Bay at \$503 per household.

Government Expenses per Household



- Legend**
- Corporate Management
 - Governance
 - Program Support

Source: Municipal Financial Information Returns (Schedule 40, General Government) Schedule 2, nr of households

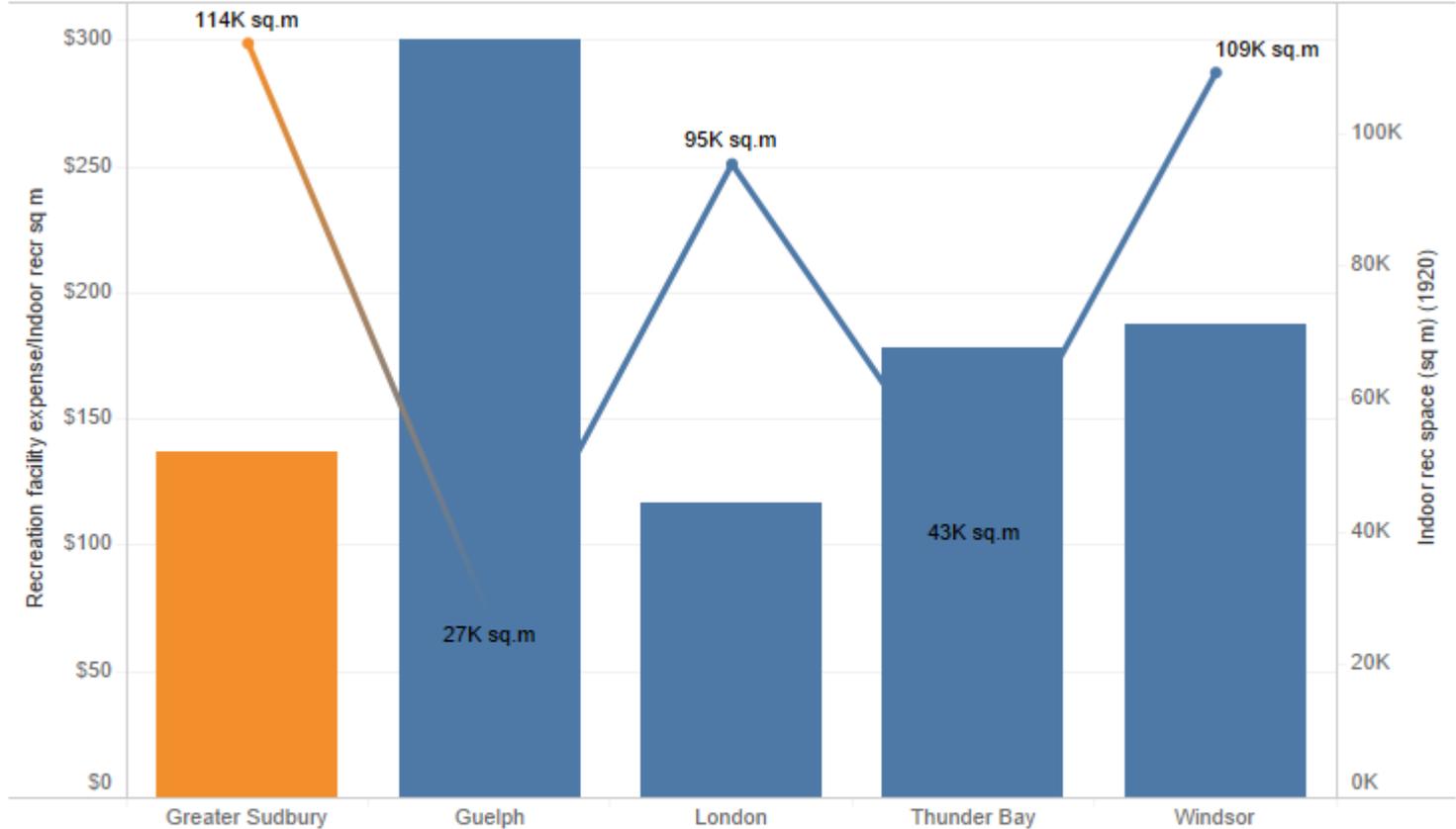
Benchmarking & Performance Perspectives

Recreation / Facilities

The City of Greater Sudbury has a recreation expense per indoor square meter of \$137. This is the second lowest of comparator municipalities with an average of \$184/m².

In addition, Sudbury has the greatest recreation square meters to maintain at 114k m² compared to an average of 78k m².

Recreation Facilities Expense per Indoor Square Meter



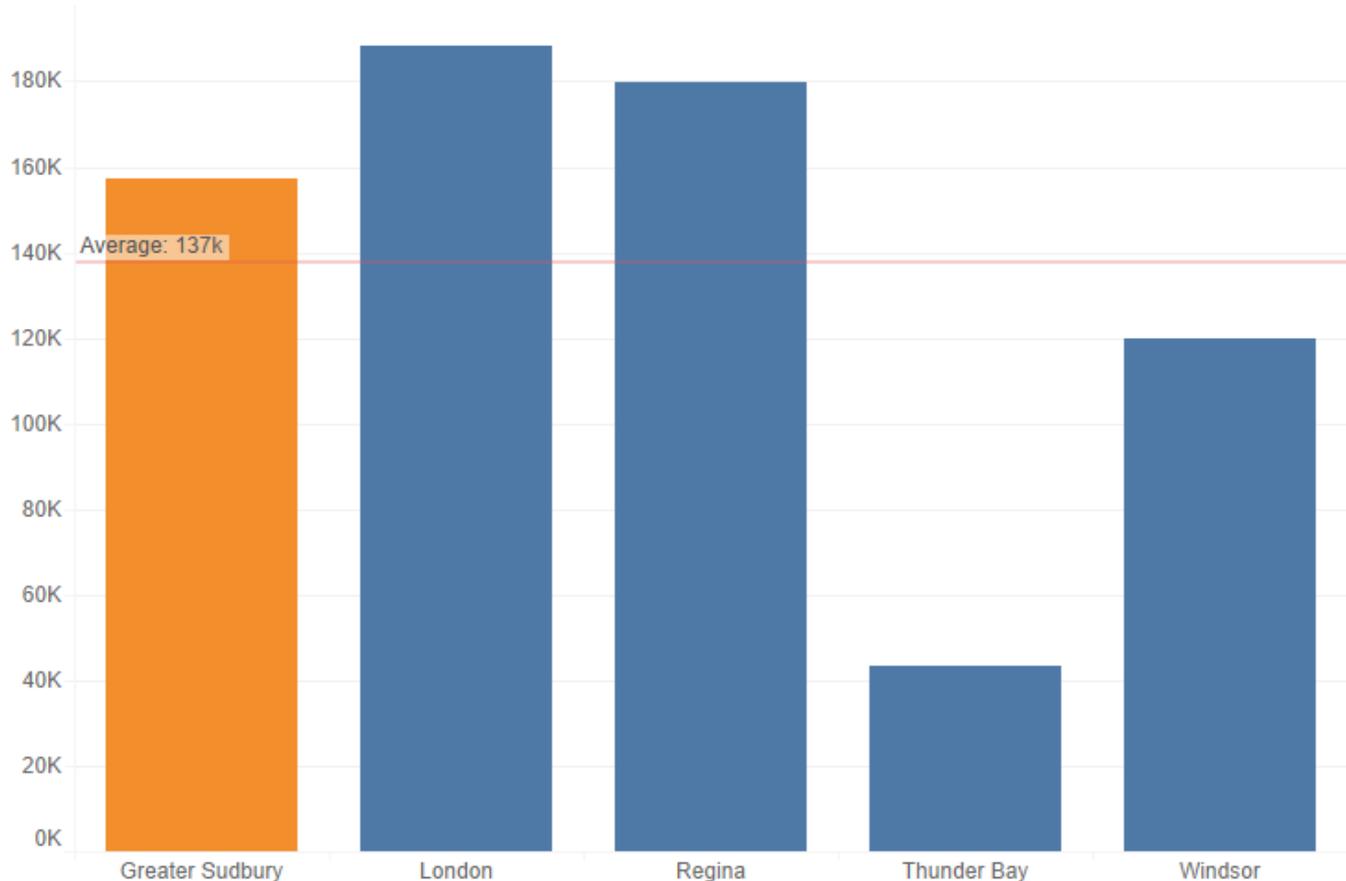
Source: Municipal Financial Information Returns

Recreation facility expense: Total Expenses Before Adjustments net of Amortization from: Schedule 40, line 1634: Rec. Fac.- All Other

Indoor recreation space, square metres from line 1920, Schedule 80D

The City of Greater Sudbury has a gross square footage of Headquarter buildings of 157,308 which is higher than the comparator average of 137,715 square feet.

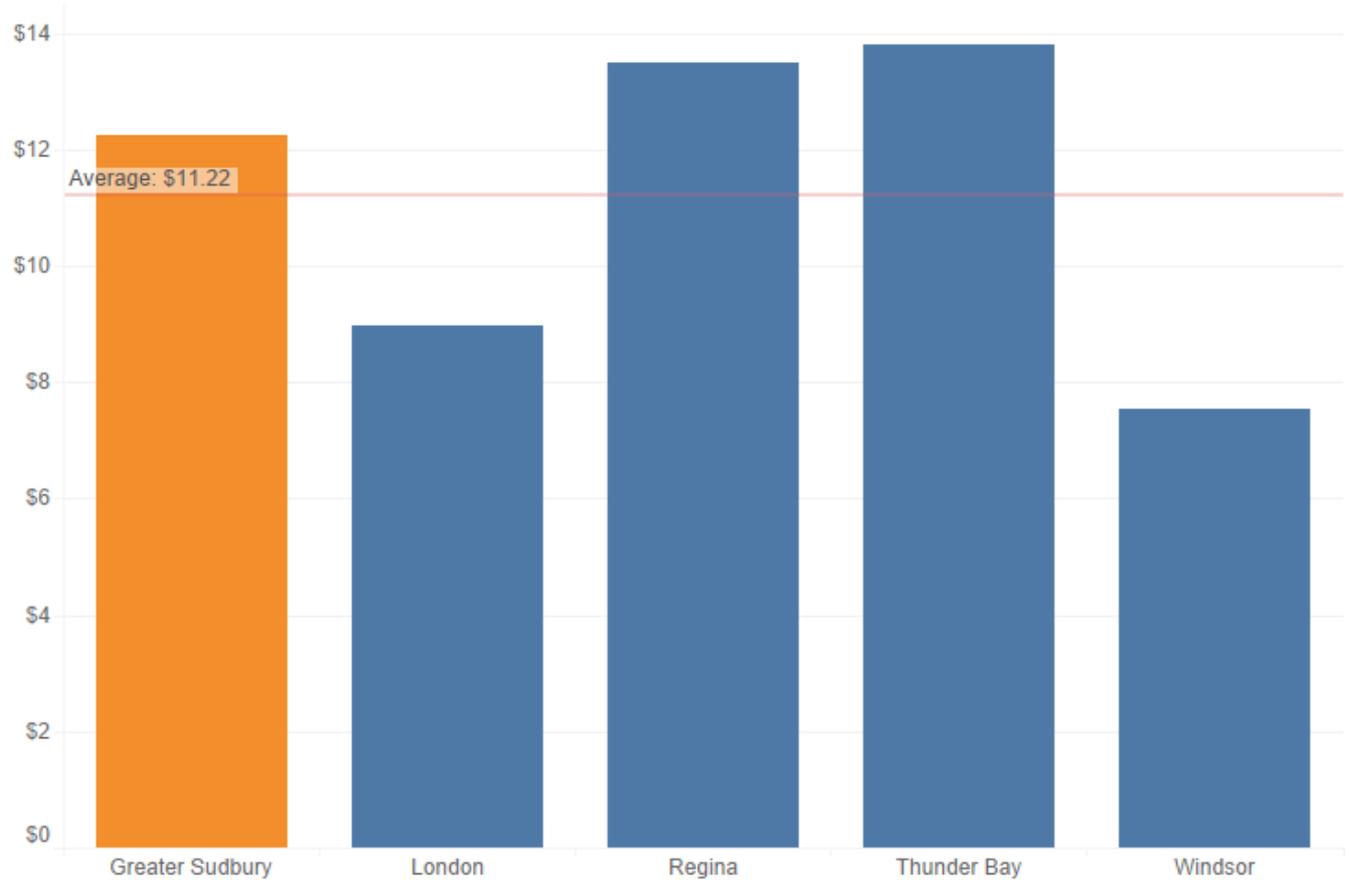
Gross Square Footage of Headquarter (HQ) Building



Source: MBNCanada

The City of Greater Sudbury has a total direct cost to operate its headquarter buildings of \$12.25 which is above the average of \$11.22 for comparators.

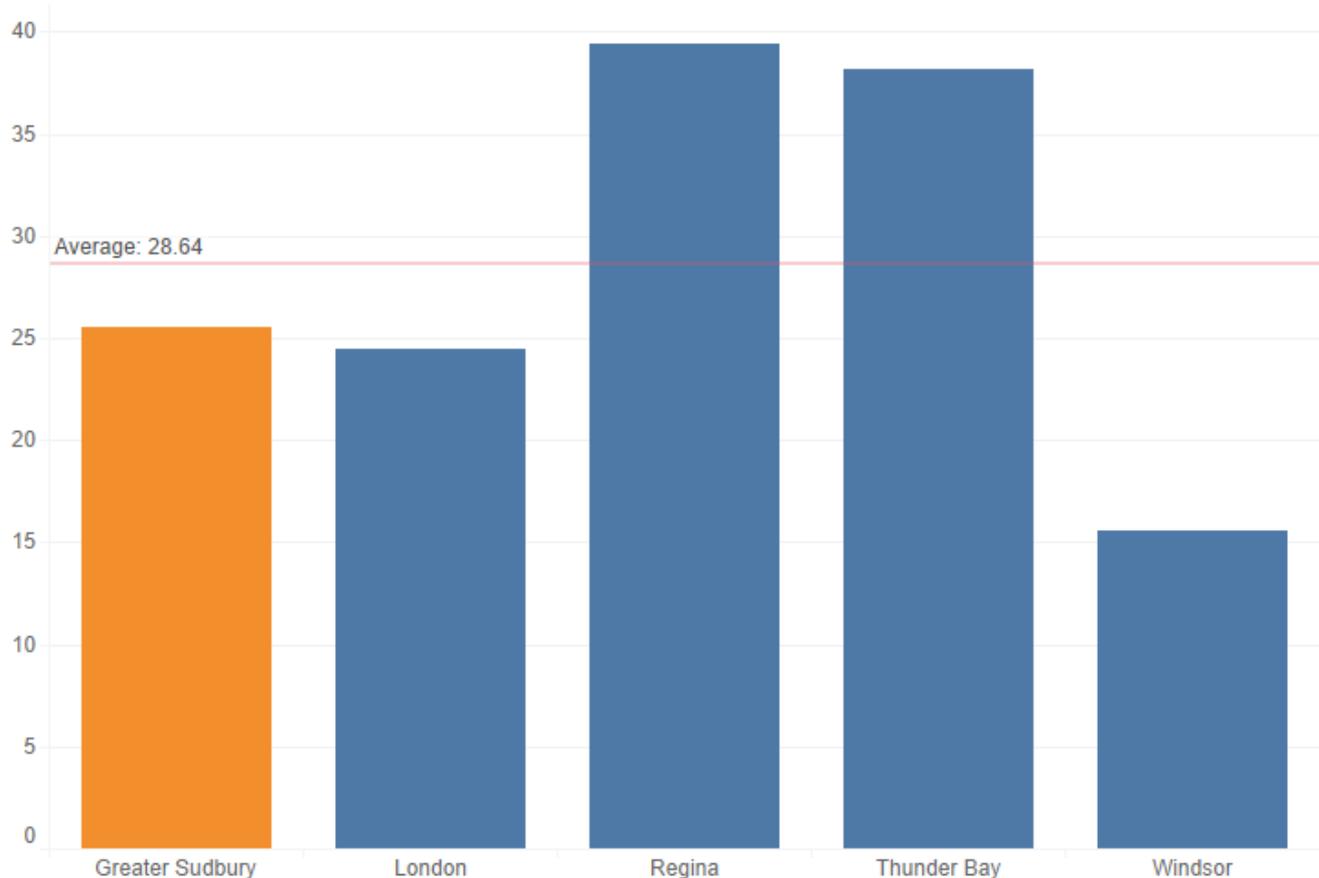
Direct Cost of Facility Operations per Square Foot of HQ Building



Source: MBNCanada

The City of Greater Sudbury has an energy consumption of 25.50 kWh per square foot for its headquarter buildings which is lower than the average of 28.64 kWh for comparators.

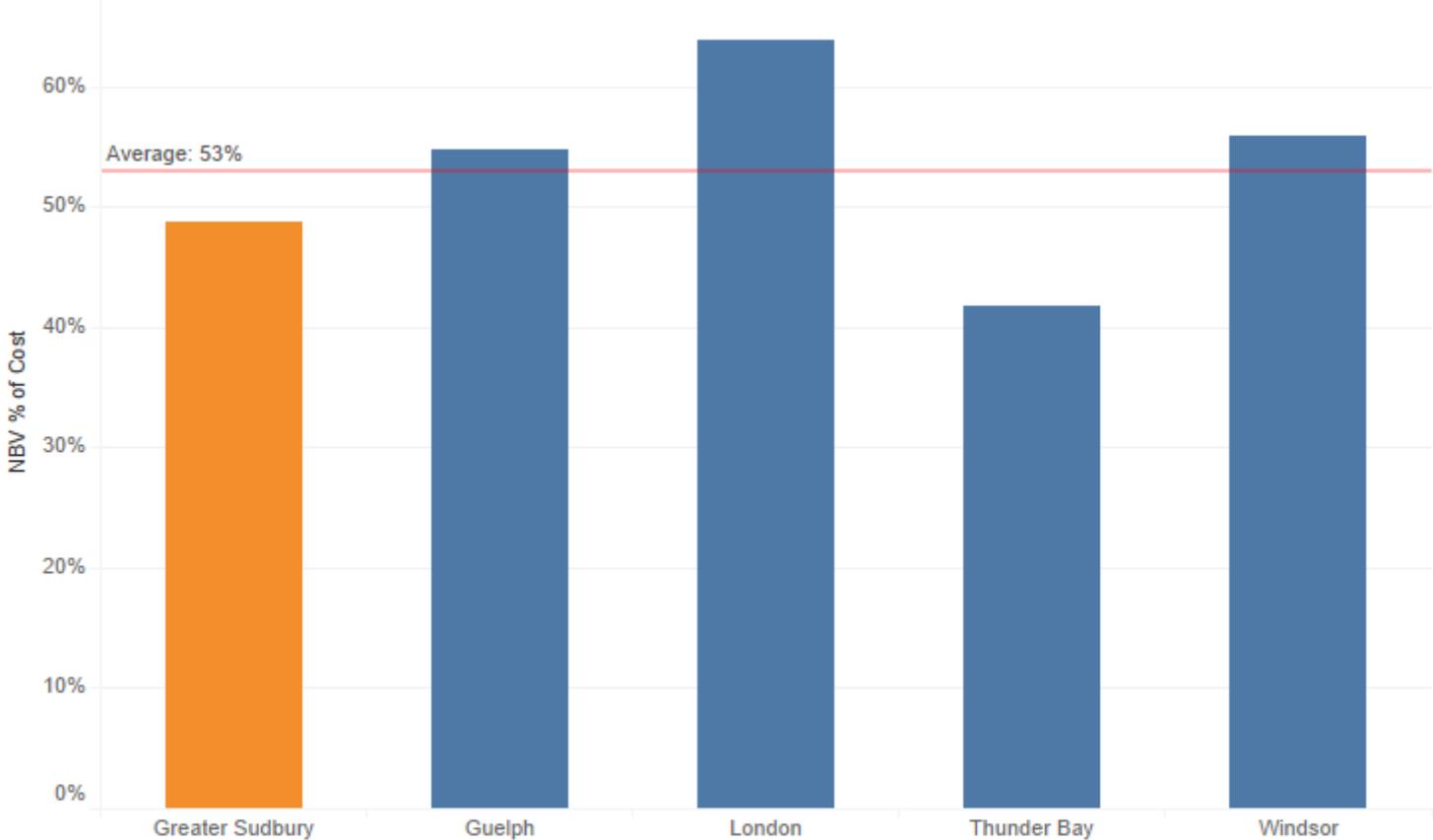
Equivalent kWh Energy Consumption per Square Foot of Headquarter Building



Source: MBNCanada

The City of Greater Sudbury's net book value of tangible capital assets is currently around 49%, 4 % lower than the municipal average of 53%

Net Book Value of Tangible Capital Assets as a percentage of Total Cost

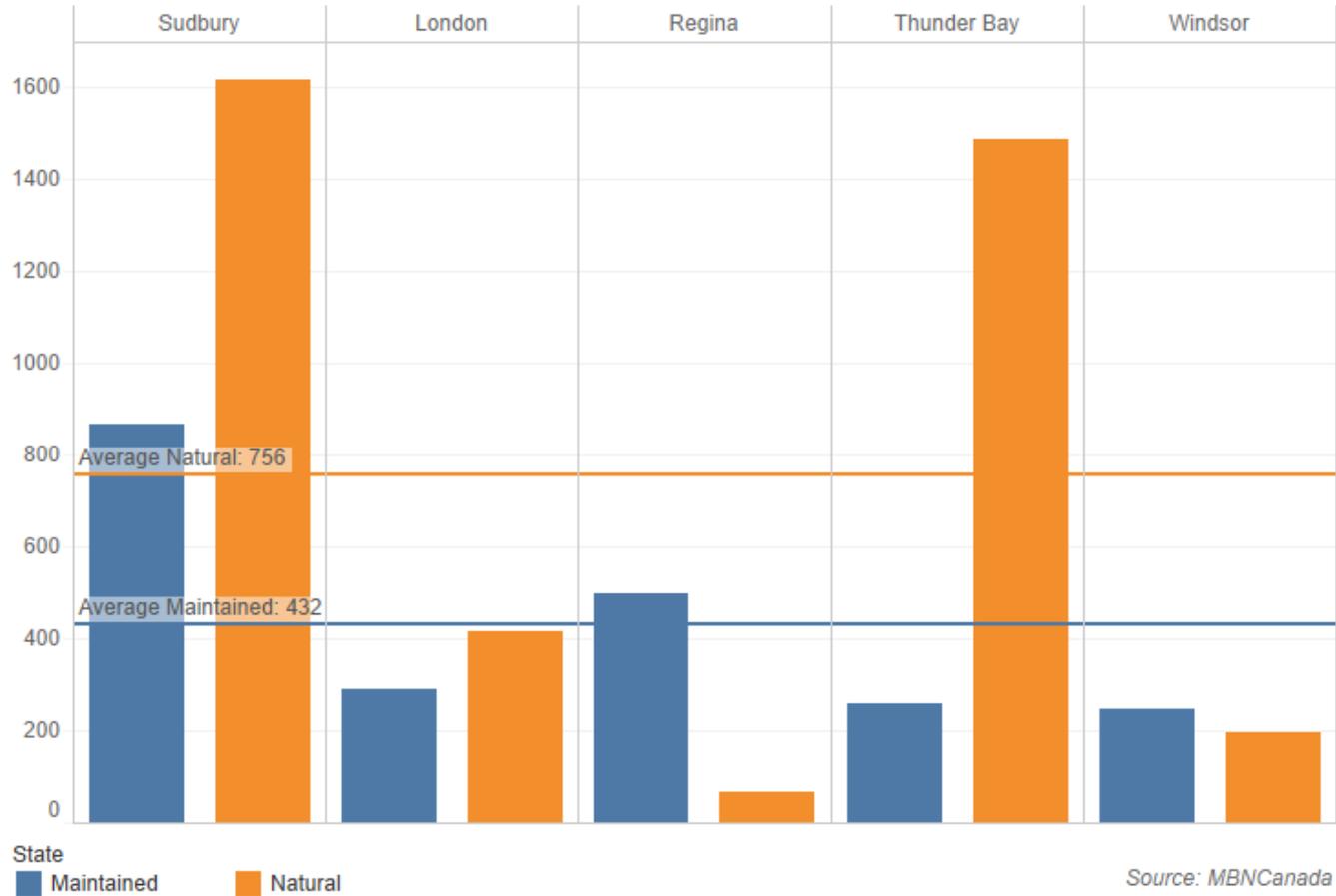


Source: Municipal Financial Information Returns
(Schedule 51A line 9910: Total Tangible Capital Assets
Columns: Closing Net Book Value & Closing Cost Balance)

The City of Greater Sudbury has the highest number of hectares of maintained parkland per 100,000 population compared to comparator municipalities with a total of 867.

This is higher than the comparator average of 432 hectares per 100,000 population.

Hectares of Maintained and Natural Parkland per 100,000 Population

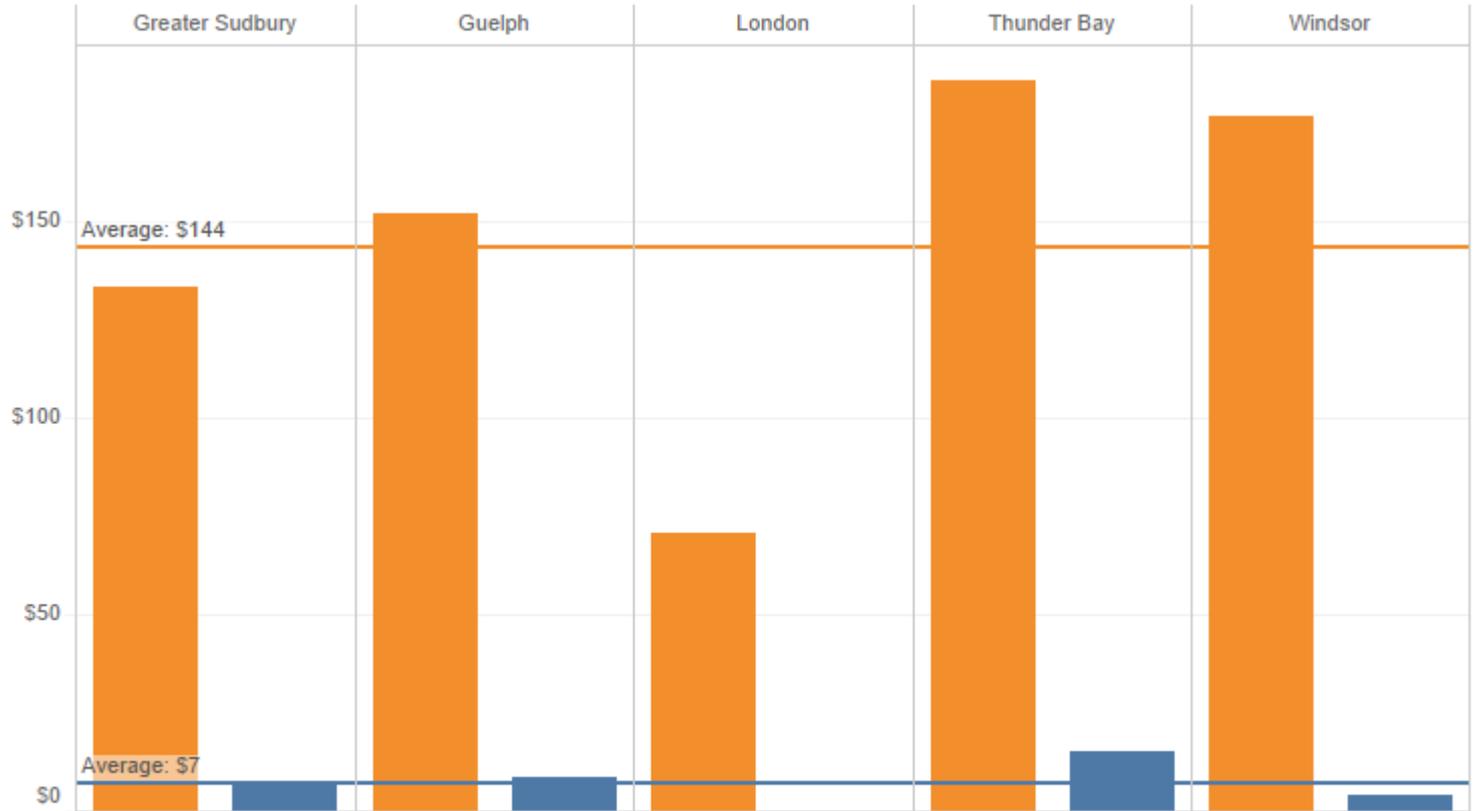


Benchmarking & Performance Perspectives

Park - Revenue and Expenses

The City of Greater Sudbury earns the average revenue per household for parks of \$7. Total expenses are \$133 which is lower than the average of \$144.

Parks - Expense and Revenue per Household



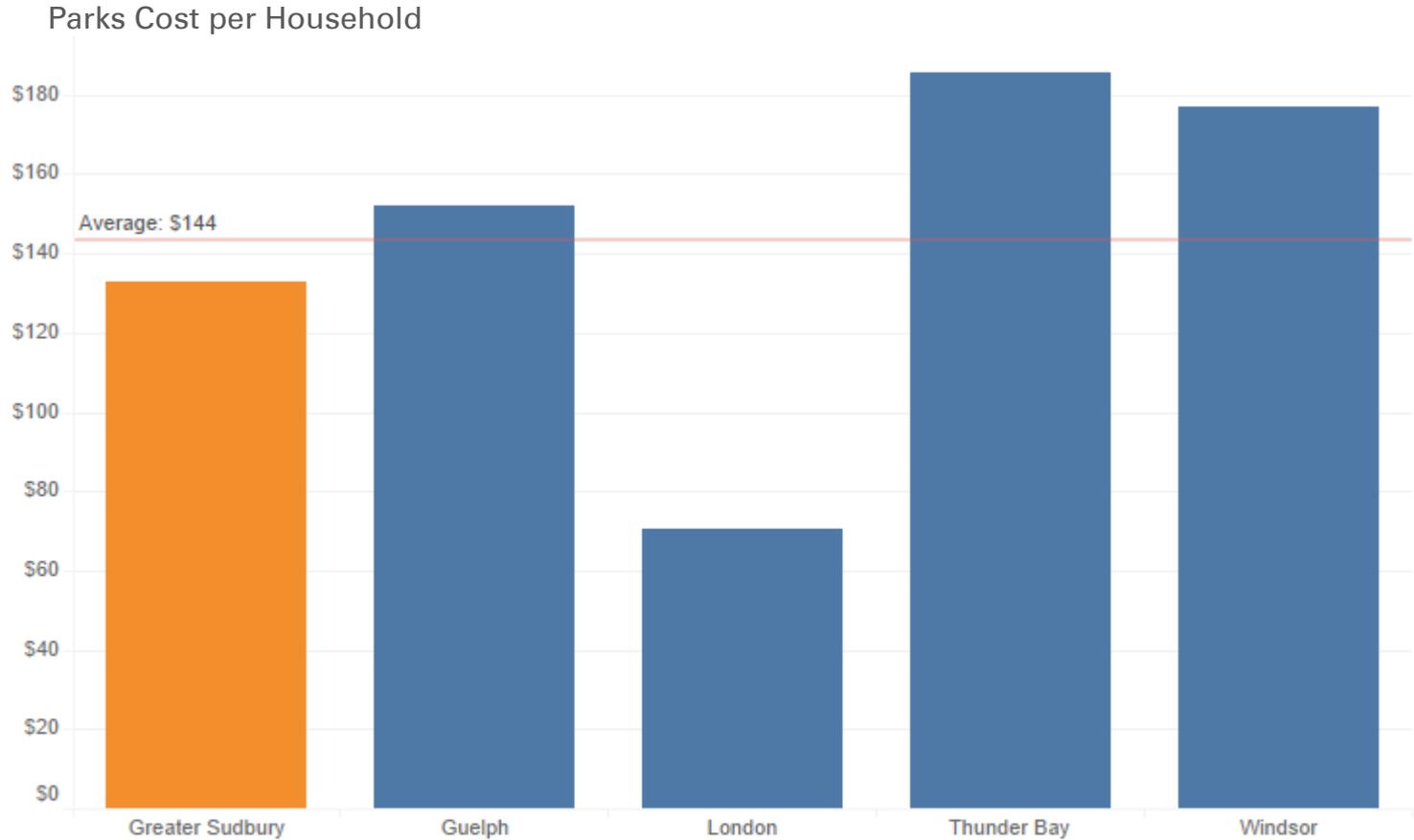
Source: Municipal Financial Information Returns
 Total expense: Total Expenses Before Adjustments net of Amortization from Schedule 40
 Revenues: User Fees and Service Charges from Schedule 12
 Parks includes line 1610 Parks
 The number of households is taken from Schedule 2

Legend
■ Total expense per household
■ Revenues per household

Benchmarking & Performance Perspectives

Park - Cost per Household

The City of Greater Sudbury has a parks cost per household of \$133, which is lower than the average of comparator municipalities of \$144.



Source: Municipal Financial Information Returns
Total expense: Total Expenses Before Adjustments net of Amortization from:
Schedule 40, line 1610: Parks
Nr of households from Schedule 2



Appendix B Service and Sub Service Profiles



The City of Greater Sudbury
Core Services Review

Introduction

Service and Sub-Service profiles

The following slides highlight the service profiles for each of the seven areas under review. After each service profile, KPMG have formulated sub-service profiles for each sub-service. The structure and layout of the service and sub-service profiles can be seen on the following two slides. A list of the services under review and their relevant sub-services are below.

Service	Sub-service
Community Grants	Community Grants
Roads – Operations and Maintenance	Roadways - Summer Maintenance
	Roadways - Winter Maintenance
	Storm Water Maintenance
	Sidewalks and Bike Lanes
	Street Lighting
	Road Signage
	Street Trees
Recreation	Pools
	Ski Hills
	Fitness Centers
	Recreation Interest
	Trailer Parks
	Youth Centers

Service	Sub-service
Facilities Management	Facilities Management
	Capital Projects Management
	Asset Management
Arenas	Community Arenas
	Sudbury Community Arena
	Community Halls
Parks	Parks/Parkland
	Playgrounds & Splash Pads
	Playfields
	Community Centers and Halls
	Non-motorized Trails
Outdoor Rinks	
Long Term Care	Long Term Care

Service Profile

Performance

Where provided by the City, key performance indicators, benchmarks, leading practices, and delivery against legislation/ targets/ customer expectations. Relevant information found as a result of KPMG research on comparable jurisdictions using publicly available data.

Service Characteristics

Factual information on organizational hierarchy, service type (public, internal), and 2019 budget. Information provided by the City.

Service Description

Narrative describing the nature of the service provided internally to the City and community. Information provided by the City.

Visualization of Service Type and Service Level Assessment

Pictorial representation of sub-service activities for related service on the “service type continuum” (left) and service level (top). Provides a summary of the table on the second page of the Service Profile. Size and colour of circles indicate gross budget and funding source, respectively.

Organizational Unit	Service Description	Service level
Community Development	The City currently administer community grants and the Healthy Community Initiative Fund (HCI). This service utilizes a combination of municipal employee time as well as a large number of volunteer hours.	Below Standard
Enterprise Program	Community grants provided by the City help support a variety of local groups and organizations	At Standard
Leisure/Recreation	HCI funds support community based projects and initiatives helping to promote inclusiveness for the benefit of citizens.	Above Standard
No. Sub-Services		
1		
Service Type	Service and activity levels	
Other Discretionary	<u>Service levels</u> The City receive/review applications and administer \$600,000 of HCI funds and over \$700,000 in annual grants.	
Budget (\$,000s)	<u>Activity levels</u>	
Operating Costs \$ 1,688	<ul style="list-style-type: none"> In 2018, the City approved 35 HCI capital applications with an average value of \$12,663. In 2018, the City approved 98 HCI grant applications with an average value of \$924. 	
Internal Recoveries \$ 95	In 2018, the City provided annual grants totaling \$738,932 to:	
Total Cost \$ 1,783	<ul style="list-style-type: none"> 37 Neighbourhood Associations 9 Seniors Active Living Centers 16 Community Action Networks 6 Community Centers 3 Special Event Organizers 2 Youth Centers 8 Community Organizations 	
Revenue \$ (94)		
Net Levy \$ 1,689		
Staffing		
Full Time -		
Part Time -		
Overtime -		

Service type	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			Community Grants
Other Discretionary			

Rationale For Service Level Assessment & Service Type	
•	Community Grants – Services have been assessed as discretionary as provision of community grants is not a common service provided by other municipalities.
•	Based on the number and dollar value of grants being administered, and the overall service deliver model adopted by the City, this service is being delivered above standard.

**Note that the Community Grants service profile prepared by the City of Greater Sudbury did not include Community Economic Development Grants which have been included in the analysis of the Community Grants sub-service profile.*

Rationale

Justification for the assigned service type and service level. Based on information generated by KPMG and the City.

Sub-Service Profile

Sub-Service Attributes

Attributes for each of the sub-services are described in the sidebar including parent service, type, criticality, budget and staffing figures obtained from the City.

Sub-Service Outline

A description of the sub-service, activities included, service provider, and current level of service is shown in the top left of the profile.

Sub-Service Details

Other details such as governing policies, outputs, leading practices and opportunities identified have been provided.

Benchmarking

Benchmarking figures relevant to the sub-service or a further financial breakdown is provided in tables in the bottom left of the profile.

Parent Service	
Parks	
Service Type	
Traditional	
Criticality	
Non-Critical	
Customer Group	
External	
Budget (\$,000s)	
Operating Costs	\$ 525
Internal Recoveries	\$ 25
Total Cost	\$ 550
Revenue	\$ (181)
Net Levy	\$ 369
Staffing	
Full Time	-
Part Time	6,007
Overtime	-

Sub-Service Description	
In addition to the community halls located within arena facilities, stand-alone community centers and halls are available for public bookings and for City programs.	

Current Level of Service – At Standard	
In 2018, community halls had an average utilization rate of 20% based on an availability assumption of being available for 18 hours per day.	
Overall, services are delivered at standard	

Performance and Benchmarking		
Comparator data	2017	2018
Total Bookings	1999	2142
Total Revenue	\$49,837	\$56,235

The number of booking and revenue generated from centers/halls has remained fairly constant over the last two years.

Community Halls	2017 Utilization	2017 Revenue	2018 Utilization	2018 Revenue
Fielding Memorial	14%	\$12,365	16%	\$14,874
Dowling Leisure	4%	\$5,391	4%	\$5,553
Falconbridge	6%	\$3,440	2%	\$1,852
Onaping Community	1%	\$326	4%	\$970
Whitewater Lake	1%	\$138	3%	\$896

The table above shows the five lowest utilized centers/halls.

Governing Bylaws/Policies	
<ul style="list-style-type: none"> Parks, Open Space and Leisure Master Plan (2014) User Fee By-law (2017-24) 	

Outputs & Outcomes	
Parks, open space, and leisure facilities are essential contributors to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.	

Leading Practices / Opportunities	
An opportunity exists to rationalize the number of community halls provided by the City as indicated by the low average utilization of these halls/centers. This opportunity aligns with the potential to utilize multi-use as opposed to single-use facilities to realize operational cost savings.	
As part of the opportunity to review the joint use arrangements with school boards, City run community programs could be provided from existing City facilities. Further details of our opportunities can be seen in the opportunities section of our report.	

Strategic Link	
Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.	

How to Read This Document – Service Profile Legend

Each of the seven service profiles includes a “Visualization of Service Type and Service Level Assessment”, provided in pictorial form. This assessment has been made by KPMG through discussions with City staff and examination of City service levels. This is shown in the top right hand corner of each service profile. The assessment looks at the service level and service type of each of the sub-services. Below we outline how this is determined.

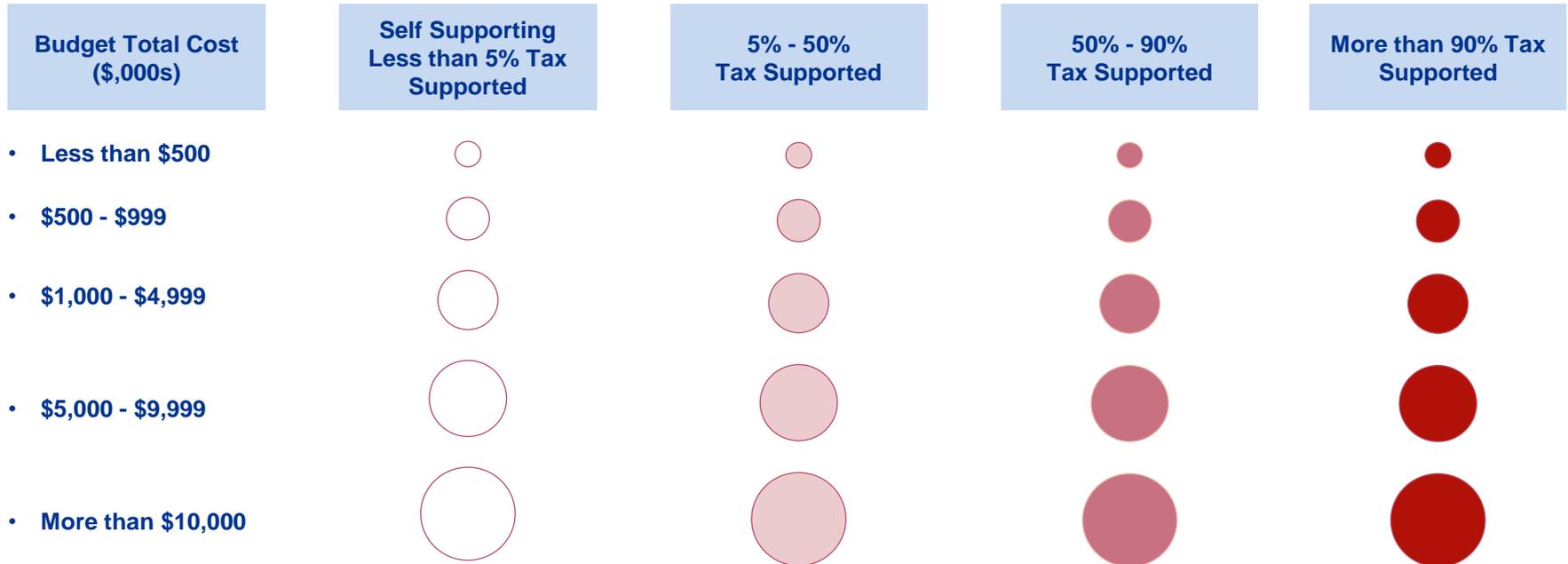
Service Level	Service Type
<p>A = Above standard</p> <p>S = At standard</p> <p>B = Below standard</p> <p>Service level is assessed against service level source category of legislative requirements, council policies, industry standards, etc.</p>	<ol style="list-style-type: none">1. Mandatory – Legislatively required2. Essential – Not legislatively required, but service is necessary for the municipality in order to operate reasonably3. Traditional – Services that have been historically provided by the municipality4. Other Discretionary – Unique service only provided by the municipality

Introduction

How to Read This Document – Service Profile Diagram

Budget figures on each service profile are based on the City's 2019 Budget provided by the City to KPMG.

- Service Profile – Service Type and Service Level Assessment Diagram
- Shade of RED reflects the % of budgeted tax funding (% of property tax to total cost)
- Size of bubble reflects the size of each service area's budgeted total cost



Service Profile

Community Grants

Organizational Unit

Community Development

Enterprise Program

Leisure/Recreation

No. Sub-Services

1

Service Type

Other Discretionary

Budget* (\$,000s)

Operating Costs	\$ 1,688
Internal Recoveries	\$ 95
Total Cost	\$ 1,783
Revenue	\$ (94)
Net Levy	\$ 1,689

Staffing

Full Time	-
Part Time	-
Overtime	-

Service Description

The City currently administer community grants and the Healthy Community Initiative Fund (HCI). This service utilizes a combination of municipal employee time as well as a large number of volunteer hours.

Community grants provided by the City help support a variety of local groups and organizations

HCI funds support community based projects and initiatives helping to promote inclusiveness for the benefit of citizens.

Service and activity levels

Service levels

The City receive/review applications and administer \$600,000 of HCI funds and over \$700,000 in annual grants.

Activity levels

- In 2018, the City approved 35 HCI capital applications with an average value of \$12,663.
- In 2018, the City approved 98 HCI grant applications with an average value of \$924.

In 2018, the City provided annual grants totaling \$738,932 to:

- 37 Neighbourhood Associations
- 9 Seniors Active Living Centers
- 16 Community Action Networks
- 6 Community Centers
- 3 Special Event Organizers
- 2 Youth Centers
- 8 Community Organizations

**Note that the Community Grants service profile prepared by the City of Greater Sudbury did not include Community Economic Development Grants which have been included in the analysis of the Community Grants sub-service profile.*

	Service level		
	Below Standard	At Standard	Above Standard
Service type	Mandatory		
	Essential		
	Traditional		Community Grants
	Other Discretionary		

Rationale For Service Level Assessment & Service Type

- **Community Grants** – Services have been assessed as discretionary as provision of community grants is not a common service provided by other municipalities.
- Due to the overall service delivery model adopted by the City, number and dollar value of grants being administered, the current levels of service are deemed to be “above standard”

Sub-Service Profile

Community Grants

Parent Service

Community Grants

Service Type

Other Discretionary

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 1,688
Internal Recoveries	\$ 95
Total Cost	\$ 1,783
Revenue	\$ (94)
Net Levy	\$ 1,689

Staffing

Full Time	-
Part Time	-
Overtime	-

Sub-Service Description

The City administer community grants and the Healthy Community Initiative Fund (HCI). This service utilizes a combination of municipal employee and volunteer time.

Current Level of Service – Above Standard

2018 data from grant recipients reported to Canadian Arts Data indicates that the Sudbury Arts and Culture Grant Program has:

- Provided a return of \$7.85 for every \$1 spent,
- Generated \$4,547,748 in public sector revenue,
- Hosted 1,108 arts & culture activities for the public, and
- Created 579 new works and 208 staff positions.

Performance and Benchmarking

Note: While the original service profile prepared by City did not include Economic Development Grants, they have been included in our analysis below to provide a holistic representation of funds and effort toward Community Grants.

In 2018, the City granted a total of 362 grants across all grant types at a total cost of \$3,887,313. A summary of the top five grant types by dollar value can be seen below, along with the number of employee hours utilized to manage grants. The City spent 1,564 hours of employee time in the overall management of grants

Grant Program – 2018	Total Grants	Number of Grants	Employee Hours
Community Economic Development Fund	\$1,527,453	13	180
Arts & Culture Grant - Operating Stream	\$470,677	14	176
Art Gallery of Sudbury (Operating Grant)	\$200,000	1	7
Healthy Community Initiative Fund (HCI)	\$533,142	124	896
Annual Community Grants	\$657,151	44	204

Governing Bylaws/Policies

- The Economic Development Fund is governed by the City council through a by-law.
- Tourism and Development grants are retroactively ratified with a by-law from city council.

Outputs & Outcomes

- The ability to review grant applications and provide grant funds to eligible and deserving community groups.
- Community Grants support a variety of local groups and organizations
- Healthy Community Initiative funds support community-based projects and initiatives that are affordable and promote inclusiveness for the benefit of citizens.
- HCI allocation of \$50,000 per ward for projects that enhance and promote the advancement of Population Health priorities.

Leading Practices / Opportunities

The City should consider the appropriateness of providing community grants given this is not a common service provided by other municipalities. Should the City decide to continue offering grants, there is an opportunity to outsource the management of these grants in order to reduce City time in managing grants. In addition, the City should utilize a single digital tool in order to manage applications. Further details can be seen in the opportunity section of our report.

Strategic Link

While there are implied links to Community Grants in the strategic plan related to economic and community development, Community Grants are not specifically addressed in the Official Plan.

Service Profile

Roads – Operations and Maintenance

Organizational Unit

Growth & Infrastructure

Enterprise Program

Transportation – Public Safety

No. Sub-Services

7

Service Type

Mandatory

Budget (\$,000s)

Operating Costs	\$ 32,737
Internal Recoveries	\$ 6,864
Total Cost	\$ 39,602
Revenue	\$ (364)
Net Levy	\$ 39,237

Staffing

Full Time	128
Part Time	42,284 Hrs
Overtime	-

Service Description

The City maintain and operate roadways, bridges, storm sewers, ditches, road culverts (except for drainage infrastructure – which is the responsibility of Conservation Sudbury), sidewalks, bike lanes on roadways, street lighting, road signage, street trees, and public works depots with a combination of internal and contracted resources.

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network and storm conveyance system is available throughout the community in a manner that preserves the health and safety of the community

Service and activity levels

Service levels

Operate and maintain approximately 3,600 lane km of roadways, 440 km of sidewalks, 458 km of storm drainage piping in accordance with applicable regulations, MMS, industry best practices and/or Council approved policy, with enough resources to ensure systems operate on a 24/7 basis.

Activity levels

- Responded to an average of 15 major winter events annually on roadways and area sidewalks
- Repaired an average of 55,000 potholes annually
- Remove winter sand on all roadways via street sweeping within 9 weeks
- Paint approximately 75% of all special road markings
- Remove approximately 500 aged or fallen trees within the roadway

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory	Storm Water Maintenance	Street Lighting	Sidewalks and Bike Lanes
Essential	Summer Maintenance	Winter Maintenance	Road Signage
Traditional	Street Trees		
Other Discretionary			

Rationale For Service Level Assessment & Service Type

Road operation and maintenance (with the exception of Street Trees) is mandatory as per the Minimum Maintenance Standards and the Highway Traffic Act.

- **Summer Maintenance** – Delivered below standard as the City is behind on metrics such as weeks to remove winter sand, gravel road resurfacing, and mowing of grass shoulders.
- **Winter Maintenance** – Despite meeting the minimum required maintenance standards, the expectations of citizens are not being met and thus the service is considered to be delivered below standard.
- **Storm Water Maintenance** – Delivered below standard as the City is behind on ditching and replacement of road culverts.
- **Sidewalks and Bike Lanes** - Delivered at standard.
- **Street Lighting** – Below standard as the City is not in compliance with UES RP8.
- **Road Signage** – Delivered at standard.
- **Street Trees** – Delivered below standard as the City is approximately two years behind on tree removal.

Sub-Service Profile

Roadways – Summer Maintenance

Parent Service

Roads – Operations and Maintenance

Service Type

Mandatory

Criticality

Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 13,056
Internal Recoveries	\$ (185)
Total Cost	\$ 12,871
Revenue	\$ (193)
Net Levy	\$ 12,678

Staffing

Full Time	34
Part Time	24,870 Hrs
Overtime	-

Sub-Service Description

The City maintain and operate roadways with a combination of municipal employees and contracted staff for work requiring specialty skills and knowledge. This sub-service includes grass cutting, tractor mowing, street sweeping, maintenance of bike lanes, and maintenance of bridges and structures.

Current Level of Service – Below Standard

- Operate and maintain approximately 3,600 lane km of roadways at a total cost of \$21,958 per lane km.
- Perform line painting and roadway paint markings once annually between May and November.
- Apply dust suppressants on 58% of gravel roads annually.
- Flail mowing of 50% of all grass shoulders and ditches annually vs target of 100%.
- Inspect and clean 100% of bridge foundations and bearings annually.

Overall, services are delivered below standard.

Performance and Benchmarking

The City of Greater Sudbury has a net road maintenance expense per lane km of \$6,042/km which is lower than the average of \$9,163/km.

Road Maintenance Expense per Lane km (less net revenue)

Thunder Bay	\$4,793
Windsor	\$5,736
Greater Sudbury	\$6,042
London	\$12,913
Guelph	\$16,333
AVERAGE	\$9,163

Governing Bylaws/Policies

- Municipal Act
- Highway Safety Act
- Minimum Maintenance Standards for Municipal Highways
- Active Transportation Maintenance Policy
- Ontario Structure Inspection Manual (OSIM) requirements

Outputs & Outcomes

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network is available throughout the community in a manner that preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Leading Practices / Opportunities

We have included opportunities for road operations and maintenance in the opportunity section of our report. Examples of opportunities include outsourcing of engineering of roads and a review of the street sweeping services carried out by the City. The City should also assess whether remote roads can be converted to seasonal use only to assist with maintenance requirements, although this would have a negative impact on those residents using remote roads.

Strategic Link

Roadways summer and winter maintenance is addressed in the City of Greater Sudbury Official Plan as one of the infrastructure objectives to ensure that the existing transportation network is maintained in a state of good repair.

Sub-Service Profile

Roadways – Winter Maintenance

Parent Service

Roads – Operations and Maintenance

Service Type

Mandatory

Criticality

Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 12,428
Internal Recoveries	\$ 4,832
Total Cost	\$ 17,260
Revenue	\$ (106)
Net Levy	\$ 17,154

Staffing

Full Time	47
Part Time	8,657 Hrs
Overtime	-

Sub-Service Description

The City maintain and operate roadways through the use of municipal employees. 60% of snow plowing, bus stop clearing, and snow removal are contracted out by the City. This sub-service includes plowing, sanding, and salting of roads as well as sidewalk maintenance.

Current Level of Service – Below Standard

- Plowing, sanding and salting with response times of 8 hours for class 1 to 3 roadways or 24 hours for class 4 to 6 roadways following the end of the snow fall.
 - Remove snow as required to maintain adequate safe sight lines at intersections, adequate roadway widths, and to remove snow banks.
 - Perform winter maintenance on 80% of the sidewalk network, within 24 hours following the end of the snow fall.
- Overall, services are delivered below standard.

Performance and Benchmarking

The City of Greater Sudbury's road winter maintenance expense of \$5,208/km is greater than the average for comparator municipalities of \$3,454/km. Winter maintenance costs make up 85.4% of the total road maintenance costs (less user fees charged).

Winter Maintenance Expense per Lane km

Windsor	\$2,163
Thunder Bay	\$2,170
Guelph	\$3,256
London	\$4,474
Greater Sudbury	\$5,208
AVERAGE	\$3,454

Governing Bylaws/Policies

- Municipal Act
- Highway Safety Act
- Minimum Maintenance Standards for Municipal Highways
- Internal Winter Maintenance Policies

Outputs & Outcomes

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network is available throughout the community in a manner that preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Leading Practices / Opportunities

The City should undertake a review of the mix of internal vs contracted staff for winter maintenance with the aim of reducing the overall staff costs associated with winter maintenance. Other opportunities include making residents responsible for plowing their own sidewalks (although this would potentially have a negative impact on residents) and having one department responsible for plowing arenas and facilities. Further details can be found in the opportunities section of our report.

Strategic Link

Roadways summer and winter maintenance is addressed in the City of Greater Sudbury Official Plan as one of the infrastructure objectives to ensure that the existing transportation network is maintained in a state of good repair.

Sub-Service Profile

Storm Water Maintenance

Parent Service

Roads – Operations and Maintenance

Service Type

Mandatory

Criticality

Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 2,418
Internal Recoveries	\$ 1,389
Total Cost	\$ 3,808
Revenue	-
Net Levy	\$ 3,808

Staffing

Full Time	26.03
Part Time	5,298 Hrs
Overtime	-

Sub-Service Description

The City maintain and operate storm sewers, ditches, and road culverts under 3 meters (except for drainage infrastructure) with a combination of internal and contracted resources for specialist jobs. This includes all linear systems in the right of way, and bridges.

Current Level of Service – Below Standard

- Operate and maintain approximately 458 km of storm drainage piping with enough resources to ensure systems operate on a 24/7 basis.
- Clean and inspect 10% of storm sewers annually.
- Flail mowing of 50% of grass shoulders and ditches at least annually vs target of 100%.
- Ditching on 4% of ditches annually vs target of 10%.
- Replace approximately 3% of road crossing culverts annually vs target of 5%.

Overall, services are delivered below standard as the City is behind on ditching and replacement of road culverts.

Performance and Benchmarking

The City's cost per storm sewer drain km is below the average of \$6,442 for comparator municipalities.

Cost per Storm Sewer Drain km	Urban Cost per Drainage km	Drainage (kms)
Guelph	\$2,662	606
Greater Sudbury	\$3,548	469
Thunder Bay	\$4,082	659
London	\$9,756	1,619
Windsor	\$12,063	1,237
AVERAGE	\$6,442	918

Governing Bylaws/Policies

- The Municipal Act
- Ontario Water Resources Act.
- Sewer Use By-law 2010-188
- Minimum Maintenance Standards (MMS)

Outputs & Outcomes

Maintenance and operation of the City's storm conveyance system preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Leading Practices / Opportunities

There is currently no clearly defined service levels for storm water maintenance. The City should ensure clearly defined service levels are implemented and approved by Council. There is also an opportunity to review the subsidized culvert program with the aim of either increasing charges or removing the program in order to better manage costs. However there may be a negative impact on residents in pursuing this opportunity, and minimal financial benefit to the City. Further details of our opportunities can be seen in the opportunity section of our report.

Strategic Link

The City plan outlines the objectives for storm water maintenance to: reduce damage from flooding, ensure the quality of storm water reaching lakes and rivers meets acceptable criteria, utilize best practices during construction, and build resiliency to climate change.

Sub-Service Profile

Sidewalks

Parent Service

Roads – Operations and Maintenance

Service Type

Mandatory

Criticality

Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 784
Internal Recoveries	\$ 682
Total Cost	\$ 1,467
Revenue	-
Net Levy	\$ 1,467

Staffing

Full Time	10.84
Part Time	2,187 Hrs
Overtime	-

Sub-Service Description

The City maintain and operate sidewalks (including curb and gutter maintenance) utilizing municipal employees with a mix of full and part time staff. Any sidewalks that are off-road are maintained by Leisure Services.

Current Level of Service – At Standard

- Operate and maintain approximately 440 km of sidewalks in accordance with applicable regulations, MMS, industry best practices and/or Council approved policy, with enough resources to ensure systems operate on a 24/7 basis.
 - Replace 2.5% of all curb and sidewalk annually vs target of 5%.
- Overall, services are delivered at standard compared to other municipalities.

Performance and Benchmarking

The City currently maintain approximately 440km of sidewalks, which equates to 272km per 100,000 population. This figure is below the average of the municipal comparators. (note figures below are estimated)

Maintained sidewalk km's per 100,000 population

Greater Sudbury	272
London	381
Guelph	493
Windsor	413
Thunder Bay	416
AVERAGE	395

Governing Bylaws/Policies

- The Municipal Act
- Minimum Maintenance Standards (MMS)
- Winter Control Policy

Outputs & Outcomes

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network is available throughout the community in a manner that preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Leading Practices / Opportunities

The City should consider bringing winter maintenance of sidewalks closer to the minimum maintenance standards, however should note the possible negative impact this will have on residents as time taken to clear sidewalks will reduce. Other opportunities around sidewalks and road maintenance and operations in general can be seen in our opportunity section.

Strategic Link

The City plan outlines the following objectives for sidewalks under 'active transportation': pedestrian networks will be maintained and expanded throughout the city, maximize separation between pedestrians and vehicle traffic, and that sidewalks shall be built and maintained to a standard that facilitates mobility for persons with disabilities.

Sub-Service Profile

Street Lighting

Parent Service

Roads – Operations and Maintenance

Service Type

Mandatory

Criticality

Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 3,074
Internal Recoveries	\$ 7
Total Cost	\$ 3,081
Revenue	-
Net Levy	\$ 3,081

Staffing

Full Time	-
Part Time	-
Overtime	-

Sub-Service Description

The City maintain and operate street lighting which has been contracted out to Greater Sudbury Utilities for performing maintenance and upgrades. The City is also contracted to maintain the streetlight inventory database and the repairs and maintenance of the street lights.

Current Level of Service – Below Standard

- The city is to be in compliance with the requirements of the Illuminating Engineering Society (IES) of North America's RP8.
- The city is currently not in compliance with RP8 however, when they perform large retrofits of roadway, they will bring the street lights up to standard.

Overall, given the City is not in compliance with all relevant standards, services have been assessed as below standard.

Performance and Benchmarking

The City's street lighting cost per lane km is \$1,006, the second lowest of the comparator municipalities and approximately \$400 lower than the average

Street Lighting Cost per Lane km

Thunder Bay	\$738
Greater Sudbury	\$1,006
Windsor	\$1,669
London	\$1,730
Guelph	\$1,860
AVERAGE	\$1,400

Governing Bylaws/Policies

- Municipal Act
- Minimum Maintenance Standards for Municipal Highways
- The Illuminating Engineering Society (IES) of North America's Recommended Practice 8 (RP8), Roadway Lighting (ANSI-IES RP-8-18).ANSI-IES RP-8-18

Outputs & Outcomes

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network is available throughout the community in a manner that preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Leading Practices / Opportunities

The City should consider implementing LED street lighting, and we understand work/discussions are currently ongoing around this with a project being budgeted for in the 2020 budget. We have included a summary of all opportunities raised across the road operations and maintenance service area within the opportunity section of this report.

Strategic Link

Street lighting has been identified as a focus point in the Community Improvement Project Area under the City Plan.

Sub-Service Profile

Road Signage

Parent Service

Roads – Operations and Maintenance

Service Type

Mandatory

Criticality

Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 213
Internal Recoveries	\$(60)
Total Cost	\$ 153
Revenue	-
Net Levy	\$ 153

Staffing

Full Time	2.38
Part Time	-
Overtime	-

Sub-Service Description

The City maintain and operate road signage utilizing full time municipal employees. Traffic light maintenance is contracted out to a third party.

Current Level of Service – At Standard

- While the minimum standard is not currently met, an approach has been adopted to identify the highest risk areas to be addressed first.

As a result the City are, overall, delivering services at standard when compared to other municipalities.

Performance and Benchmarking

As per the graph below, the City currently replace or repair 5% of regulatory road signage each year compared with a 10% service level standard. As stated above, the City has adopted an approach to ensure high risk areas are addressed first to minimize the risk of disruption.

Metric	Service Level	Activity Level
Replace or repair regulatory road signage	10%	5%

Breakdown of Road Signage sub-service costs

Revenues	-
Salaries	\$118,580
Materials	\$94,450
Contracting Costs	-
Energy Costs	-
Internal Recoveries	\$(60,300)
NET LEVY	\$152,730

Governing Bylaws/Policies

- Municipal Act
- Highway Safety Act
- Minimum Maintenance Standards for Municipal Highways
- Active Transportation Maintenance Policy

Outputs & Outcomes

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network is available throughout the community in a manner that preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Leading Practices / Opportunities

We did not identify any opportunities within road signage as part of our audit. However, we identified opportunities across other areas of road operations and maintenance. Please refer to the opportunity section of our report for further information.

Strategic Link

While it is not specifically addressed in the Official Plan, Road Signage forms part of meeting the transportation objectives of the City plan.

Sub-Service Profile

Street Trees

Parent Service

Roads – Operations and Maintenance

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 763
Internal Recoveries	\$ 200
Total Cost	\$ 963
Revenue	\$(65)
Net Levy	\$ 897

Staffing

Full Time	7.25
Part Time	1,660 Hrs
Overtime	-

Sub-Service Description

The City maintain street trees as part of the roads operation and maintenance service. Maintenance and removal of street trees is undertaken by municipal employees with a low percentage of work contracted out to a third party.

Current Level of Service – Below Standard

- On average, the city removes 100 more aged or fallen trees from roadways than the service level but plants 200 less new trees than the service level.
- While street tree pruning is considered to be up-to-date, the department is approximately two years behind on tree removal. As such, the City currently deliver street tree services below standard.

Performance and Benchmarking

Service and activity metrics, along with the sub service costs can be seen in the tables below

Metric	Service Level	Activity Level
Aged or fallen trees to remove	400	500
New trees to plant	500	300

Breakdown of Street Trees sub-service costs

Revenues	\$(65,270)
Salaries	\$562,370
Materials	\$82,980
Contracting Costs	\$117,320
Internal Recoveries	\$199,950
NET LEVY	\$897,350

Governing Bylaws/Policies

- Municipal Act
- Minimum Maintenance Standards for Municipal Highways
- Street Tree By-law

Outputs & Outcomes

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network is available throughout the community in a manner that preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Leading Practices / Opportunities

We did not identify any opportunities within street trees as part of our audit. However, we identified opportunities across other areas of road operations and maintenance. Please refer to the opportunity section of our report for further information.

Strategic Link

The Sudbury Official Plan notes street trees as part of a streetscape beautification program to enhance the aesthetic of the City's major roads.

Service Profile Recreation

Organizational Unit

Community Development

Enterprise Program

Leisure/Recreation

No. Sub-Services

6

Service Type

Traditional

Budget (\$,000s)*

Operating Costs	\$ 6,515
Internal Recoveries	\$ 288
Total Cost	\$ 6,803
Revenue	\$ (2,816)
Net Levy	\$ 3,987

Staffing *

Full Time	7
Part Time	157,030 Hrs
Overtime	220 Hrs

Service Description

The City provides recreation programming and oversees operation of:

- Five pools
- Two ski hills and ski hill programming
- Five fitness centers
- Day camps and summer playground programming
- Three seasonal trailer parks; and
- Six youth drop-in centers.

Recreational programming provides opportunities for citizens to access physical recreation and leisure activities.

Service and activity levels

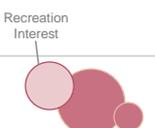
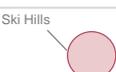
Service levels

- 18,720 hours of operation across five (5) pools, capacity of 87,200 aquatic lessons
- 819 hours ski hills operation, capacity of 6,700 ski lessons
- 11,154 hours of fitness centers operation
- 1,100 day camp and 1,200 summer playground spaces available
- 100 seasonal campground spaces
- 4,095 hours of youth center operation

Activity levels

- Number of public swim visits - 49,993
- Number of aquatic lesson registrations – 71,782
- Number of ski lesson registrations – 1,647
- 887 day camp & 835 summer playground registrations
- Number of participant visits for directly provided registered programs (2018) – 139,031

* These figures differ from what was reported originally on the service profile prepared by the City due to the cost categorization of community halls to the Arenas service profile.

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional	 <p>Pools</p>	 <p>Recreation Interest Fitness Centers Youth Centers</p>	 <p>Trailer Parks</p>
Other Discretionary			 <p>Ski Hills</p>

Rationale For Service Level Assessment & Service Type

All Recreation sub-services provided by the City are considered to be traditional services.

- **Pools** – Considered to be delivered below standard due to the quality of features available at pools (accessibility, all gender change rooms, age of facilities, etc.) despite the surplus of pools available.
- **Ski Hills** – Delivered above standard due to ski hill operation not being a typical service provided by municipalities as well as the availability of hills and lessons.
- **Fitness Centers** – Considered to be delivered at standard.
- **Recreation Interest** – Considered to be delivered at standard.
- **Trailer Parks** – Delivered above standard due to the number of sites available.
- **Youth Centers** – Considered to be delivered at standard.

Sub-Service Profile

Pools

Parent Service

Recreation

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 3,220
Internal Recoveries	\$ 114
Total Cost	\$ 3,334
Revenue	\$ (1,241)
Net Levy	\$ 2,093

Staffing

Full Time	5
Part Time	63,234 Hrs
Overtime	150 Hrs

Sub-Service Description

The City provides recreational programming and oversees operation of 5 pools utilizing municipal employees with a mix of full and part time employees.

Current Level of Service – Below Standard

- 18,720 hours of operation across five (5) pools, capacity of 87,200 aquatic lessons.
 - Number of Public Swim Visits per Capita: 0.33 (MBNCanada average 1.11)
 - Utilization rate for directly provided registered programs: 70.8% (MBNCanada average 75.0%)
 - Number of aquatic lesson registrations – 71,782
 - The Therapeutic Pool Feasibility Study (2014) suggested a provision standard of one (1) indoor aquatic center per 25,000 population. (currently a surplus of 0.5 facilities).
- Overall services are delivered at below standard due to the quality of features available to citizens.

Performance and Benchmarking

Along with the metrics above, we have outlined the 2018 cost recovery rates across each pool below.

2018 Actual Data	Revenue (\$,000)	Expenses (\$,000)	Recovery %
HARC Pool	550	1,382	39.8
Gatchell Pool	55	525	10.5
Dow Pool	204	439	46.6
Nickel District Pool	297	574	51.8
Onaping Pool	46	285	16.2
AVERAGE	231	641	33.0

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Affordable Access to Recreation Strategy

Outputs & Outcomes

- Provides opportunities for citizens to access physical recreation and leisure activities supporting Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.
- The City may also be the preferred provider due to reasons of accessibility, affordability, safety, and/or mandate alignment.

Leading Practices / Opportunities

We identified opportunities to review the recreational user fees and cost recovery requirements. Based on 2018 data, a number of pools have a low cost recovery % and with a number of outdoor lakes also available to citizens, the City should consider reviewing the delivery of pool services. Other opportunities can be seen in the opportunity section of the report.

Strategic Link

This is part of Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.

Aquatic programs and recreational swimming (drop-in) are priority areas for direct programming offered by the City's Leisure Services Division.

Sub-Service Profile

Ski Hills

Parent Service

Recreation

Service Type

Other Discretionary

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 658
Internal Recoveries	\$ 13
Total Cost	\$ 671
Revenue	\$ (428)
Net Levy	\$ 243

Staffing

Full Time	-
Part Time	14,646 Hrs
Overtime	70 Hrs

Sub-Service Description

The City provides recreational programming and oversees 2 ski hills. This sub-service is provided by part-time municipal employees.

Current Level of Service – Above Standard

- Utilization rate for directly provided registered programs: 70.8% (MBNCanada average 75.0%)
 - Recreation User Fees as a Percent of Operating Costs: 39.5% (MBNCanada average 28.7%)
 - 819 hours ski hills operation, capacity of 6,700 ski lessons.
 - Number of ski lesson registrations – 1,647
- Overall, services are delivered above standard

Performance and Benchmarking

Along with the metrics above, we have outlined the 2018 cost recovery rates across each ski hill and the utilization rates.

2018 Actual Data	Revenue (\$,000)	Expenses (\$,000)	Recovery %
Adanac Ski Hill	338	679	57.2
Lively Ski Hill	11	157	6.7

Ski Hill	Recommended Provision ¹	Current Provision ²	Utilization Rate
Adanac Ski Hill	49,000	11,239	22.9
Lively Ski Hill	10,430	1,563	15.0
TOTAL	59,430	12,802	21.5

Based on this data, capacity exceeds demand by 4.6 times

¹ Per ANCAM Solutions annual comfortable carrying capacity

² 2018-2019 season data

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Affordable Access to Recreation Strategy

Outputs & Outcomes

- Provides opportunities for citizens to access physical recreation and leisure activities supporting Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.
- The City may also be the preferred provider due to reasons of accessibility, affordability, safety, and/or mandate alignment.

Leading Practices / Opportunities

The City should consider outsourcing the provision of ski hills to a third party given this is not an essential service commonly provided by other municipalities. This will help identify budget savings which can be used to improve other services across the City. Further details of opportunities within recreation can be seen in the opportunities section.

Strategic Link

This is part of Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities. Downhill skiing and snowboarding lessons are priority areas for direct programming offered by the City's Leisure Services Division.

Sub-Service Profile

Fitness Centers

Parent Service

Recreation

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 1,293
Internal Recoveries	\$ 125
Total Cost	\$ 1,419
Revenue	\$ (412)
Net Levy	\$ 1,007

Staffing

Full Time	2
Part Time	24,206 Hrs
Overtime	-

Sub-Service Description

The City provides recreational programming and oversees 5 fitness centers. These centers are run by a mix of full and part time municipal employees with the exception of one center which is contracted out.

Current Level of Service – At Standard

- Recreation User Fees as a Percent of Operating Costs: 39.5% (MBNCanada average 28.7%)
 - 11,154 hours of fitness centers operation.
 - 462,134 visits from membership and drop-in participation.
- Fitness centers are currently delivered at standard

Performance and Benchmarking

We were unable to identify any detailed benchmarking or performance statistics around fitness centers. A breakdown of the associated costs can be seen below

Breakdown of Fitness Centers sub-service costs

User Fee Revenue	\$(401,451)
Licensing, Lease, and Other Revenues	\$(5,000)
Admin Revenue Allocation	\$(5,153)
Salaries & Benefits	\$912,519
Materials	\$139,360
Energy	\$235,741
Rent & Financial Expense	\$2,575
Purchased Services	\$8,609
Admin Expense Allocation	\$105,935
Internal Recoveries	\$125,373
NET LEVY	\$1,007,064

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Affordable Access to Recreation Strategy

Outputs & Outcomes

- Provides opportunities for citizens to access physical recreation and leisure activities supporting Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.
- The City may also be the preferred provider due to reasons of accessibility, affordability, safety, and/or mandate alignment.

Leading Practices / Opportunities

Given the competition from the private sector, the City should consider whether it should still be in the business of offering fitness center services. The City should perform a deep dive of revenue generated vs cost of running fitness centers and assess whether services can be monetized or privatized. Further details can be seen in the opportunity section.

Strategic Link

This is part of Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities. Fitness and active living programs for all ages are priority areas for direct programming offered by the City's Leisure Services Division.

Sub-Service Profile

Recreation Interest

Parent Service

Recreation

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 1,007
Internal Recoveries	\$ 25
Total Cost	\$ 1,033
Revenue	\$ (569)
Net Levy	\$ 463

Staffing

Full Time	-
Part Time	47,089 Hrs
Overtime	-

Sub-Service Description

The City provides recreational programming and oversees day camps and summer playground programming. These activities are run by municipal employees on a part time basis.

Current Level of Service – At Standard

- Utilization rate for directly provided registered programs: 70.8% (MBNCanada average 75.0%)
 - Recreation User Fees as a Percent of Operating Costs: 39.5% (MBNCanada average 28.7%)
 - 1,100 day camp and 1,200 summer playground spaces available
 - 887 day camp & 835 summer playground registrations
 - Number of participant visits for directly provided registered programs (2018) – 139,031
- Services are currently being delivered at standard

Performance and Benchmarking

The City has the lowest recreational programming cost per household from the comparator municipalities listed below.

Recreational Programming Cost per Household

Greater Sudbury	\$31
Windsor	\$32
Thunder Bay	\$77
Guelph	\$79
London	\$84
AVERAGE	\$61

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Affordable Access to Recreation Strategy

Outputs & Outcomes

- Provides opportunities for citizens to access physical recreation and leisure activities supporting Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.
- The City may also be the preferred provider due to reasons of accessibility, affordability, safety, and/or mandate alignment.

Leading Practices / Opportunities

The City should review the overall supply and demand of recreational services including day camps and summer playground programming. There is an opportunity to assess whether the City should continue to provide all recreational services which are not classified as "essential services" to citizens. Further details can be found in the opportunity section of our report.

Strategic Link

This is part of Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities. Summer camp programs for children and youth is a priority area for direct programming offered by the City's Leisure Services Division.

Sub-Service Profile

Trailer Parks

Parent Service

Recreation

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 145
Internal Recoveries	-
Total Cost	\$ 145
Revenue	\$ (140)
Net Levy	\$ 5

Staffing

Full Time	-
Part Time	2,266
Overtime	-

Sub-Service Description

The City provides recreation programming and oversees 3 seasonal trailer parks: Centennial Park, Ella Lake Campground, and Whitewater Lake Trailer Park. The management of these trailer parks is contracted out under purchase and service agreements.

Current Level of Service – Above Standard

- Recreation User Fees as a Percent of Operating Costs: 39.5% (MBNCanada average 28.7%)
 - 100 seasonal campground spaces.
- Services are considered to be delivered above standard due to the number of sites available compared with other municipalities.

Performance and Benchmarking

We were unable to identify any detailed benchmarking or performance statistics around trailer parks. A breakdown of the associated costs can be seen below

Financial Breakdown for Trailer Parks

Licensing & Lease Revenues	\$(139,355)
Additional User fees less admin allocations	\$(393)
Campground Expenses	\$144,171
Internal Recoveries	\$255
NET LEVY	\$4,678

It should be noted that electrical upgrades are required for Trailer Parks with an estimated cost of \$427,000 budgeted for 2021.

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Affordable Access to Recreation Strategy

Outputs & Outcomes

- Provides opportunities for citizens to access physical recreation and leisure activities supporting Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.
- The City may also be the preferred provider due to reasons of accessibility, affordability, safety, and/or mandate alignment.

Leading Practices / Opportunities

There is an opportunity to undertake a deep dive of the revenue generated vs the cost of running trailer parks. As with the other areas of recreational services, the City should assess whether services should still be provided or if there is an opportunity to monetize or privatize those "non essential" services. Further details can be seen in the opportunities section.

Strategic Link

This is part of Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.

Sub-Service Profile

Youth Centers

Parent Service

Recreation

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 192
Internal Recoveries	\$ 10
Total Cost	\$ 201
Revenue	\$(25)
Net Levy	\$ 177

Staffing

Full Time	-
Part Time	5,589 Hrs
Overtime	-

Sub-Service Description

The City provides recreation programming and oversees 6 youth drop-in centers. These programs and centers are run by municipal employees on a part time basis.

Current Level of Service – At Standard

- Utilization rate for directly provided registered programs: 70.8% (MBNCanada average 75.0%)
- Recreation User Fees as a Percent of Operating Costs: 39.5% (MBNCanada average 28.7%)
- 4,095 hours of youth center operation
- 139,031 participant visits for directly provided registered programs (2018).
- 8,248 visits from drop-in participation (2018). Services are currently delivered at standard.

Performance and Benchmarking

We were unable to identify any detailed benchmarking or performance statistics around youth centers. A breakdown of the associated costs can be seen below

Financial Breakdown for Youth Centers

Provincial Grants & Subsidies	\$(24,000)
Salaries & Benefits	\$139,666
Materials	\$33,615
Net Admin Allocation	\$17,672
Internal Recoveries	\$9,634
NET LEVY	\$176,587

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Affordable Access to Recreation Strategy

Outputs & Outcomes

- Provides opportunities for citizens to access physical recreation and leisure activities supporting Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.
- The City may also be the preferred provider due to reasons of accessibility, affordability, safety, and/or mandate alignment.

Leading Practices / Opportunities

The City should assess whether services should still be provided or if there is an opportunity to monetize or privatize those "non essential" services. Should the City continue with the delivery of youth centers it should assess whether space can be utilized in existing community centers (arenas and halls) for these activities (and other recreational services where appropriate) rather than having their own dedicated facilities. Further details can be seen in the opportunities section.

Strategic Link

This is part of Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.

Service Profile

Facilities Management

Organizational Unit

Corporate Services

Enterprise Program

Corporate

No. Sub-Services

3

Service Type

Essential

Budget (\$,000s)

Operating Costs	\$ 10,376
Internal Recoveries	\$ (1,245)
Total Cost	\$ 9,131
Revenue	\$ (3,863)
Net Levy	\$ 5,268

Staffing

Full Time	18
Part Time	5,981 Hrs
Overtime	155 Hrs

Service Description

The following activities are the responsibility of facilities management:

- Responsible for the day to day operation and maintenance of various facilities.
- Oversee the planning, design and management of capital projects required to preserve and/or improve municipal facilities.
- Lead the development of the corporate asset management plan and assist in supporting asset investment decisions.
- Responds to preventative and emergency work orders in order to maintain equipment, provide janitorial and grounds maintenance, and comply with various legislation and regulations as it relates to facility management.

Service and activity levels

Service levels

- Respond to 1,000 priority one and two service requests in one hour or less 95% of the time
- Respond to 1,000 priority three service requests in two days 80% of the time
- Ensure 100% compliance with facility regulations

Activity levels

- 1,232 priority one and two service requests in one hour or less 95% of the time
- 765 priority three requests in two days 80% of the time
- 100% compliance with facility regulations

		Service level		
		Below Standard	At Standard	Above Standard
Service type	Mandatory		Asset Management	
	Essential	Capital Projects Management	Facilities Management	
	Traditional			
	Other Discretionary			

Rationale For Service Level Assessment & Service Type

Facilities management is split up into three core sub services:

- **Facilities Management** – Providing day-to-day maintenance to critical building infrastructure. Facilities Management is an essential sub-service which is delivered at standard.
- **Capital Projects Management** – Ensuring that capital projects are managed is an essential sub-service and is delivered at standard.
- **Asset Management** – This is a mandatory service under the Ontario Asset Management regulation, which states that municipalities must comply with asset management requirements and maintain an up to date asset management plan. Overall, services are delivered at a standard service level.

Sub-Service Profile

Facilities Management

Parent Service

Facilities Management

Service Type

Essential

Criticality

Critical

Customer Group

Internal

Budget (\$,000s)

Operating Costs	\$ 9,854
Internal Recoveries	\$ (1,245)
Total Cost	\$ 8,609
Revenue	\$ (3,783)
Net Levy	\$ 4,826

Staffing

Full Time	13
Part Time	5,981 Hrs
Overtime	155 Hrs

Sub-Service Description

The City are responsible for the operation and maintenance of facilities. It responds to preventative and emergency work orders to maintain equipment, provide janitorial and grounds maintenance, and complies with relevant legislation.

Current Level of Service – At Standard

- Responds to 1,232 priority 1 and 2 (critical/urgent) service requests in one hour or less 95% of the time (target 1,000).
 - Responds to 765 priority 3 (normal) service requests in 2 days 80% of the time (target 1,000).
 - Responds to 3,382 priority 4 and 5 (low/minor) service requests within 5 days 80% of the time (target 3,500).
 - Completed work on 5,379 work orders within 1-20 day targets (target 5,500).
 - Ensure 100% compliance with facility regulations (A.O.D.A., O.B.C., E.S.A, Ontario Regulation 588/17).
- Overall, services are delivered at standard.

Performance and Benchmarking

The City's cost per square meter of recreation facilities is around \$50 below the average of its comparators

Recreation Facilities Expense per Indoor Square Meter	Indoor rec space m ²	Cost per m ²
London	95,419	\$ 116.58
Greater Sudbury	113,577	\$ 136.50
Thunder Bay	42,589	\$ 178.03
Windsor	109,176	\$ 187.35
Guelph	27,330	\$ 299.93
AVERAGE	77,618	\$ 183.68

Governing Bylaws/Policies

- Electrical Safety Authority (E.S.A), Ontario Building Code (O.B.C), Fire code, and Accessibility for Ontarians with Disability Act (A.O.D.A).
- The Ontario Asset Management Planning for Municipal Infrastructure regulation.
- The Sudbury Asset Management policy.

Outputs & Outcomes

Ensures compliance with various legislation and regulations as it relates to facility management. Access to expertise in design, management and trades increase responsiveness and effectiveness of preventive maintenance and capital refurbishments leading to accessible, safe, clean and sustainable facilities.

Leading Practices / Opportunities

Following the amalgamation of City's to form the City of Greater Sudbury, the City took on a large number of existing facilities, some of which are aging and not being utilized to their full potential. There is an opportunity to rationalize the number of facilities and consider adopting multi purpose facilities in order to provide better overall services to citizens. Further details can be found in the opportunities section.

Strategic Link

The City's strategic plan mentions sustainable facility development between the government, private, and non-profit sectors.

Sub-Service Profile

Capital Projects Management

Parent Service

Facilities Management

Service Type

Essential

Criticality

Critical

Customer Group

Internal

Budget (\$,000s)

Operating Costs	\$ 404
Internal Recoveries	-
Total Cost	\$ 404
Revenue	-
Net Levy	\$ 404

Staffing

Full Time	4
Part Time	-
Overtime	-

Sub-Service Description

The City oversees the planning, design and management of capital projects required to preserve and/or improve municipal facilities. This is managed by a dedicated municipal employee.

Current Level of Service – At Standard

- Dedicate 6,500 hours of staff time to support for approximately 60 facility capital projects.
- Completed approximately 83 (2018), 50 (2017), 90, (2016) capital projects annually.

Overall, services are delivered at standard.

Performance and Benchmarking

The table below outlines the number of active capital projects, associated costs and capital project completion statistics for the past three years.

Capital Project Metrics	2017	2018	2019
Number of active capital projects	26	45	21
Total capital project budget	\$4,417,952	\$1,419,276	\$9,820,604
Percentage of capital projects completed	88.5%	75.6%	28.6%
Number of outstanding capital projects	3	11	15

The City has completed an average of around 30 capital projects per year in the last three years. However, there remain a number of delayed projects, with 29 projects currently outstanding over the last three years alone.

Governing Bylaws/Policies

- Electrical Safety Authority (E.S.A), Ontario Building Code (O.B.C), Fire code, and Accessibility for Ontarians with Disability Act (A.O.D.A).
- City of Greater Sudbury Safe Work Policy and Procedures Manual
- City of Greater Sudbury Facilities Standard Operating Procedures Manual

Outputs & Outcomes

Capital project management ensures all projects are managed appropriately including associated risks with delivery. As a result, the City are able to deliver on capital projects, such as new constructions, expansions, renovations or replacement of existing or new facilities.

Leading Practices / Opportunities

There is an opportunity for the City to undertake post implementation reviews of all capital projects of all sizes. This will help the City identify whether projects were managed appropriately and whether any risks associated with delivery were addressed, and help with the management of future projects. Further details can be seen in the opportunity section of this report.

Strategic Link

Capital Projects Management is a required component in delivery of the City's Long-Term Financial Plan to monitor and manage development and improvement projects.

Sub-Service Profile

Asset Management

Parent Service

Facilities Management

Service Type

Mandatory

Criticality

Critical

Customer Group

Internal

Budget (\$,000s)

Operating Costs	\$ 117
Internal Recoveries	-
Total Cost	\$ 117
Revenue	\$ (80)
Net Levy	\$ 37

Staffing

Full Time	1
Part Time	-
Overtime	-

Sub-Service Description

The City lead the development of the corporate asset management plan and assist in supporting asset investment decisions.

Current Level of Service – At Standard

- Ensure 100% compliance with facility regulations (A.O.D.A., O.B.C., E.S.A, Ontario Regulation 588/17)
 - 100% compliance with facility regulations (A.O.D.A., O.B.C., E.S.A, Ontario Regulation 588/17)
- Overall, services are delivered at standard.

Performance and Benchmarking

The table below outlines the City's reserve position relative to its tangible capital assets in 2018.

Reserve position relative to tangible capital assets (2018)	
Thunder Bay	13%
Greater Sudbury	14%
Guelph	27%
Windsor	13%
London	28%
AVERAGE	19%

The City's total reserve position is lower than the comparator average of 19%. This table provides an indication of the City's ability to finance the replacement of its tangible capital assets from internal sources. Other benchmarking statistics can be found in the benchmarking section of our report.

Governing Bylaws/Policies

- Ontario Regulation 588/17 (Asset Management)

Outputs & Outcomes

The City's asset management plan outlines the City's anticipated infrastructure investment requirements, which in turn allows the City to meet its stated mission and mandate by supporting the delivery of services to its residents.

Leading Practices / Opportunities

The City are planning to implement an asset management software as currently only manual methods are maintained. This is scheduled to be approved in 2020.

Opportunities were identified within facilities management and management of City assets, including reviewing naming rights of City buildings, preparation of a facilities master plan, and improving of the use of automation within City buildings to help identify energy savings.

Further details can be found in the opportunity section of our report.

Strategic Link

The Sudbury Official Plan considers asset management plans in ensuring that major development projects are financially stable.

Service Profile Arenas

Organizational Unit

Community Development

Enterprise Program

Leisure/Recreation

No. Sub-Services

3

Service Type

Traditional

Budget (\$,000s) *

Operating Costs	\$ 9,307
Internal Recoveries	\$ 568
Total Cost	\$ 9,875
Revenue	\$ (5,835)
Net Levy	\$ 4,040

Staffing *

Full Time	35
Part Time	59,500 Hrs
Overtime	2,747 Hrs

Service Description

The City operate and maintain 16 ice pads across 14 municipal arenas, including 7 with community halls attached. The City also oversee the agreement with the Sudbury Wolves Hockey Club for the use and occupation of the Sudbury Community Arena.

Arenas provide opportunities for citizens to access physical recreation and leisure activities.

Service and activity levels

Service levels

- Provide 16 pads across 14 facilities
- Total of 51,100 hours available for programming and rentals
- Hosted 79 ticketed events at the Sudbury Community Arena with a total ticket capacity of 311,600
- Operate 7 community halls available for programming and third party booking

Activity levels

- 30,600 hours of ice time rented (2018)
- 190,100 number of tickets sold for Sudbury Community Arena events
- 9,700 hours of event bookings and programming at arena community halls

	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential	Community Halls	Sudbury Community Arena	
Traditional	Community Arenas		
Other Discretionary			

Rationale For Service Level Assessment & Service Type

Community Arenas – Community arenas are a traditional service provided by municipalities. Despite the number of facilities available, the service is considered below standard due to facility conditions and age.

Community Halls – Community Halls are a traditional service and, as with community arenas, are considered to be delivered at a below standard service level due to the aging condition of some of the City's facilities.

Sudbury Community Arena – The Sudbury Arena is a traditional service currently delivered at a standard service level.

Sub-Service Profile

Community Arenas

Parent Service

Arenas

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 7,494
Internal Recoveries	\$ 486
Total Cost	\$ 7,981
Revenue	\$ (4,669)
Net Levy	\$ 3,312

Staffing

Full Time	29
Part Time	37,917 Hrs
Overtime	2,250 Hrs

Sub-Service Description

The City operate and maintain 15 ice pads across 13 municipal arenas (excluding the Sudbury Community arena). Services are provided by a mx of full and part time staff.

Current Level of Service – Below Standard

- Total of 51,100 hours available for programming and rentals with 30,600 hours of ice time rented in 2018.
- For the 2018-2019 season there was a total of 5,892 participants. There is a city-wide demand for 14.5 rinks, indicating a surplus of approximately 1.5 pads.

Services are currently delivered below standard

Performance and Benchmarking

The table below shows the 2017-2019 utilization figures and 2019 cost recovery rates across City arenas

Arenas	2017 Utilization	2018 Utilization	2019 Utilization	2019 Cost Recovery* %
Cambrian	85.1%	87.3%	88.8%	76.3%
Capreol #1	45.5%	37.3%	37.3%	54.1%
Capreol #2	61.2%	63.4%	59.0%	
Carmichael	90.3%	90.3%	88.1%	60.7%
Centennial	75.4%	61.2%	58.2%	59.2%
Chelmsford	79.1%	76.1%	77.6%	59.1%
Dr. Ed Leclair	82.1%	84.3%	83.6%	58.5%
Garson	87.3%	91.8%	88.1%	63.4%
GM Countryside #1	87.3%	85.8%	84.3%	101.5%
GM Countryside #2	83.6%	84.3%	83.6%	
I.J. Coady	58.2%	40.3%	32.8%	41.0%
McClelland	85.1%	86.6%	85.1%	63.3%
Raymond Plourde	76.1%	81.3%	80.6%	61.9%
T.M. Davies	87.3%	87.3%	87.3%	50.6%
Toe Blake	91.8%	90.3%	91.0%	56.5%

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Ice Allocation Guidelines

Outputs & Outcomes

- Provides opportunities for citizens to access physical recreation and leisure activities.
- Provides economic benefits though semi-pro sporting events, tournaments, concerts, conferences, and other tourism events.

Leading Practices / Opportunities

The City has previously looked into 3rd parties to manage arenas however there was not much interest at the time, however there is an opportunity for this to be reconsidered.

There is an opportunity to rationalize the number of facilities (including arenas), especially given there are some low utilized arenas and arenas with a low cost recovery percentage. Implementation of multi-pad facilities could also be considered as the older facilities have a very low recovery rate with 30% of their costs relating to energy. New facilities would require a capital outlay but provide operational savings in the long term.

Further details of our opportunities can be seen in the opportunity section of our report.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Sub-Service Profile

Sudbury Community Arena

Parent Service

Arenas

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 1,667
Internal Recoveries	\$ 82
Total Cost	\$ 1,748
Revenue	\$ (1,117)
Net Levy	\$ 631

Staffing

Full Time	6
Part Time	18,426 Hrs
Overtime	456 Hrs

Sub-Service Description

The City oversees the agreement with the Sudbury Wolves Hockey Club for the use and occupation of the Sudbury Community Arena. Municipal employees provide customer service, facility cleaning, and operate the Zamboni. Certain maintenance work such as refrigeration, HVAC, and electrical is contracted out.

Current Level of Service – At Standard

- Hosted 79 ticketed events at the Sudbury Community Arena with a total ticket capacity of 311,600.
 - 190,100 number of tickets sold for Sudbury Community Arena events.
- Services are delivered at standard

Performance and Benchmarking

The table below shows the 2017-2019 utilization figures and 2019 cost recovery rates for the Sudbury Community Arena compared with the average of the remaining figures seen on the previous slide.

Arenas	2017 Utilization	2018 Utilization	2019 Utilization	2019 Cost Recovery %
Sudbury Community Arena	91.0%	92.5%	91.8%	67.7%
Average of remaining Arenas	78%	76%	75%	27%

The Sudbury Community Arena is the City's most utilized arena over the last three years and its cost recovery is over twice the average of the other arenas.

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)
- Ice Allocation Guidelines

Outputs & Outcomes

Provides opportunities for citizens to access physical recreation and leisure activities.

Provides economic benefits through semi-pro sporting events, tournaments, concerts, conferences, and other tourism events.

Leading Practices / Opportunities

The City has previously looked into 3rd parties to manage arenas however there was not much interest at the time, however there is an opportunity for this to be reconsidered.

There is an opportunity to rationalize the number of facilities (including arenas), especially given there are some low utilized arenas and arenas with a low cost recovery percentage. Implementation of multi-pad facilities could also be considered as the older facilities have a very low recovery rate with 30% of their costs relating to energy. New facilities would require a capital outlay but provide operational savings in the long term. Further details of our opportunities can be seen in the opportunity section of our report.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Sub-Service Profile

Community Halls

Parent Service

Arenas

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 146
Internal Recoveries	-
Total Cost	\$ 146
Revenue	\$(48)
Net Levy	\$ 97

Staffing

Full Time	-
Part Time	9,164 Hrs
Overtime	41 Hrs

Sub-Service Description

The City operate and maintain 7 community halls attached to municipal arenas. Services are delivered by City part time staff.

Current Level of Service – Below Standard

- Operate 7 community halls available for programming and third party booking.
- 9,700 hours of event bookings and programming at arena community halls.

Services are currently delivered below standard due to the aging condition of some of the City's community halls.

Performance and Benchmarking

The table below shows the booking and revenue figures for community halls for 2017 and 2019

Community Halls	2017		2018	
	Bookings	Revenue	Bookings	Revenue
Capreol Community Centre	24	\$1,229	87	\$2,707
Centennial Community Centre	78	\$6,037	140	\$6,536
Chelmsford Community Centre	134	\$1,030	178	\$2,203
Dr. Edgar Leclair Community Centre	158	\$9,599	223	\$9,745
Garson Community Centre	131	\$10,621	224	\$11,675
McClelland Community Centre	68	\$953	128	\$1,839
TM Davies Community Centre	110	\$6,997	181	\$7,382

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)

Outputs & Outcomes

Provides economic benefits though semi-pro sporting events, tournaments, concerts, conferences, and other tourism events.

Leading Practices / Opportunities

The City should consider rationalizing the number of community halls given the aging conditions of some of the halls. In addition, the table opposite shows a range of revenues and bookings across the halls, ranging from around \$2,000 - \$12,000 and 90-225 respectively in 2018.

There is also an opportunity to review the parks and arenas staffing models to identify ways to work more efficiently between seasons.

Further details can be found in the opportunity section of our report.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Service Profile

Parks

Organizational Unit

Community Development

Enterprise Program

Leisure/Recreation

No. Sub-Services

6

Service Type

Traditional

Budget (\$,000s) *

Operating Costs	\$ 10,349
Internal Recoveries	\$ 1,340
Total Cost	\$ 11,689
Revenue	\$ (758)
Net Levy	\$ 10,931

Staffing *

Full Time	31
Part Time	100,963 Hrs
Overtime	-

Service Description

The City maintain and operate parkland, playgrounds, community centers, non-motorized trails, and outdoor rinks.

Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Services are provided by City employees with a mix of full and part time staff used.

Service and activity levels

Service levels

The City's Parks, Open Space and Leisure Master Plan Review (2014) established a provision level of 4.0 hectares of active (maintained) parkland per 1,000 residents.

Activity levels

- Current activity level of 1,400 hectares of maintained parkland, which equals 7.3 hectares per 1,000 residents.
- Within the 1,400 hectares of maintained parkland, the following amenities are provided:
 - 177 km of non-motorized trails
 - 190 playgrounds
 - 166 playfields (baseball & soccer fields)
 - 56 outdoor rinks

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type

All Parks sub-services provided by the City are considered to be traditional services.

- **Parks/Parklands** – While the City is spending more than comparable municipalities due to the amount of parkland maintained, it is considered to be delivered below standard due to the challenges in servicing of 1400 hectares of maintained parkland.
- **Playgrounds & Splashpads** – Considered to be delivered at standard despite the high number of playgrounds services.
- **Playfields** – This sub-service is considered to be delivered below standard when compared to the standards set out by MBNCanada for premier facilities.
- **Community Centers & Halls** – Considered to be delivered at standard despite the high number of facilities available.
- **Non-motorized Trails** – Delivered at standard, however there are a high number of kilometers which cannot be consistently maintained.
- **Outdoor Rinks** – Delivered below standard as they are of a lower quality in comparison to other municipalities.

Sub-Service Profile

Parks / Parkland

Parent Service

Parks

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 4,330
Internal Recoveries	\$ 591
Total Cost	\$ 4,921
Revenue	\$ (120)
Net Levy	\$ 4,801

Staffing

Full Time	14
Part Time	37,351 Hrs
Overtime	-

Sub-Service Description

The City maintain and operate parkland. This sub-service is provided by municipal employees with the exception of grass cutting which is contracted out. While service levels have not been well defined, Sudbury is considered a low-cost provider.

Current Level of Service – Below Standard

- The City's Parks, Open Space and Leisure Master Plan Review (2014) established a provision level of 4.0 hectares of active (maintained) parkland per 1,000 residents. The current activity level of 1,400 hectares of maintained parkland, equals 7.3 hectares per 1,000 residents. Services are currently delivered below standard.

Performance and Benchmarking

The City has a larger number of hectares of maintained parkland per 100,000 compared with other municipalities.

Statistic	City	MBNC Av.
Hectares of maintained parkland per 100,000	866.25	341.37
Operating costs of parks per capita	\$60.97	\$63.47
Operating cost per hectare of maintained and natural land	\$2,456.02	\$12,442.09

Parks Cost per Household

Greater Sudbury	\$133
AVERAGE (across five municipalities)	\$144

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan Review (2014)
- Park Disposition Policy

Outputs & Outcomes

Parks, open space, and leisure facilities are essential contributors to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Leading Practices / Opportunities

There is an opportunity for the City to reduce the number of maintained parkland across the City. A parks categorization system would also help categorize parks into maintains vs non-maintained given the opportunity to naturalize more areas.

There are also additional opportunities associated with the parks service delivery profile, including investment in more innovative delivery methods for park services.

Further details can be found in the opportunity section of our report.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Sub-Service Profile

Playgrounds & Splash Pads

Parent Service

Parks

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 1,788
Internal Recoveries	\$ 253
Total Cost	\$ 2,041
Revenue	\$(29)
Net Levy	\$ 2,012

Staffing

Full Time	6
Part Time	15,205 Hrs
Overtime	-

Sub-Service Description

The City maintain and manage 190 playground structures and 14 splash pads. Services are provided by City staff with a mix of full time and part time employees. The service is classified as a traditional service delivered at a standard service level

Current Level of Service – At Standard

- Within the 1,400 hectares of maintained parkland, there are 190 playgrounds.
- Council has approved 60 new playground replacements.
- The City also operate 14 splash pads

When assessed against their comparators, services are currently being delivered at standard, however we note that the City currently have a larger number of playgrounds and splash pads compared to other municipalities

Performance and Benchmarking

Comparator Data	Playgrounds	Splash Pads
Sites per 100,000 population (CGS)	117.28	8.64
Sites per 100,000 population (MBNCan)	73.03	4.75
Difference	44.25	3.89

As per the above graph, the City currently have 44 additional playgrounds and 4 additional splash pads per 100,000 population when compared to the average across other municipalities.

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan Review (2014)
- Parks By-law
- Accessibility for Ontarians with Disabilities Act, 2005

Outputs & Outcomes

Parks, open space, and leisure facilities are essential contributors to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Leading Practices / Opportunities

The City currently has a larger number of playgrounds per 100,000 population when compared to other municipalities. There is an opportunity for the City to assess the number of playgrounds used and rationalize the number of playgrounds in operation. Further details of our opportunities can be seen in the opportunity section of our report.

Service levels for playgrounds and splash pads, along with other service areas, have not been clearly defined or approved by Council. The City should look to address this and have clearly defined, Council approved, service levels.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Sub-Service Profile

Playfields

Parent Service

Parks

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 2,074
Internal Recoveries	\$ 238
Total Cost	\$ 2,312
Revenue	\$ (416)
Net Levy	\$ 1,896

Staffing

Full Time	6
Part Time	28,744 Hrs
Overtime	-

Sub-Service Description

The City maintain and manage 93 soccer fields and 73 baseball diamonds. Services are provided by City employees mainly through the use of part time staff. Overall, services are delivered at a below standard service level when compared to other municipalities.

Current Level of Service – Below Standard

- Within the 1,400 hectares of maintained parkland, there are 166 playfields (baseball and soccer fields). When assessed against their comparators, services are currently being delivered below standard. As shown below, the City fall below the MBNCan averages for premier baseball diamonds and soccer fields.

Performance and Benchmarking

Comparator Data	Ball Diamonds	Soccer Fields
Premier fields per 100,000 population (CGS)	1.62	1.62
Premier fields per 100,000 population (MBNCan)	2.67	3.96
Difference	-1.05	-2.34

The City has more soccer fields and baseball diamonds per 100,000 population than their comparators, however when assessing those classified as “premier” fields/diamonds, the City has fewer than comparator municipalities.

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan Review (2014)
- Park Disposition Policy

Outputs & Outcomes

Parks, open space, and leisure facilities are essential contributors to Greater Sudbury’s quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Leading Practices / Opportunities

Playfields are currently charged on a per head basis however the City should consider charging on a per hour basis for ease of reporting. This is a practice commonly adopted by other municipalities.

As previously outlined, the City should look to formalize their service levels and have these approved by Council.

As part of the review of parks and parkland requirements, the City should consider reviewing the conditions of their playfields to ensure they offer a similar number of premier fields compared to other municipalities.

Further details can be seen in our opportunity section.

Strategic Link

Guiding principles of the City’s Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Sub-Service Profile

Community Centers and Halls

Parent Service

Parks

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 525
Internal Recoveries	\$ 25
Total Cost	\$ 550
Revenue	\$ (181)
Net Levy	\$ 369

Staffing

Full Time	-
Part Time	6,007
Overtime	-

Sub-Service Description

In addition to the community halls located within arena facilities, stand-alone community centers and halls are available for public bookings and for City programs.

Current Level of Service – At Standard

In 2018, community halls had an average utilization rate of 20% based on an availability assumption of being available for 18 hours per day.

Overall, services are delivered at standard

Performance and Benchmarking

Comparator data	2017	2018
Total Bookings	1999	2142
Total Revenue	\$49,837	\$56,235

The number of booking and revenue generated from centers/halls has remained fairly constant over the last two years.

Community Halls	2017 Utilization	2017 Revenue	2018 Utilization	2018 Revenue
Fielding Memorial	14%	\$12,365	16%	\$14,874
Dowling Leisure	4%	\$5,391	4%	\$5,553
Falconbridge	6%	\$3,440	2%	\$1,852
Onaping Community	1%	\$326	4%	\$970
Whitewater Lake	1%	\$138	3%	\$896

The table above shows the five lowest utilized centers/halls.

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan (2014)
- User Fee By-law (2017-24)

Outputs & Outcomes

Parks, open space, and leisure facilities are essential contributors to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Leading Practices / Opportunities

An opportunity exists to rationalize the number of community halls provided by the City as indicated by the low average utilization of these halls/centers. This opportunity aligns with the potential to utilize multi-use as opposed to single-use facilities to realize operational cost savings.

As part of the opportunity to review the joint use arrangements with school boards, City run community programs could be provided from existing City facilities. Further details of our opportunities can be seen in the opportunities section of our report.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Sub-Service Profile

Non-motorized Trails

Parent Service

Parks

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 664
Internal Recoveries	\$ 94
Total Cost	\$ 758
Revenue	\$ (6)
Net Levy	\$ 752

Staffing

Full Time	2
Part Time	5,524 Hrs
Overtime	-

Sub-Service Description

The City currently maintain and operate 177km of non-motorized trails. Services are delivered by City staff, the majority of which are part time staff. Services are currently delivered at standard when compared with other municipalities.

Current Level of Service – At Standard

- Within the 1,400 hectares of maintained parkland, there are 177 km of non-motorized trails.

Municipalities generally maintain their park and hiking trails at a standard level of service.

Performance and Benchmarking

Despite delivering services at standard compared to other Municipalities, the City currently have the highest number of trail km's per 100,000 population compared to the other municipalities benchmarked as part of our review.

The City's average km per 100,000 is 109.6 with the overall average at 80.5.

	Trail km's per 100,000 population
Greater Sudbury	109.6
London	60.5
Guelph	84.9
Windsor	58.4
Thunder Bay	88.9
AVERAGE	80.5

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan Review (2014)
- Park Disposition Policy
- Accessibility for Ontarians with Disabilities Act, 2005

Outputs & Outcomes

Parks, open space, and leisure facilities are essential contributors to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Leading Practices / Opportunities

As per the data opposite, the City currently have a large number of trails which require resources to maintain and manage. As part of the City's assessment of reviewed parks and maintained parkland, the City should review the number of trails they currently maintain.

Further details of our opportunities can be seen in the opportunity section of our report

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Sub-Service Profile

Outdoor Rinks

Parent Service

Parks

Service Type

Traditional

Criticality

Non-Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 968
Internal Recoveries	\$ 138
Total Cost	\$ 1,106
Revenue	\$ (6)
Net Levy	\$ 1,100

Staffing

Full Time	3
Part Time	8,132 Hrs
Overtime	-

Sub-Service Description

The City currently maintain and operate 56 outdoor rinks. The service is provided by municipal employees with a high volunteer component. Services are currently delivered below standard due to the aging condition of some of the rinks used

Current Level of Service – Below Standard

- Within the 1,400 hectares of maintained parkland, there are 56 outdoor rinks.
- While the City has a larger than average number of rinks per 100,000 population (see data below), the overall conditions of the rinks are below standard and as such, levels of service have been assessed as below standard compared to other municipalities.

Performance and Benchmarking

The City currently have around 23 additional outdoor rinks per 100,000 population when compared to the average across other municipalities.

The City should assess whether the number of rinks are appropriate given the aging condition of some of those in operation.

Comparator Data	Figures
Outdoor rinks per 100,000 population (CGS)	34.7
Outdoor rinks per 100,000 population (MBNCan)	11.9
Difference	22.8

Governing Bylaws/Policies

- Parks, Open Space and Leisure Master Plan Review (2014)

Outputs & Outcomes

Parks, open space, and leisure facilities are essential contributors to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Leading Practices / Opportunities

As part of the parks and recreation user fee and cost recovery assessment, the City should consider reviewing the condition and number of outdoor rinks provided.

In addition, the City should ensure that clearly defined, Council approved, service levels are put in place.

Further details can be found in the opportunity section of our report.

Strategic Link

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community.

Service Profile

Long-Term Care

Organizational Unit

Community Development

Enterprise Program

Long-Term Care

No. Sub-Services

1

Service Type

Essential

Budget (\$,000s)

Operating Costs	\$ 36,197
Internal Recoveries	\$ 1,514
Total Cost	\$ 37,711
Revenue	\$ (33,074)
Net Levy	\$ 4,636

Staffing

Full Time	256
Part Time	237,315 Hrs
Overtime	-

Service Description

Pioneer Manor is a 433-bed municipal facility that provides long-term care to residents as outlined by the Long-Term Care Homes Act (LTCHA), 2007. Service mandate is to provide care and accommodation to persons 18 years of age and older who are no longer able to manage in an independent setting.

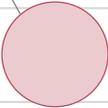
Service and activity levels

Service levels

- Pioneer Manor has 433 LTC beds (406 permanent long-stay beds and 27 interim long-stay beds)
- 541 staff and 154 volunteers
- The City currently operates 30.3% of the available LTC beds within the Municipality

Activity levels

- 156, 248 resident bed occupancy days (2018)
- 130 new resident admissions and 120 internal transfers annually, = 2000 staff hours
- 824 Physiotherapy (PT) annual referrals, with ~ 48% on physio treatment programs
- 904 Occupational Therapy (OT) annual referrals, with ~ 7700 treatment visits
- 5827 hours provided by volunteers in 2018

	Service level		
	Below Standard	At Standard	Above Standard
Service type	Mandatory		Long-Term Care
	Essential		
	Traditional		
	Other Discretionary		

Rationale For Service Level Assessment & Service Type

The long-term care home is classified as an essential service and is considered to be delivered above standard due to the level of care provided and the relative cost to residents.

Sub-Service Profile

Long-Term Care

Parent Service

Long-Term Care

Service Type

Essential

Criticality

Critical

Customer Group

External

Budget (\$,000s)

Operating Costs	\$ 36,197
Internal Recoveries	\$ 1,514
Total Cost	\$ 37,711
Revenue	\$ (33,074)
Net Levy	\$ 4,636

Staffing

Full Time	256
Part Time	237,315 Hrs
Overtime	-

Sub-Service Description

This sub-service is provided by internal employees with 150-155 volunteers providing enhanced services. Ground maintenance is contracted out (e.g. snow plowing and grass cutting). Occasionally agency staffing is used for support workers

Current Level of Service – Above Standard

Pioneer Manor has 433 beds and is typically at 98.5% occupancy. The kitchen prepares 3 meals and 2 snacks for all 433 residents at an average cost of \$9.54 per day. Services are currently delivered above standards.

Performance and Benchmarking

Pioneer Manor has a large number of licensed beds and patients on the waiting list when compared to other long term care homes.

LTC Home Availability	Licensed Beds	Monthly availability	Patients on waitlist
Elizabeth Centre	126	1	230
Espanola Nursing Home	62	0	44
Extendicare Falconbridge	232	3	35
Extendicare York	272	3	35
Manitoulin Centennial Manor	60	0	38
Manitoulin Lodge	58	1	9
Pioneer Manor	406	4	617
St.Gabriel's Villa	128	1	388
St. Joseph's Villa	128	1	656
Finlandia Hoivakoti	108	1	556
Wikwemikong Nursing Home	59	1	4

Source: North East Local Health Integration Network stats as of October 2019

Governing Bylaws/Policies

- Long-Term Care Homes Act (LTCHA), 2007
- Regulation 79/10.
- North East Local Health Integration Network (NELHIN) under the Local Health System Integration Act, 2006.

Outputs & Outcomes

Pioneer Manor provides high quality medical and nursing care, therapy services, nutritional care and other related resident healthcare in a Long Term Care Home setting in accordance with the MOHLTC Act and regulations. Pioneer Manor is committed to promoting healthy aging and well-being through programs and services that focus on all aspects of care (physical, emotional, spiritual, cultural, cognitive/ intellectual, social) and maximize or maintain the independence of the residents.

Leading Practices / Opportunities

While closing/selling the long term care home may provide a decrease in the tax levy, it would also have a significant negative impact on residents, partnerships and the healthcare system in the Greater Sudbury area. Potential savings would be offset to some degree by a loss of internal recoveries. Such a decision would not be in line with the City's Official Plan. The City may be best suited by seeking additional funding from the MOHLTC and looking for innovative partnerships to reduce the burden on the tax levy.

Strategic Link

The strategic plan does not speak to the Pioneer Manner directly however long term care is referenced through: quality of life specific to seniors, a healthy community, attracting business, and becoming a center of excellence in key areas.



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City of Greater Sudbury Time & Activity Tracking Assessment Final Report

December 20, 2019



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Disclaimer

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the City of Greater Sudbury. KPMG has not and will not perform management functions or make management decisions for the City of Greater Sudbury.

This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the City of Greater Sudbury nor are we an insider or associate of the City of Greater Sudbury. Accordingly, we believe we are independent of the City of Greater Sudbury and are acting objectively.



Key Objectives: Core Services Review

Project Objectives – *How will we define success?*

KPMG has been engaged by the City of Greater Sudbury to undertake an in-depth analysis of key service areas determined by City Council. The overall goal of this review is to create sub-service profiles for each of the key areas (seven services areas: Long Term Care, Parks, Recreation, Arenas, Facilities Management, Road Maintenance and Community Grants) and conduct a comprehensive, data-driven evaluation process to examine the strategic alignment, relevance, effectiveness, efficiency and sustainability of these programs and services. Our aim is to identify ways in which the services can be streamlined or altered in order to realign costs and improve efficiency across the City. We will also give consideration to other areas outside of these seven, should any opportunities present themselves throughout our work. A further key area of this review is to consider the City's enterprise systems, identifying opportunities to support and enhance routine time, attendance and activity reporting.

Specific project objectives include the following:

- 1. Facilitate review** – conduct a comprehensive review and detailed analysis of the relevance, efficiency and effectiveness of the City's services including a review of comparable municipalities (where data is available) and other insights from our global team as relevant. As part of this, consider all aspects of the City's services including delivery methods, service expenditure and revenue streams as well as the current systems in place to track time, attendance and activity reporting.
- 2. Identify opportunities** – Explore opportunities based on leading edge practices globally (public, private, not-for-profit) and define options for sustainable approaches to service delivery and levels, as well as systems to enhance improved data collection in relation to time attendance and activity reporting; and
- 3. Prioritize implementation** – Provide guidance to the City's Senior Management team on implementation and prioritization of new, innovative and/or leading service delivery models that may realign costs and/or improve service delivery methods. In addition, we will highlight how these can be supported by improved enterprise systems to collect time attendance and activity reporting, along with the risks associated with each proposed change/option to inform management of the key factors which should be considered during the decision making process.

Key Objectives: Core Services Review

Project Drivers - *Why are we doing this, what problem do we want to solve?*

- As with all municipalities and other levels of government, the City of Greater Sudbury is balancing community/stakeholder expectations and financial constraints. The City is experiencing significant growth which requires it to consider how municipal services will be delivered sustainably in the long term. The City is reviewing how it leverages capital, technology, specialized skills and expertise in order to address complex social, environmental and operational considerations/challenges/opportunities; achieve superior outcomes and value for money for its residents, and increase its revenue streams.

Project Principles – What is Important to Us?

- Due to the tight project schedule, we will leverage existing sources of consultation from Council and City staff to inform the work of the Service Review. We will use the City's service profiles as a basis for our work and develop sub-service profiles for each of the areas in scope. We will meet with City staff to identify efficiencies and opportunities for improving the overall delivery of these services.
- The framework and approach will be based on leading practice from municipal or other levels of government experience and/or private sector.
- While these reviews often go by many different names – including service efficiency reviews, value for money audits and cost realignment studies – they all share the same goal: to determine if a city is delivering its services to its customers in the best possible manner and further, to determine if there are more efficient, effective or economical means to delivering municipal services. For simplicity, this will be called a 'Core Service Review'.

Project Timing

- The project will commence on October 21, 2019, and all engagement activities and deliverables will be completed and submitted to the City of Greater Sudbury on or before December 20, 2019, except for the final report presentation. Timing of the final report presentation will be subsequently determined by the City of Greater Sudbury.

Objectives and Scope of the Final Report

Final Report Objectives – *Time & Activity Tracking*

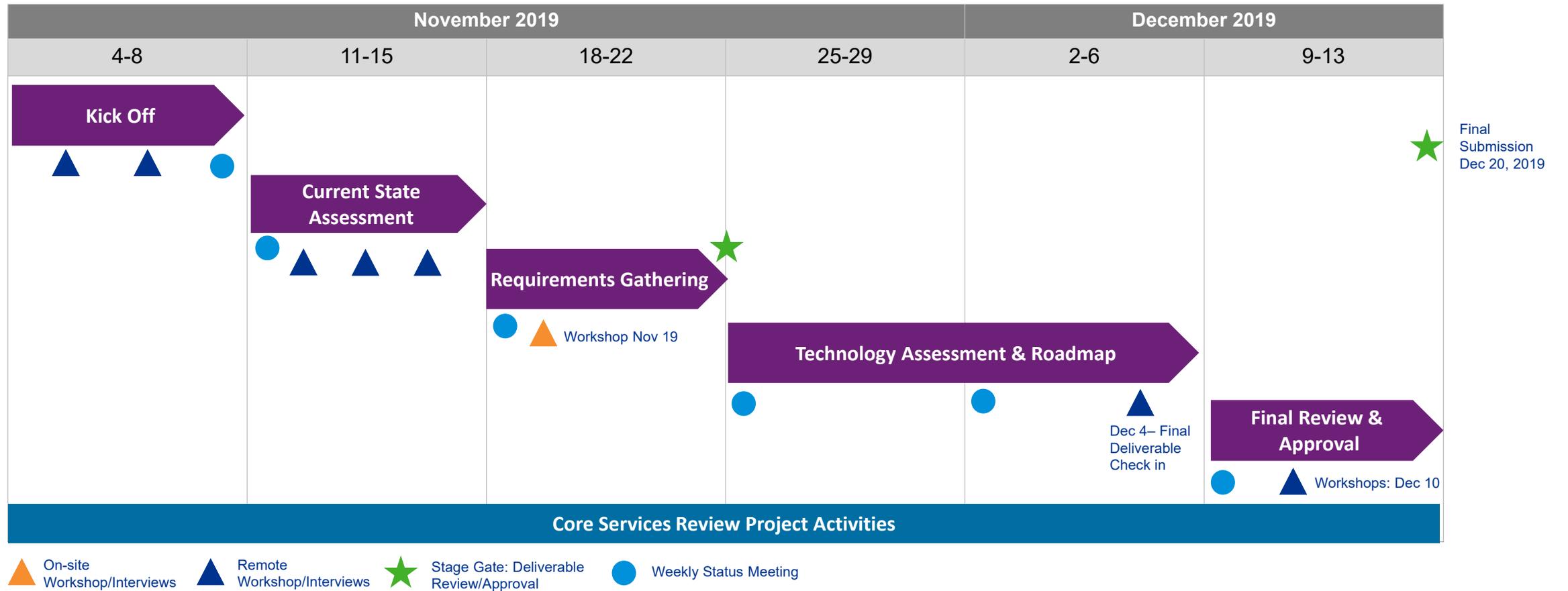
KPMG performed an assessment of the City of Greater Sudbury's enterprise systems with recommendations for change that facilitate data collection and processing to support routine, real-time performance reporting. The objectives and scope of the final report is to provide an evaluation of staff time, activity and attendance reporting.

Deliverables include an implementation roadmap for time and attendance and will include recommendations regarding changes to enterprise systems that took the following into consideration:

- Recommendations on implementing an activity based time tracking system minimizing the impact of time entry on Front Line workers, and managers
- Help staff and managers compare actual workloads with planned workloads
- Automate staff time and attendance reporting, with appropriate integrations between time/attendance reporting and work order processing to support both job costing and efficient payroll administrations.
- Enable real-time, performance dashboards for internal and public use that communicate service efforts, accomplishments and other related information

KPMG's Time & Attendance Assessment Approach

The below outlines our proposed timeline and workshop schedule for the Time and Attendance Assessment work.

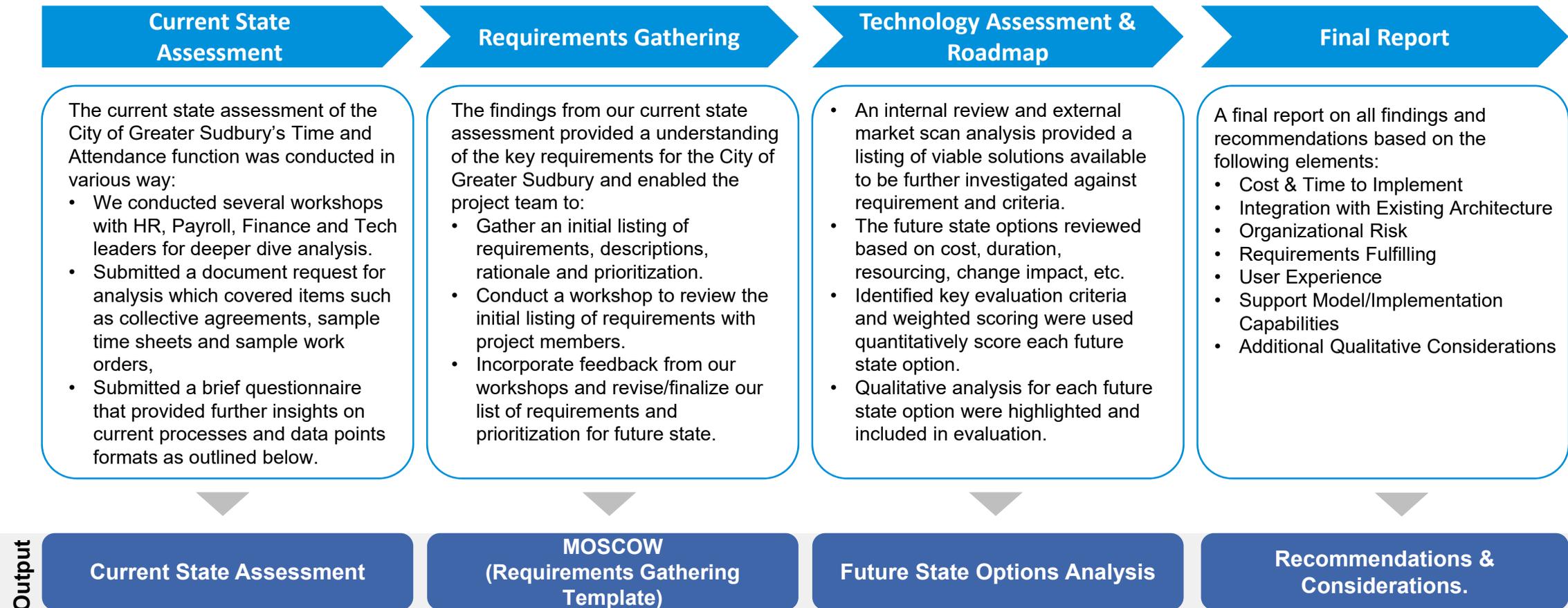




Future State Methodology and Evaluation Approach

Evaluation Approach

The below outlines our approach used to validate our future state options against all requirements gathered during our assessment.





Implementation Approach

What we achieve in each Phase

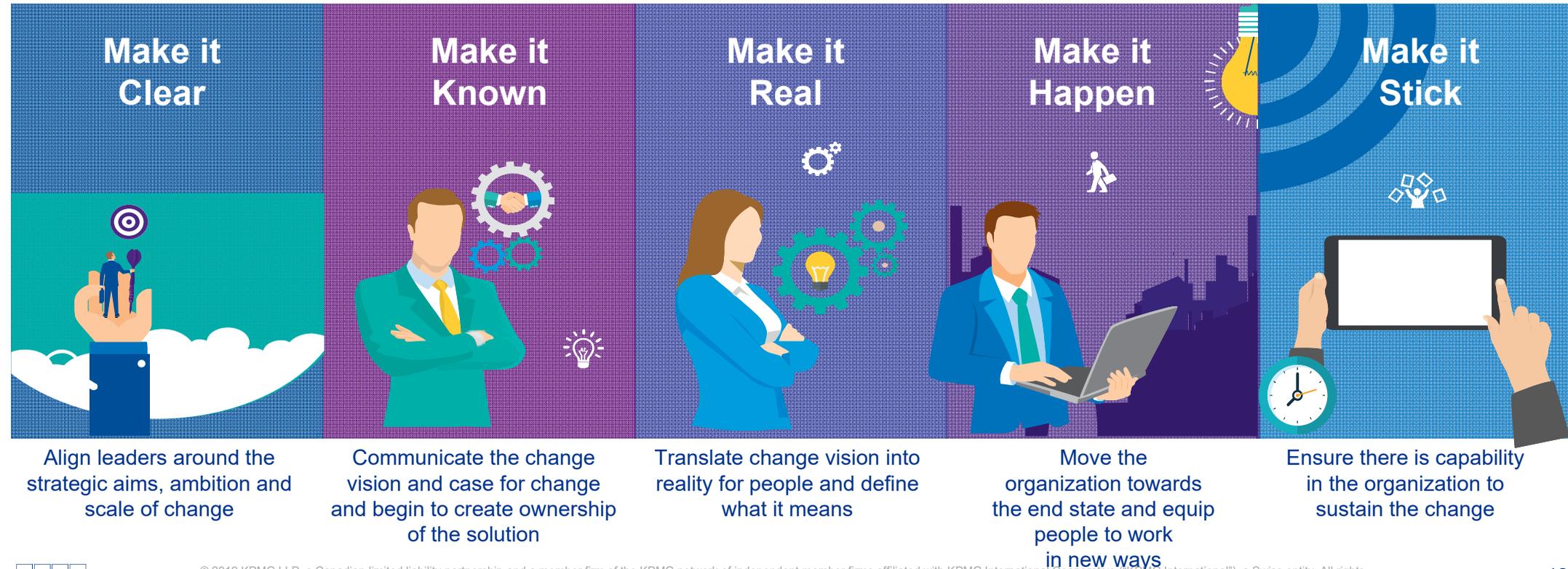
A detailed implementation approach should be considered for any technology implementation project in order to deliver on time and budget. Below outlines a sample approach which includes integrated functional activities by phase and sequencing in order to prepare internal and external resourcing appropriately. The below approach is modular and can be modified depending on your project context, scope and deliverables.



***Conference room pilot (CRP)** is a key project implementation strategy that tests normal business case scenarios in a proposed new system to uncover people, process and system issues, generate resolutions, and design decisions needed to complete the implementation.

Change Management Approach

A change management approach should not be developed in a silo but integrated with your overall implementation approach as outlined in the previous slide. The key change management activities should be present within all phases driving towards the strategic priorities established from the onset. Key areas such as training and communications can be tailored depending your project goals, scope and organizational context.



Persona Sample - Exception Time Entry Staff

Identifying your organizational personas is a key upfront activity that will provide advantages to your change management outcomes and ensure you are providing a more tailored and thoughtful approach to change. Understanding how change impacts your staff and end users will crystalize the right communication and training approaches to promote improved adoption.

Exception Time Entry Staff	Communication & Training Needs	Engagement Strategies
 <p>Exception Time Entry Staff Ideal Experience: Entering Time through Self-Service Timesheets</p>	<p>Level of Frequency: L M H</p> <p>Level of Depth: L M H</p> <ul style="list-style-type: none"> Exception Time Entry Staff require training on entering time through self-service online or mobile timesheet. Easier process only be able to enter against time codes eligible for specific group. Union staff may require additional time entry methods, i.e. computer kiosks 	 <p>In-Person Meetings & Workshops</p>  <p>Intranet/Portal updates</p>  <p>Time Attendance exposure</p>  <p>Change Frame engagement</p>  <p>Demos</p>  <p>Written Communications</p>
<p>Group Overview</p> <p>Exception Time Entry Staff currently enter time through a timesheet recording activity time against scheduled and exception hours.</p>	<p>Key Themes</p>	<p>Change Activities</p>
<p>Objectives</p> <p>Ensure time is entered correctly and accurately:</p> <ol style="list-style-type: none"> 1) Ensure all hours tracked against activity. 2) Understand time code entry, when to enter exception codes, i.e. Banked Overtime. 	<ul style="list-style-type: none"> Activity tracking determines cost driving service Self-service timesheets are more efficient reduce the number of time code entry code selections Improved experience from entering time on paper 	<ul style="list-style-type: none"> Job Aids/SOP's Instructure Led Training opportunities Demonstrate self service time entry Identify change agent network to address questions/how to
<p>Future Experience in Time Administration</p> <ul style="list-style-type: none"> Dual Entry system removed improving efficiency Ownership of time entry placed on worker; fewer entry errors. Access to time history for worker 		

Persona Sample - Timekeeper

Identifying your organizational personas is a key upfront activity that will provide advantages to your change management outcomes and ensure you are providing a more tailored and thoughtful approach to change. Understanding how change impacts your staff and end users will crystalize the right communication and training approaches to promote improved adoption.

 <h2>Timekeeper</h2> <p>Ideal Experience: Keying of timesheets reduced. Move towards a strategic auditing role.</p>	<h3>Communication & Training Needs</h3>	<h3>Engagement Strategies</h3>
<h4>Group Overview</h4> <p>Shift from keying paper timesheets to supporting the new optimized activity based time and attendance system.</p>	<p>Level of Frequency: L M H</p> <p>Level of Depth: L M H</p> <ul style="list-style-type: none"> Timekeeper role becomes a time expert role. Move away from entering data to analyzing and approving time entry Leveraging knowledge and experience of collective agreements, and activity tracking to ensure accuracy and compliance Investigating possible discrepancies 	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; text-align: center;">  <p>In-Person Meetings & Workshops</p> </div> <div style="width: 50%; text-align: center;">  <p>Intranet/Portal updates</p> </div> <div style="width: 50%; text-align: center;">  <p>Time Attendance Exposure</p> </div> <div style="width: 50%; text-align: center;">  <p>Change Frame engagement</p> </div> <div style="width: 50%; text-align: center;">  <p>Demos</p> </div> <div style="width: 50%; text-align: center;">  <p>Written Communications</p> </div> </div>
<h4>Objectives</h4> <p>Self-Service time entry change timekeeper role.</p> <ol style="list-style-type: none"> Provide support for worker's entering time. Utilized in providing support for activity based reporting and testing. Investigate discrepancies in activity reporting. 	<h3>Key Themes</h3>	<h3>Change Activities</h3>
<h4>Future Experience in Time Administration</h4> <ul style="list-style-type: none"> Rules will change, and Timekeepers need to test configuration changes Time Activity reports will need to run, and trends need to be analyzed Adjustments and keying of entries required, entries dramatically reduced 	<ul style="list-style-type: none"> Knowledge of collective agreements can be utilized in time approval, and correcting worker entries There will be a bridge phase with some unionized employee continuing to enter paper timesheets Analytics Reporting provide numbers; people provide the story behind the numbers Shift towards a 'value added' strategic role of analyzing and investigating activity and time reporting 	<ul style="list-style-type: none"> Need to be involved in testing of new time scenarios Documentation on how to enter time as workers; how to correct entries More training on soft skills dealing with customers Workshops on new methods and approach

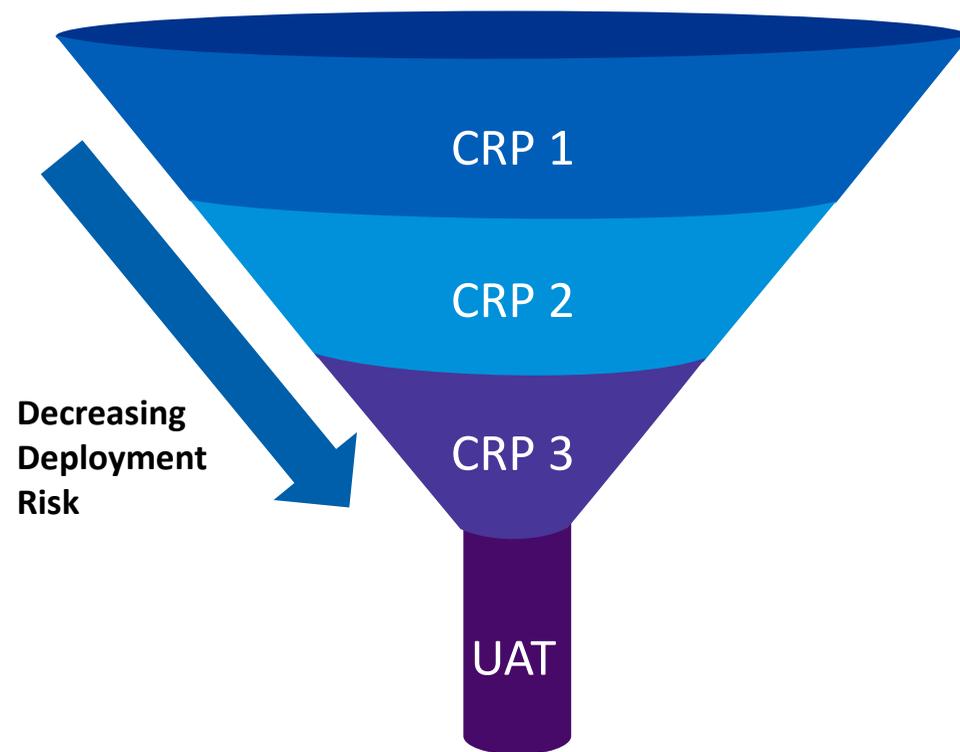
Persona Sample - Manager

Identifying your organizational personas is a key upfront activity that will provide advantages to your change management outcomes and ensure you are providing a more tailored and thoughtful approach to change. Understanding how change impacts your staff and end users will crystalize the right communication and training approaches to promote improved adoption.

 <p>Manager</p> <p>Ideal Experience: Approving time and ensuring accurate activity reporting</p>	<h3>Communication & Training Needs</h3>	<h3>Engagement Strategies</h3>
<p>Group Overview</p> <p>Manager review and approve time entered. Need to be key change agents in accurate and effective activity tracking.</p>	<p>Level of Frequency: L M H</p> <p>Level of Depth: L M H</p> <ul style="list-style-type: none"> Managers are the key change agents in the transition to activity tracking Ensure compliance, and assist with creating a culture shift towards activity tracking Understand how to delegate approvals when away Work closely with timekeepers, when discrepancies arise 	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; text-align: center;">  <p>In-Person Meetings & Workshops</p> </div> <div style="width: 50%; text-align: center;">  <p>Intranet/Portal updates</p> </div> <div style="width: 50%; text-align: center;">  <p>Time Attendance exposure</p> </div> <div style="width: 50%; text-align: center;">  <p>Change Frame engagement</p> </div> <div style="width: 50%; text-align: center;">  <p>Demos</p> </div> <div style="width: 50%; text-align: center;">  <p>Written Communications</p> </div> </div>
<p>Objectives</p> <p>Approving time, and ensuring activity properly tracked:</p> <ol style="list-style-type: none"> Approve time hours prior to submission to payroll. First level approval of activity based reporting. Key in creating the activity reporting culture. 	<h3>Key Themes</h3>	<h3>Change Activities</h3>
<p>Future Experience for Managers</p> <ul style="list-style-type: none"> Review of activity time will increase review of employee timesheet More long term benefits around analytics & improved reporting 	<ul style="list-style-type: none"> Benefits from activity report, i.e. How long specific tasks actually take? Increase effort to review and approve time Need support from timekeeper for investigating and reviewing data Input required when designing how activities are tracked and identify the level of granularity Agents of change who need to comply with their own time entry 	<ul style="list-style-type: none"> Job Aids/SOP's Instructure Led Training opportunities Perspective on granularity of activity tracking Support from executives, and time keepers

Solution Validation Approach

The solution validation approach should be a highly structured, rigorous, and repeatable testing and data validation process to minimize deployment risk and increase the quality of the solution for the City of Greater Sudbury. The below approach would only be applied if Option A is selected – options to be outlined shortly. If Option B is selected, an approach similar to what is outlined on Slide 11 will be leveraged and may vary slightly by selected technology.



CRP 1: Process and Design Validation

Proof of concept based on future process designs in each functional stream

CRP 2: Build Validation

Encompasses must-haves, static data conversions, and discussions around integrations

CRP 3: Final Implementation Validation

More integration and data conversion validation. “A day in the life”.

UAT Final Acceptance/Production Certification

Users verify process systems and ensure data is correct and ready for production

***Conference room pilot (CRP)** is a key project implementation strategy that tests normal business case scenarios in a proposed new system to uncover people, process and system issues, generate resolutions, and design decisions needed to complete the implementation.



Future State Options Analysis



Option A: Enhance PeopleSoft Time & Labor

Option A: Enhance PeopleSoft Time & Labor

The below is an overview one of two options being presented for future state consideration:

<p>Description</p>	<ul style="list-style-type: none"> • PeopleSoft 9.2 to be used for core HCM and Time & Labor • Enhancements made to PeopleSoft Time & Labor adding self service, activity tracking and more automated time rules • Leverage Project Costing module for project tracking • Continue with Kronos for EMS and Pioneer Manor (scheduling) 	<p>Duration</p>	<ul style="list-style-type: none"> • Implementation: 16 Months
<p>Strengths</p>	<ul style="list-style-type: none"> • Internal knowledge may reduce the impact of upgrade to time and attendance. Minimal knowledge transfer required. • No AIP or Integrations required; completely unified solution • Consolidating enterprise applications and leveraging internal investment • Faster time to value for time activity tracking 	<p>Estimated Cost*</p>	<ul style="list-style-type: none"> • \$1,774,245 - \$2,168,522
<p>Cautions</p>	<ul style="list-style-type: none"> • Oracle has stated that PeopleSoft 9.2 support is guaranteed until 2030 but is subject to change. • Market trending toward Cloud Based ERP solutions • Best of Breed platforms offer more functionality (i.e. scheduling) • The removal of Kronos would provide added complexity due to scheduling needs • Determining what to do with Kronos from a design perspective must be identified 	<p>Assumptions</p>	
<p>Change Management Considerations</p>	<ul style="list-style-type: none"> • Self-Service Timesheet requires additional employee training • Union employee may require additional time entry options including computer kiosks 	<ul style="list-style-type: none"> • Activity based costing can occur within the current time entry framework • Continued manual workarounds for scheduling • If absence module is upgraded the timeline and resourcing will need to be revised • HCM Enhancements work will be completed as a prerequisite or in parallel • The 3 month plan phase includes an RFP for external consultants and internal resourcing preparations/backfilling 	

* +/- 15% contingency due to resource availability, time constraints, detailed scope etc.



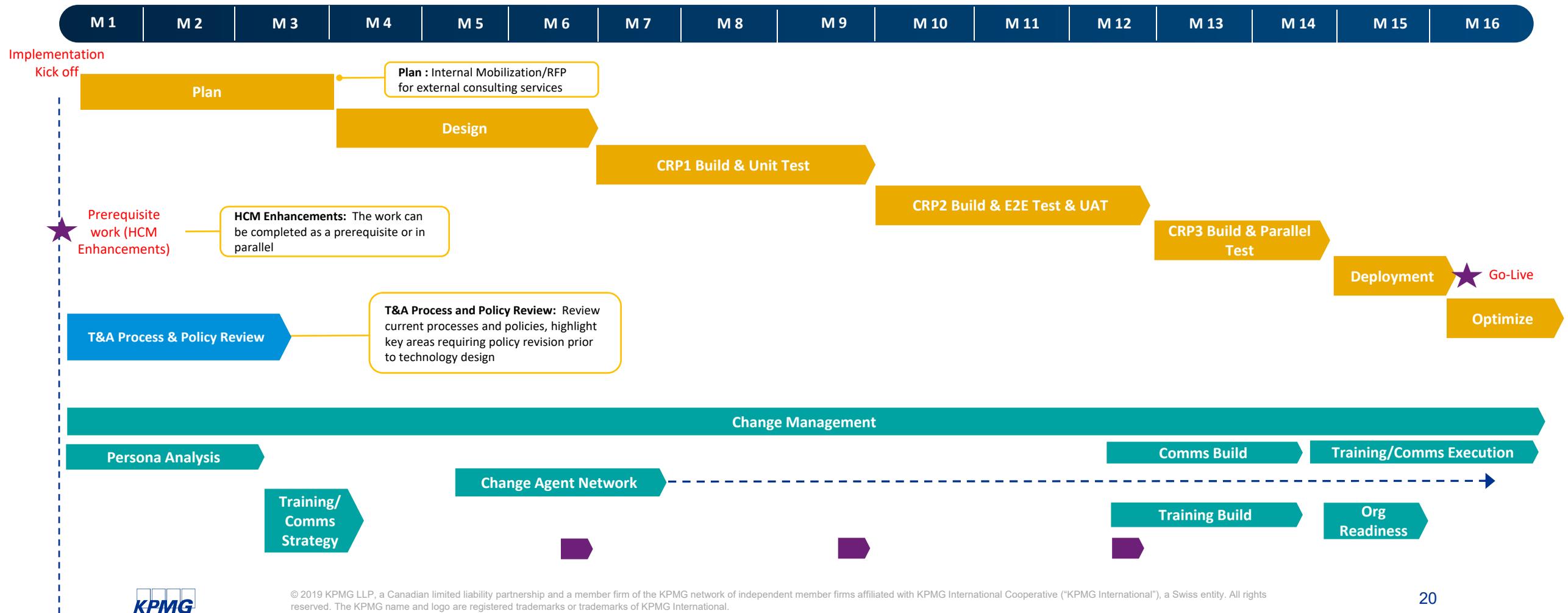
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Option A: Enhance PeopleSoft Time & Labor

Legend:

- ▶ T&A Process Review & Prep work
- ▶ Implementation
- ▶ Change Management Activities
- ▶ Impact Assessment

The below is an overview of a recommended timeline, key activities, sequence required to deliver Option A:



Option A: Enhance PeopleSoft Time & Labor

The below resourcing model represents the appropriate client and external consultant roles and effort required to deliver Option A:

Phase	Implementation Months															
	Plan			Design			CRP1 & Unit Test			CRP2 & E2E Test			CRP3 / Parallel	Deploy	Test	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Client Roles	Effort Estimates															
Project Executive	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Project Manager	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
HCM SME	50%	50%	50%	50%	50%	50%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Time & Labor Lead	50%	50%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Payroll SME	50%	50%	50%	50%	50%	50%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Change Management SME	50%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Procurement	50%	50%														
Senior Application Analyst	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Database Administrators/System Admins	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
External Consultant Roles	Effort Estimates															
Engagement Manager			50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Time & Labor Lead			50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Support			50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Change Management SME			50%	50%	50%	50%	50%	50%	50%	25%	25%	25%	25%	25%	25%	25%

Assumptions:

- Month 1 & 2 of Plan will be dedicated to “internal mobilization”, backfilling current roles and contracting for implementation services/external consultants
- Database Administrator hours can be spread across 1-2 roles
- Client Change Management SME will be developing documentation and training materials and execution
- External Support role will be a shared resources across various streams such as functional, project management and change management
- HCM Tech SME and Payroll SME will be involved in upfront design discussions and during testing to assist in text case scenarios and priority defects
- External Change Management SME will be in an advisory capacity only during strategy/design sessions.



Costing Estimates

The below resourcing model represents the appropriate client and external consultant roles and effort required to deliver Option A:

Costing Element (One-time)	Estimates*			Notes
	High	Medium	Low	
Internal Project Resourcing	\$904,754	\$822,504	\$740,253	<ul style="list-style-type: none"> Based on rates provided by the City of Greater Sudbury which include fringe benefits and the utilization estimates.
External Project Resourcing	\$1,263,768	\$1,148,880	\$1,033,992	<ul style="list-style-type: none"> Based on external consulting roles and utilization estimates
Total	\$2,168,522	\$1,971,384	\$1,774,245	

Costing Element (On-going)	Estimates			Notes
	High	Medium	Low	
On-Going HR Technology (i.e. Licensing and Support)	\$0	\$0	\$0	<ul style="list-style-type: none"> Current PeopleSoft modules are owned
Total	\$0	\$0	\$0	

Grand Total	\$2,168,522	\$1,971,384	\$1,774,245
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* +/- 10% contingency used to estimate both high and low estimates from the mid-point..



Evaluation Results for Option A

#1	Cost & Time to Implement	Score	Justification
1a	Technology Fees	8/8	<ul style="list-style-type: none"> The City of Greater Sudbury currently owns all PeopleSoft modules (i.e. T&L, Project Costing) No additional cost per employee for on-going licensing
1b	Duration	3/4	<ul style="list-style-type: none"> In Option A, there is no requirement to initiate a request for proposal (RFP) as no net new systems will be acquired. Time will be required for internal mobilization and contracting of external consulting services. Strong Internal PeopleSoft resources provide greater timeline certainty
1c	Implementation Fees	3/4	<ul style="list-style-type: none"> Overall cost is reduced since no RFP process is required. Time will be required for internal mobilization and contracting of external consulting services. All implementation fees will be focused on the enhancement of PeopleSoft 9.2
Total Score		14/16	
#2	Integration with Existing Architecture	Score	Justification
2a	Integration	10/10	<ul style="list-style-type: none"> There will be no net new integrations to manage; only enhancing the current architecture. The enhancements will unify the solution with payroll/time and absence
2b	Maintenance	7/10	<ul style="list-style-type: none"> Patches may take longer to upgrade compared to a Cloud system with automatic updates Testing requirements will be relatively the same for cloud or on premise systems
Total Score		17/20	

Evaluation Results for Option A

#3	Organizational Risk	Score	Justification
3a	Internal Capabilities and Capacity	3/6	<ul style="list-style-type: none"> The City of Greater Sudbury's PeopleSoft application support team has strong PeopleSoft knowledge minimizing the requirement for knowledge transfer/training. The application support team and HR are currently operating efficiently with limited capacity to support an implementation.
3b	Vendor Viability	1/4	<ul style="list-style-type: none"> Oracle has stated that PeopleSoft 9.2 support is guaranteed until 2030 but is subject to change. Market research indicates that current HR Technology is moving to cloud Oracle is making minimal investment in enhancing PeopleSoft
3c	Change Impact	7/8	<ul style="list-style-type: none"> Low impact due to further enhancing current system versus investing in net new technology. There will be minimal training for Timekeepers Worker population requires instruction on time entry
Total Score		11/18	

Evaluation Results for Option A

#4	Requirements Fulfilling*	Score	Justification
4a	Activity Tracking	7/10	<ul style="list-style-type: none"> All time entry software has the ability to track time against projects PeopleSoft does not have more advanced capabilities than other alternatives All time entry software provide standard and custom report capabilities
4b	Time & Attendance	2/4	<ul style="list-style-type: none"> All rule validations need to be configured during deployment because Time & Attendance has limited basic functionality
4c	Scheduling	0/2	<ul style="list-style-type: none"> Market research indicated that PeopleSoft does not have the functionality to support complex scheduling (i.e. 24/7 schedules) PeopleSoft does not have the ability to track employee availability or schedule employees PeopleSoft can only configure basic scheduling patterns Due to the lack of complex scheduling in PeopleSoft other technologies should be leveraged to meet the needs of departments (i.e. EMS and Pioneer Manor)
Total Score		9/16	

* Please reference detailed requirements gathering template (MOSCOW) which was included in the current state and final deliverable submission.



Evaluation Results for Option A

#5	User Experience	Score	Justification
5a	Usability/Ease of Use	6/10	<ul style="list-style-type: none"> • PeopleSoft fluid pages are not “best of breed” for user experience and enhanced navigation compared to cloud solutions. • Dashboard and utilization tiles provide some ease of use for workers
5b	Mobile	2/6	<ul style="list-style-type: none"> • Mobile time entry needs to be configured in PeopleSoft • No additional configuration in modern time and labor systems • PeopleSoft Mobile was not developed in parallel with the desktop product and the solutions are less integrated than cloud based alternatives
Total Score		8/16	
#6	Support Model/Implementation Capabilities	Score	Justification
6a	Customer Experience and Support	6/8	<ul style="list-style-type: none"> • During the current state assessment, the project team outlined their positive experience with Oracle support • Oracle is making minimal investment in enhancing PeopleSoft which could impact future support as well
6b	Implementation Methodology & Approach	5/6	<ul style="list-style-type: none"> • PeopleSoft is a proven and mature product with many successful implementations across various sectors. • Due to the competitive HCM Technology market there is now a smaller pool of external PeopleSoft consultants available
Total Score		11/14	

Option A Evaluation Results

#	Criteria	Weight	Option A: Enhance PeopleSoft Time & Labor
1	Cost & Time to Implement	16%	14
2	Integration with Existing Architecture	20%	17
3	Organizational Risk	18%	11
4	Requirements Fulfilling	16%	9
5	User Experience	16%	8
6	Support Model/Implementation Capabilities	14%	11
Vendor Score			70/100

Justification Summary

- A quicker, and more cost effective route to achieving the objective of activity tracking
- Strong internal knowledge and capability on PeopleSoft platform
- Oracle has stated that PeopleSoft 9.2 support is guaranteed until 2030 but is subject to change.
- No PeopleSoft scheduling module, Kronos needs to remain in place for EMS and Pioneer Manor
- PeopleSoft is making limited investments in new technologies, i.e. analytics, chat bots, user experience
- Mobile requires additional configuration and has more limited capabilities than cloud based alternatives
- Based on market research, PeopleSoft can handle the complexity of 11 unions.



Option B: RFP for Time & Attendance

Option B: RFP for Time & Attendance

The below is an overview of the first future state option for consideration:

<h2>Description</h2>	<ul style="list-style-type: none"> • PeopleSoft 9.2 to be used for core HCM only • Use Project Costing Module in PeopleSoft • RFP for Time & Attendance with Advanced Scheduling to integrate with PeopleSoft • Systems to be considered: Kronos Dimensions and Workforce Software 	<h2>Duration</h2>	<ul style="list-style-type: none"> • RFP: 7 Months • Implementation: 14 months
<h2>Strengths</h2>	<ul style="list-style-type: none"> • Best of Breed, enhanced mobile functionality, user experience • Cloud solutions offer continuous improvement • Patches Updates applied automatically • Alternatives fulfill complex scheduling requirements 	<h2>Estimated Cost*</h2>	<p>\$2,749,971 - \$3,413,853</p>
<h2>Cautions</h2>	<ul style="list-style-type: none"> • Robust training required for administrators and support staff • AIP and Integrations between PeopleSoft need to be updated for future releases – net new integrations would be required • Longer roadmap for implementation due to RFP process • Higher cost due to extended timeline and integration cost 	<h2>Assumptions</h2>	
<h2>Change Management Considerations</h2>	<ul style="list-style-type: none"> • Training for all administrators, and staff on new time attendance system • Existing PeopleSoft training materials cannot be leveraged • Leveraging mobile technology could be a challenge for certain employee populations • Cloud based technology introduces improved user experience 	<ul style="list-style-type: none"> • The priority is the advancement of activity tracking • Enhancing overall scheduling process is a secondary consideration • Leverage advanced cloud based time and attendance system for improved user experience; on premise Kronos replaced • HCM Enhancements work can be completed as a prerequisite or in parallel • Complex Scheduling can be added to the RFP if there is a business requirement 	



* +/- 15% contingency due to resource availability, time constraints, detailed scope, etc.

Workforce Software Snapshot



Functionality	Company stability	Global Functionality
<ul style="list-style-type: none"> ▪ Forecasting and Scheduling ▪ Time and Attendance ▪ Crew Management ▪ Advanced Scheduler ▪ Absence Compliance Tracker ▪ Analytics ▪ Fatigue Management ▪ Data Capture 	<ul style="list-style-type: none"> ▪ Workforce is headquarters is in Livonia, Michigan. ▪ Workforce has a revenue of \$100.9M, and 550 employees. ▪ It has become a leader in cloud-based workforce management. 	<ul style="list-style-type: none"> ▪ Collaborative Approach working jointly with global and regional partners throughout the globe.
	Integration capability	Credentials
	<ul style="list-style-type: none"> ▪ 100 APIs 35 file, ability to integrate with 100 leading HR payroll and business systems 	<ul style="list-style-type: none"> ▪ Workforce Software serves energy, healthcare, education, manufacturing, and retail sectors in the United States, Australia, and the United Kingdom.
	Implementation capability	<ul style="list-style-type: none"> ▪ Representative Canadian Clients: <ul style="list-style-type: none"> ▪ City of Windsor ▪ CAE ▪ Canadian Automobile Association (CAA)
	<ul style="list-style-type: none"> ▪ Workforce Software is deployed by its global alliance partners with the training needed to successfully deploy comprehensive, cloud-based workforce management solutions. 	

Kronos Snapshot

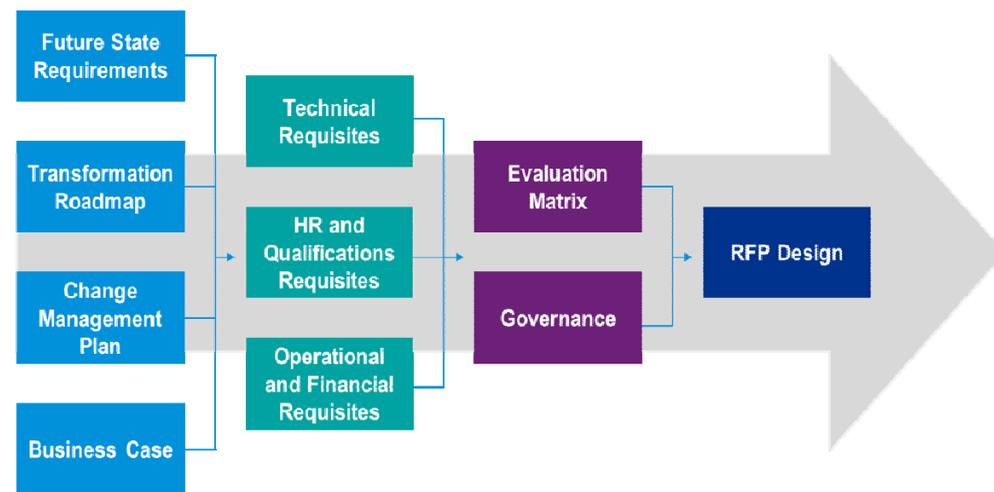


<p>Functionality</p> <p>Workforce Management</p> <ul style="list-style-type: none"> ▪ Time and Attendance ▪ Employee Scheduling ▪ Absence Management ▪ Labor Activities ▪ Analytics <p>Human Capital Management</p> <ul style="list-style-type: none"> ▪ Benefits Administration ▪ Talent Acquisition ▪ Onboarding ▪ Human Resources ▪ Talent Management ▪ Payroll 	<p>Company stability</p> <ul style="list-style-type: none"> ▪ Due to continued growth and expansion, Kronos announced its world headquarters move to Lowell, Mass. to a building with state-of-the art technology and amenities aimed to inspire employees. They employ approx 6,000 “Kronites” in 70 offices & 16 countries around the world. ▪ 2018 - Surpassed 35,000 customers worldwide ▪ 2019 - Unveiled the Kronos InTouch® DX time clock 	<p>Global Functionality</p> <ul style="list-style-type: none"> ▪ Global leader in workforce management and human capital management.
	<p>Integration capability</p> <ul style="list-style-type: none"> ▪ Robust API and integration framework, all product functionality is accessible through a set of restful APIs; additional APIs are available via a developer portal. 	<p>Credentials</p> <ul style="list-style-type: none"> ▪ Top industries served: ▪ Health Systems, Manufacturing, Retail, State and Local Government, Distribution, Police and Corrections, Higher Education ▪ Representative Canadian Customers: <ul style="list-style-type: none"> ▪ Staples ▪ Vancouver Airport Authority ▪ University of Toronto ▪ Canadian Federal Government
	<p>Implementation capability</p> <ul style="list-style-type: none"> ▪ Kronos Paragon implementation methodology is configured for your industry profile to provide fast deployment and rapid time to value on your workforce solution. Kronos Paragon implementation methodology is now supported in more than 50 countries 	



Vendor Selection Approach

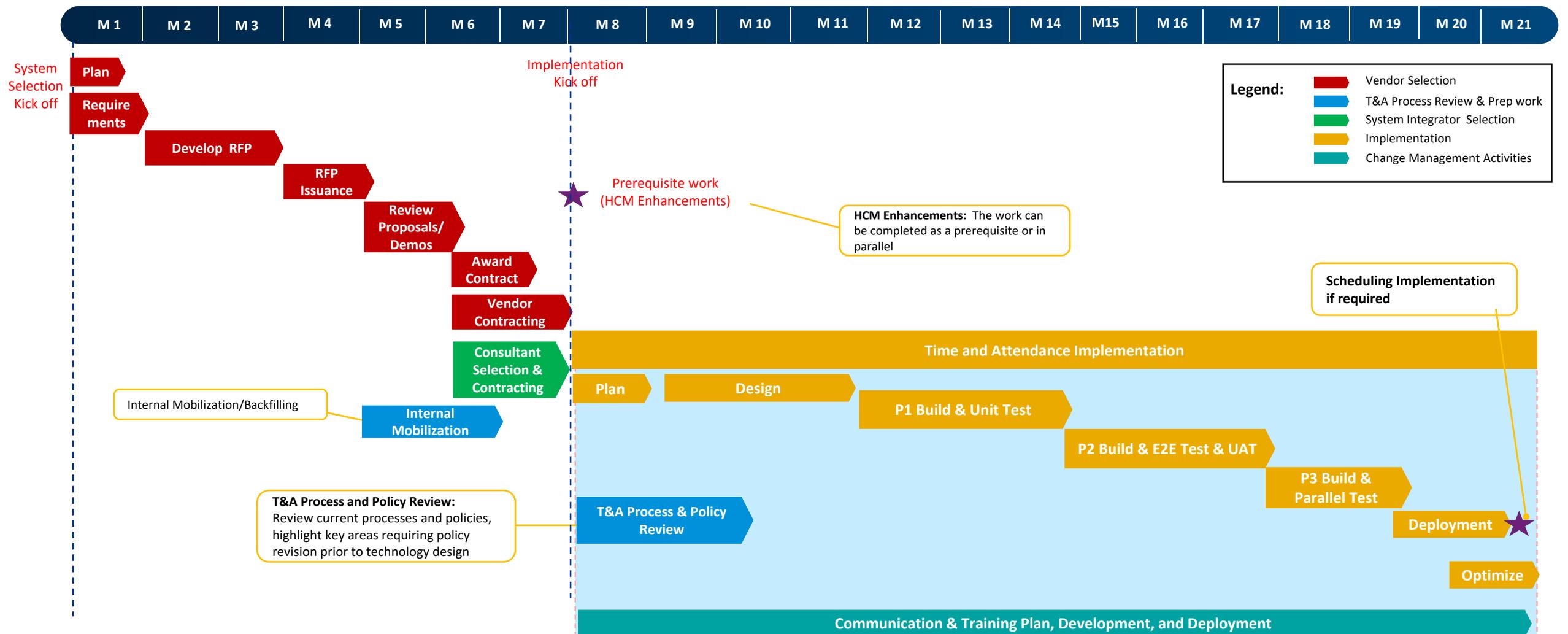
We appreciate that vendor selection is a key activity when evaluating Option 2. The Request for Proposal (RFP) process the first step in framing future transformation requirements. The key is to take and convert all future state requirements, transformational roadmap, change plan and the expected outcomes into a set of requisites (i.e. functional/technical) that will further evolve into an RFP, governed by specific evaluation criteria that will help the City of Greater Sudbury analyze the best contenders in a structured way. Our recommended approach to developing RFPs is based on clear framework that provides guidelines that enforce the alignment to the desired outcome and requisites.



The development of a RFP can be complex and should include the following principles:

- 1. Straightforward approach:** The approach to RFP development should be purposely simple so as not to distract from the complexity of the requirements definition work to be undertaken.
- 2. Built on requirements:** With a high level of complexity and different levels of IT sophistication and readiness for change, technical, financial and legal requirements our team will require immense engagement from the respective stakeholders to align the scope and methodology of the RFP.
- 3. Art and science:** Writing an RFP is a bit of art and science to get the right proposal responses from the vendor community and we will bring our lived perspective this matter, through our HRT, Change and IT advisory teams, to strike the right balance of specificity in requirements but also flexibility that can allow the vendors to show where they are best in class.

Option B: RFP for Time & Attendance



Resourcing Estimates

The below resourcing model represents the appropriate client and external consultant roles and effort required to deliver Option B. A more detailed breakdown has been attached to the appendix.

Phase	RFP Process							Plan	Design			CRP1 & Unit Test			CRP2 & E2E Test			CRP3 / Parallel		Deploy	Post
Duration (Month)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Client Roles	Effort Estimates																				
Project Executive	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Project Manager	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
HCM Technology SME	25%	25%	25%		50%	50%		50%	50%	50%	50%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Time & Attendance Lead	50%	50%	50%	25%	50%	50%	25%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Payroll SME	25%	25%	25%		50%	50%	50%	50%	50%	50%	50%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Change Management SME					50%	50%		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Procurement	50%	50%	50%	50%	50%	50%	50%														
Senior Application Analyst	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Database/System Admins					50%	50%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
External Consultant Roles	Effort Estimates																				
Engagement Manager								50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
RFP Lead Developer	50%	50%	50%	50%	50%	50%	50%														
Integration Lead								50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Integration Developer								100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Time & Attendance Lead								50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Support	50%	100%	100%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Change Management SME								50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%

Assumptions:

- Month 5 and 6 will be dedicated to “internal mobilization”, backfilling current roles
- Client Change Management SME will be developing documentation and training materials and execution
- External Support role will be a shared resources across various streams such as functional, project management, RFP process and change management
- HCM Tech SME and Payroll SME will be involved in upfront design discussions and during testing to assist in test case scenarios and priority defects
- External Change Management SME will be in an advisory capacity only during strategy/design sessions.



Costing Estimates

The below resourcing model represents the appropriate client and external consultant roles and effort required to deliver Option B:

Costing Element (One-time)	Estimates*			Notes
	High	Medium	Low	
Internal Project Resourcing	\$1,101,729	\$1,001,572	\$901,415	<ul style="list-style-type: none"> Based on rates provided by the City of Greater Sudbury which include fringe benefits and the utilization estimates.
External Project Resourcing	\$2,137,124	\$1,942,840	\$1,748,556	<ul style="list-style-type: none"> Extended timeline and resourcing Additional integration development cost
Total	\$3,238,853	\$2,944,412	\$2,649,971	

Costing Element (On-going)	Estimates			Notes
	High	Medium	Low	
On-Going HR Technology (i.e. Licensing and Support)	\$175,000	\$150,000	\$100,000	<ul style="list-style-type: none"> Estimated employee count of 2,500 Cost per employee \$70 (high), \$60 (med) and \$40 (low)
Total	\$175,000	\$150,000	\$100,000	
Grand Total	\$3,413,853	\$3,094,412	\$2,749,971	

* +/- 10% contingency used to estimate both high and low estimates from the mid-point..



Evaluation Results for Option B

		Workforce	Kronos	
#1	Cost & Time to Implement	Score	Score	Justification
1a	Technology Fees	2/8	1/8	<ul style="list-style-type: none"> • There will be an impact as any net new cloud technology would require an investment • Kronos Dimension would replace Workforce Central EMS Pioneer Manor • Estimated cost of \$100,000 – \$170,000 per year to license either Kronos or Workforce Software. • Market data suggests that Workforce Software will be a more cost effective option between the two.
1b	Duration	2/4	2/4	<ul style="list-style-type: none"> • The RFP process will increase the duration of the timeline by approximately 5 months. • Time dedicated to configuration will be less as Workforce Software and Kronos offer more delivered functionality with Time and Labor
1c	Implementation Fees	2/4	2/4	<ul style="list-style-type: none"> • An additional estimated 5 months effort will impact the overall implementation fees compared to Option A. • Higher implementation cost required to develop net new integrations
Total Score		6/16	5/16	
#2	Integration with Existing Architecture	Score	Score	Justification
2a	Integration	6/10	6/10	<ul style="list-style-type: none"> • Prior project qualifications confirms that Kronos and Workforce Software have been integrated with Workday, ADP, Oracle, SAP, and other best of breed ERP solutions. • Workforce Software: 100 APIs 35 file, ability to integrate with 100 leading HR payroll and business systems. Integrate with major project tracking systems for lookup lists.
2b	Maintenance	8/10	8/10	<ul style="list-style-type: none"> • Cloud software provide frequent enhancements and new features • Training and strategic rollout development opposed to applying patches
Total Score		14/20	14/20	

Evaluation Results for Option B

		Workforce	Kronos	
#3	Organizational Risk	Score	Score	Justification
3a	Internal Capabilities and Capacity	1/6	2/6	<ul style="list-style-type: none"> Internal Workforce Software capability is limited as the application is not being used. Hiring for the skill and capability will need to be considered (if selected). Kronos knowledge and capability exist within some departments and can be leveraged for knowledge transfer.
3b	Vendor Viability	4/4	4/4	<ul style="list-style-type: none"> Kronos and Workforce Software are considered best of breed as outlined in the company overview sections with investments being made in enhancing functionality. Workforce Software: clients include complex scheduling organizations such as City of Windsor, CAE, and the Canadian automobile association (CAA) Kronos Dimension: platform partnership with Google Kronos quadrant leader for Time and Attendance, long track record of successful implementations
3c	Change Impact	3/8	4/8	<ul style="list-style-type: none"> Organizational transformation impacting IT, HR, and workers No internal capability on Workforce, minimal Kronos capabilities Both solutions offer an advanced user experience that will help mitigate change impact on Managers and employees
Total Score		8/18	10/18	

Evaluation Results for Option B

		Workforce	Kronos	
#4	Requirements Fulfilling	Score	Score	Notes
4a	Activity Tracking	7/10	7/10	<ul style="list-style-type: none"> All time entry software have ability to track time against projects All time entry software provide standard and custom report capabilities No discernable requirement gaps in the three technologies evaluated
4b	Time and Attendance	3/4	3/4	<ul style="list-style-type: none"> Both system time rules/calculations can deal with 24/7 employees and complex union requirements Workforce Software offers a specific field worker time module; IVR for call in time entry Kronos uses AI and analytics to predict future exceptions
4c	Scheduling	2/2	2/2	<ul style="list-style-type: none"> Kronos: using AI and analytics for scheduling employees Workforce Software has the ability to test millions of schedule combinations in one click Both vendors have a track record of customers with complex scheduling requirements
Total Score		12/16	12/16	
#5	User Experience	Score	Score	Notes
5a	Usability/Ease of Use	8/10	8/10	<ul style="list-style-type: none"> Workforce Software offers solutions that improve usability such as clock punches being visible to managers displayed in application, manager & HR notifications about warning thresholds, granular labor reports, etc. Kronos Dimension offers chat bots time and approval and has taken the time clock design and power to the next level providing a super-responsive touch screen and intuitive, consumer-grade experience. Both offer automated approval of high volume tasks approval of time
5b	Mobile	5/6	5/6	<ul style="list-style-type: none"> Strong mobile functionality by taking advantage of HTML 5 screens rendering perfectly on tablet laptop or mobile Mobile solutions developed and enhanced in parallel with desktop solutions
Total Score		13/16	13/16	

Evaluation Results for Option B

		Workforce	Kronos	
#6	Support Model/Implementation Capabilities	Score	Score	Notes
6a	Customer Service and Support	6/8	4/8	<ul style="list-style-type: none"> • Workforce Software offers Managed service offering and 24/7 support • Kronos Dimensions offers typical support packages. • Current state assessment outcomes indicated that the City of Greater Sudbury has not had a positive experience with Kronos support.
6b	Implementation Methodology & Approach	5/6	4/6	<ul style="list-style-type: none"> • Kronos Dimensions offer the “Kronos Paragon” modern implementation approach which takes into account various lessons learned from previous clients and accelerators such as automated testing datasets, project governance and system documentation. • Workforce Software has a partnership with system implementers and developing a pool of talent • Workforce Software has established newer partnerships with Oracle, Workday and SAP in the market • Kronos quadrant leader for Time and Attendance, long track record of successful implementations • Current state assessment outcomes indicated that the City of Greater Sudbury did not have a positive experience with Kronos support during prior implementation
Total Score		11/18	8/18	

Options B Evaluation Results

Below are the results of the evaluation activity rolled up into the 6 categories

#	Criteria	Weight	Option 2: RFP for T&A	
			Workforce	Kronos
1	Cost & Time to Implement	16%	6	5
2	Integration with Existing Architecture	20%	14	14
3	Organizational Risk	18%	8	10
4	Requirements Fulfilling	16%	12	12
5	User Experience	16%	13	13
6	Support Model/Implementation Capabilities	14%	11	8
Vendor Score			64/100	62/100

Justification Summary

- More expensive alternative due to extended timeline and higher integration cost
- Longer time to value for urgent activity tracking needs
- Requires IT resources to develop new technical capabilities
- Solutions offer modern and future based solutions, such as Chat Bots, AI, dashboards, etc.
- Platforms designed specifically for cloud self service, and mobile entry, all screens on all platforms look the same
- Kronos Dimension platform offers strong integration capability with Oracle. Workforce Software partnering with Oracle and SAP for the Time and Attendance-HCM integration offering
- Strong scheduling options using analytics, and AI to predict schedule patterns
- Both systems have the ability to track project and activity time



Future State Options Evaluation Results

Evaluation Results

Below are the results of the evaluation activity rolled up into the 6 categories for both options

#	Criteria	Weight	Option 1: Enhance PeopleSoft Time & Labor	Option 2: RFP for T&A	
				Workforce	Kronos
1	Cost & Time to Implement	16%	14	6	5
2	Integration with Existing Architecture	20%	17	14	14
3	Organizational Risk	18%	11	8	10
4	Requirements Fulfilling	16%	9	12	12
5	User Experience	16%	8	13	13
6	Support Model/Implementation Capabilities	14%	11	11	8
Total Score			70	64	62

Top 2 Categories:

1. Integration with Existing Architecture
2. Cost & Time to Implement

Lowest Scored Category: User Experience

Qualitative Analysis

Below are the qualitative considerations of our future state options

Qualitative Analysis

- Within the scope of the broader service review of service review and activity tracking both options provide the basic ability to track time against activity
- In terms of reporting, both options provide report capabilities necessary for providing decisions makers with key metrics
- Option A enhancing PeopleSoft is quicker, and more cost effective route to achieving the objective of activity tracking
- Option B RFP for new time attendance provides greater functionality in addressing other pain points such as scheduling 24hr workers, enhanced user experience, better collection of time
- Reviewing the Requirements lists all must have items are related to activity tracking, any other enhancement or improvements are listed as could have
- Enabling self-service enforces compliance through a validation; activity tracking could still be enforced through paper methods
- What are the costs of the current dual entry? Metric: Employees keying time, then entered by timekeeper
- What are the costs associated with incorrect timekeeper entry? How many additional runs processed? Metric: How much time is spent on corrections?
- How much time is a front line manager spending scheduling and tracking workers? Metric: What percentage of managers time spent on administration activities?
- Reviewing the actual costs of time entry may change the actual weighting of our current requirements, and enhance the position of Option B



Final Recommendations

Recommendation

Our recommendation is **Option A - Enhancing PeopleSoft Time & Labor** based on our assessment and findings as outlined below:

- A quicker, and more cost effective route to achieving the objective of activity tracking
- Strong internal knowledge and capability on PeopleSoft platform
- Meets key requirements identified during the current state assessment
- Kronos should remain in place for complex scheduling requirements for EMS and Pioneer Manor

Key Consideration:

- The Time and Activity market scan identified various viable solutions with stronger user interface, mobile capabilities and improved employee/manager experience. While these alternatives were not selected for this review due to higher cost and duration; at the time the City of Greater Sudbury is ready to complete a broader HR ERP assessment; more modern cloud based solutions should be considered.



Appendices



Role Definitions

Roles and Responsibilities

Client Roles	Responsibilities	Staffing Considerations
Project Executive	<ul style="list-style-type: none"> – Serve as champion of the project, demonstrating support for the project to the organization – Set overall strategic direction and objectives for the project – Ensure key project decisions adhere to strategic direction and objectives – Ensure project has sufficient skilled resources 	<ul style="list-style-type: none"> – Senior leader(s) in HR and IT
Project Manager	<ul style="list-style-type: none"> – Manages the project to scope, timeline and budget – Provides executive leadership to the team and supports escalations and issue resolution – Performs risk assessment, identifies prevention strategies/owners and maintains risk log Tracks and maintains issues and key decisions – Facilitates key project meetings (e.g., kickoff) 	<ul style="list-style-type: none"> – Proven senior project manager with extensive experience managing large scale transformation projects – Working knowledge of functional and technical concepts to navigate cross-work stream dependencies – Strong communication skills
HCM SME/ HCM Technology SME	<ul style="list-style-type: none"> – Provides functional knowledge and expertise on local requirements such as HCM business processes, data, jobs, organization, absences management and legal/statutory requirements – Participates in design sessions if required – Supports the development of test scenarios for functionality in their scope 	<ul style="list-style-type: none"> – Deep expertise and knowledge of local functional requirements – Often times participates on a limited or part time basis during certain phases of work
Time & Labor Lead/ Time & Attendance Lead	<ul style="list-style-type: none"> – Accountable for the design completeness of time tracking functional area – Participates in design workshops to shared system capabilities and the configuration options – Responsible for providing timely and accurate input during discovery period 	<ul style="list-style-type: none"> – Deep expertise in time tracking – Strong understanding of functional requirements

Roles and Responsibilities

Client Roles	Responsibilities	Staffing Considerations
Payroll SME	<ul style="list-style-type: none"> – Provides functional knowledge and expertise on local Payroll requirements – Participates in design sessions if required – Participates in the development of test scenarios for functionality in their scope 	<ul style="list-style-type: none"> – Deep expertise and knowledge of local Payroll requirements – Often times participates on a limited or part time basis during certain phases of work
Change Management SME	<ul style="list-style-type: none"> – Support the design, development, delivery and management of communications. – Conduct impact analyses, assess change readiness and identify key stakeholders – Provide input, document requirements and support the design and delivery of training programs. <p>Skills and Qualifications:</p> <ul style="list-style-type: none"> – Experience and knowledge of change management principles, methodologies and tools – Strong communication skills, both written and verbal; strong active listening skills – Ability to clearly articulate messages to a variety of audiences – Ability to establish and maintain strong relationships – Ability to influence others and move toward a common vision or goal – Flexible and adaptable; able to work in ambiguous situations – Acute business acumen and understanding of organizational issues and challenges – Experience with large-scale organizational change efforts – Change management certification or designation desired 	<ul style="list-style-type: none"> – Working knowledge of functional and technical concepts to navigate cross-work stream dependencies – Strong communication skills – Experience managing change management activities in relations to large transformations

Roles and Responsibilities

Client Roles	Responsibilities	Staffing Considerations
<p>Procurement</p>	<ul style="list-style-type: none"> – Drive the RFP process and provide expertise in organizational expectations and behaviours 	<ul style="list-style-type: none"> – Resource with a strong understanding of City of Greater Sudbury’s standard operating procedures for procurement
<p>Senior Application Analyst</p>	<ul style="list-style-type: none"> – Provides architecture, engineering services and technical support for all technologies – Assists in defining high level migration plans to move from current to future states, detect critical deficiencies and advanced solutions and when needed 	<ul style="list-style-type: none"> – Deep expertise and knowledge of all technologies – Deep expertise and knowledge of local functional requirements
<p>Database Administrators/System Admins</p>	<ul style="list-style-type: none"> – Provide an understanding of impact of changes on the current configuration of time rules – Knowledge transfer 	<ul style="list-style-type: none"> – Deep expertise in time tracking – Strong understanding of functional requirements

Roles and Responsibilities

External Consultant Roles	Responsibilities	Staffing Considerations
Engagement Manager	<ul style="list-style-type: none"> – Provides input and approval to key strategic deliverables including the deployment strategy, project charter, target operating model, and process design documents. – Participate in key workshops and steering committee meetings – Oversee deployment activities and approve the overall deployment and cutover strategy 	<ul style="list-style-type: none"> – Experience on past PeopleSoft and/or time and attendance technology implementations – Proven senior project manager with extensive experience managing large scale transformation projects
Time & Labor Lead /Time & Attendance Lead	<ul style="list-style-type: none"> – Accountable for the design and configuration of time tracking functional area – Participates in design workshops to shared system capabilities and the configuration options – Responsible for providing timely and accurate input during discovery period 	<ul style="list-style-type: none"> – Deep expertise in time tracking bring lessons learned from previous projects – Strong understanding of functional requirements
Change Management SME	<ul style="list-style-type: none"> – Provides leading practice materials, approach and design to change management, communications and training plans – Provide support and council to client Change Management resource – Oversees development of change management materials 	<ul style="list-style-type: none"> – Experience delivering change for ERP implementations – Strong communication skills
Integration Developer	<ul style="list-style-type: none"> – Accountable for overall technical architecture and integration of the system (hardware, database, network) within the organization including design, testing, implementation and support – Signs off on integration scope, design, build, and readiness to go-live 	<ul style="list-style-type: none"> – Project manager in IT responsible for managing HR and payroll interfaces – Understands functional context and business case for each interface
Integrations Lead	<ul style="list-style-type: none"> – Responsible to document requirements, develop and unit test integrations to systems (internal or external) – Responsible to provide regular updates on integration design and development (including issues, risks) to Integrations Lead – Adheres to the work stream knowledge management and documentation standards 	<ul style="list-style-type: none"> – Strong development background in PeopleSoft – Near/offshore model to be considered

Roles and Responsibilities

External Consultant Roles	Responsibilities	Staffing Considerations
RFP Lead Developer	<ul style="list-style-type: none"> – Coordinates and assists with gathering and reviewing on-going service needs, reviews needs against existing service capacity and identifies new services or program modifications needed – Recruits and orients prospective service providers through the Request for Proposal (RFP) 	<ul style="list-style-type: none"> – Experience with end-to-end RFP cycles, preferably technology related.
Support	<ul style="list-style-type: none"> – Supports activities through all phases of the implementation, specifically with the creation of preliminary deliverables, workshops materials, requirements gathering, etc. – Helps support design and planning sessions – Support the RFP process for Option B – Develops/reviews change management materials, including communications and training materials 	<ul style="list-style-type: none"> – Junior Analyst/Analyst Role



Evaluation Criteria, Scoring and Definitions

1. Cost & Time to Implement

During our November 19, 2019 workshop, participants agreed on 6 macro evaluation criteria and weighted score. The project team reviewed sub-criteria for each macro evaluation criteria to ensure we have a comprehensive listing and scoring breakdown.

#1	Evaluation Criteria	Score	Definition
1a	Technology Fees	8	➤ Initial and on-going investments related to technology/applications and on-going costs post deployment
1b	Duration	4	➤ The time investment required to deploy the technology/applications.
1c	Implementation Fees	4	➤ Internal and External resourcing costs to implement.
Total Score		16	

2. Integration with Existing Architecture

During our November 19, 2019 workshop, participants agreed on 6 macro evaluation criteria and weighted score. The project team reviewed sub-criteria for each macro evaluation criteria to ensure we have a comprehensive listing and scoring breakdown.

#2	Evaluation Criteria	Score	Definition
2a	Integration	10	➤ How easily can the system integrate with the current architecture.
2b	Maintenance	10	➤ How difficult is it to install, maintain and apply patches and fixes to the application.
Total Score		20	

3. Organizational Risk

During our November 19, 2019 workshop, participants agreed on 6 macro evaluation criteria and weighted score. The project team reviewed sub-criteria for each macro evaluation criteria to ensure we have a comprehensive listing and scoring breakdown.

#	Evaluation Criteria	Score	Definition
3a	Internal Capabilities and Capacity	6	➤ Level of knowledge within the organization to support the application independently
3b	Vendor Viability	4	➤ Assessment of vendors product, corporate and marketplace direction
3c	Change Impact	8	➤ Organizational perceptions of introducing new technology and impact to current business processes/way of work
Total Score		18	

4. Requirements Fulfilling

During our November 19, 2019 workshop, participants agreed on 6 macro evaluation criteria and weighted score. The project team reviewed sub-criteria for each macro evaluation criteria to ensure we have a comprehensive listing and scoring breakdown.

#	Evaluation Criteria	Score	Definition
4a	Activity Tracking	10	➤ How does the system meet the activity tracking requirements of the business
4b	Time & Attendance	4	➤ How does the system meet the time and attendance requirements of the business
4c	Scheduling	2	➤ How does the system meet the scheduling requirements of the business
Total Score		16	

5. User Experience

During our November 19, 2019 workshop, participants agreed on 6 macro evaluation criteria and weighted score. The project team reviewed sub-criteria for each macro evaluation criteria to ensure we have a comprehensive listing and scoring breakdown.

#	Evaluation Criteria	Score	Definition
5a	Usability/Ease of Use	10	➤ End users are able to easy get to pages, system word/phrases allow end users to find what they need with minimal mouse clicks
5b	Mobile	6	➤ Enabled mobile capability
Total Score		16	

6. Support Model/Implementation Capabilities

During our November 19, 2019 workshop, participants agreed on 6 macro evaluation criteria and weighted score. The project team reviewed sub-criteria for each macro evaluation criteria to ensure we have a comprehensive listing and scoring breakdown.

#	Evaluation Criteria	Score	Definition
6a	Customer Experience and Support	8	➤ Software providers ability to provide professional service, account representation and support, Quality of service, SLA's, responsiveness of support team
6b	Implementation Methodology & Approach	6	➤ Proven methodology and approach to implementing their solution in the marketplace successfully. Experience implementing their solution in the marketplace successfully
Total Score		14	



Pricing Details

Pricing Details - Option A

The below outlines the rate, hours and fees for both Client and External Consultant role estimates.

Role	Role Type	Rate	Hours	Fees
Project Executive	Client Roles	162.5	222	\$ 36,075
Program Manager	Client Roles	78	1101	\$ 85,878
HCM SME	Client Roles	58.5	746	\$ 43,641
Change Management SME	Client Roles	78	2202	\$ 171,756
Procurement	Client Roles	65	162	\$ 10,530
Time & Labor Lead	Client Roles	52	2123	\$ 110,396
Payroll SME	Client Roles	65	709	\$ 46,085
Database Administrator	Client Roles	84.5	2510	\$ 212,095
Senior Application Analyst	Client Roles	84.5	1255	\$ 106,048
Engagement Manager	External Consultant Roles	240	1101	\$ 264,240
Time & Labor Lead	External Consultant Roles	240	2123	\$ 509,520
Support	External Consultant Roles	160	1101	\$ 176,160
Change Management SME	External Consultant Roles	240	829	\$ 198,960



Pricing Details - Option B

The below outlines the rate, hours and fees for both Client and External Consultant role estimates.

Role	Role Type	Rate	Hours	Fees
Project Executive	Client Role	162.5	317	\$ 51,513
Program Manager	Client Role	78	1571	\$ 122,538
HCM Technology SME	Client Role	58.5	1016	\$ 59,436
Change Management SME	Client Role	78	2356	\$ 183,768
Procurement	Client Role	65	549	\$ 35,685
Time & Attendance Lead	Client Role	52	2590	\$ 134,680
Payroll SME	Client Role	65	1058	\$ 68,770
Database/Systems Admin	Client Role	84.5	2435	\$ 205,758
Senior Application Analyst	Client Role	84.5	1650	\$ 139,425
Engagement Manager	External Consultant Role	240	1101	\$ 264,240
RFP Lead Developer	External Consultant Role	240	549	\$ 131,760
Time & Attendance Lead	External Consultant Role	240	2123	\$ 509,520
Support	External Consultant Role	160	1804	\$ 288,640
Change Management Lead	External Consultant Role	240	1101	\$ 264,240
Integration Lead	External Consultant Role	240	1101	\$ 264,240
Integration Developer	External Consultant Role	100	2202	\$ 220,200





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