

Request for Decision City Council

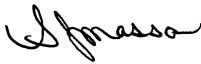



Type of Decision										
Meeting Date	January 27, 2005				Report Date	January 21, 2005				
Decision Requested	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low	
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed	

Report Title
Community Reinvestment Fund (CRF) Update

Policy Implication + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
<input checked="" type="checkbox"/>	Background Attached

Recommendation
WHEREAS when the Province introduced Local Services Realignment (downloading) it guaranteed revenue neutrality to municipalities; and
WHEREAS revenue neutrality could be achieved only if municipalities met a targeted decrease in expenditures; and
WHEREAS the Province has already further eroded revenue neutrality by no longer providing reconciliations for a number of these downloaded services; and
WHEREAS the City of Greater Sudbury has continued to deliver the downloaded services on the understanding that reconciliations would occur annually for those few services still subject to reconciliation; and
Recommendation Continued

Recommended by the General Manager
 S. Jonasson Acting Chief Financial Officer / Treasurer

Recommended by the C.A.O.
 M. Mieto Chief Administrative Officer

Date: January 21, 2005

Report Prepared By



C. Mahaffy
Manager of Financial Planning & Policy/Deputy Treasurer

Division Review

RECOMMENDATIONS (cont'd..)

WHEREAS the City of Greater Sudbury has based it's 2003 and preliminary 2004 year-end position on the premise that there would be a continuing reconciliation; and

WHEREAS the City of Greater Sudbury has approved its 2005 Current Budget, subject to CRF reconciliation, based on a continuing CRF reconciliation; and

WHEREAS if the Province does not reconcile the Community Reinvestment Fund for 2003, 2004 and 2005, the City of Greater Sudbury will be facing serious financial consequences; and

WHEREAS if the Province does not continue to provide CRF funding in at least an amount based on 2005 projections the City will have a very difficult time continuing to raise the Capital Infrastructure Levy required to address roads and other capital needs;

NOW therefore be it resolved:

THAT the Province be petitioned to provide Community Reinvestment Fund reconciliations for the years 2003 to 2005 inclusive; and

THAT the Province be petitioned to provide CRF reconciliations in 2006 and future years plus increase funding for those programs no longer reconciled by an inflation factor; and

THAT the Province be petitioned to commit to these reconciliations and funding levels prior to March, 2005; and

THAT if the Province will not commit to these reconciliations, it be further petitioned to reassume the provision of all Local Services Realignment programs immediately; and

THAT copies of this resolution be sent to the Ministers of Finance and Municipal Affairs and Housing as well as our local Members of Provincial Parliament.

Date: January 21, 2005

EXECUTIVE SUMMARY

The Province has announced that the 2005 Community Reinvestment Fund (CRF) cash flow to municipalities is guaranteed to be the same as that received in 2004. However, the 2004 CRF cash flow was based on the 2002 CRF reconciliation. If the City is frozen at this amount, there will be a funding shortfall for the years 2003 to 2005 inclusive, in the estimated amount of \$6.1 million. Translated into an additional levy increase for 2005, this would mean another 4.4%. The Province has also announced that in March it will introduce a new CRF funding model together with a transition plan to put this new model into effect. If CRF funding for the City is reduced through this model, the City will be facing a considerable funding shortfall again next year. Dealing with this shortfall will make funding both it and the Capital Infrastructure Levy for 2006 extremely difficult.

BACKGROUND

From previous reports, Council is aware that the Local Services Realignment (LSR) and Community Reinvestment Fund (CRF) arrangements were introduced by the Province in 1998. The promise from the Province was revenue neutrality - but only after municipalities achieved a savings target. In the case of the former municipalities now comprising the City of Greater Sudbury, this savings target was some \$7 million. Since 1998, the Province has ceased to make adjustments for a number of the downloaded services. The City is carrying about \$3.5 million in it's 2005 Current Budget for downloaded services (Ambulance, Housing, Provincial Offences and Assessment) which are either no longer reconciled or are capped.

Attached is a copy of the letter sent to all Heads of Council regarding the CRF from the Ministers of Finance and Municipal Affairs and Housing. Also attached is a copy of the letter sent to all Treasurers/Clerk Treasurers from the Deputy Ministers of these same Ministries. The third attachment is correspondence from the Association of Municipalities of Ontario (AMO) pointing out that the Province did not reflect any of AMO's recommendations in its announcement. AMO also indicates that it has requested information from its members as to the potential tax impacts if the CRF funding remains at the 2002 level. The City has provided this information to AMO.

In brief, the Ministers are guaranteeing that municipalities will receive, at a minimum, the same amount of CRF funding in 2005 as was received in 2004. This amount, which is based on the 2002 reconciliation is \$54.597 million. This funding level has very serious consequences for the City of Greater Sudbury.

For year-end 2003, the assumption was that there would be a reconciliation of the CRF, for those areas still subject to reconciliation (Ontario Disability Support Program, Sole Support, National Child Benefit, Childcare, Public Health, and Ambulance). Based on the City's expenditures in those areas assumed to be still reconciled, a receivable was set up in the amount of \$416,000 for 2003.

For budget and year-end projections in 2004, the assumption continued to be that there would be a reconciliation of CRF funding. The calculation of the CRF funding to be received, based on the year-end projection from the October variance report, was \$56.784 million. This level of expenditure, with no reconciliation, will mean a funding shortfall of almost \$2.2 million for 2004.

Date: January 21, 2005

For 2005, the City passed a responsible budget, subject to CRF reconciliation. The approved budget is a 5.6% increase over 2004, net of a very modest growth in assessment. The 5.6% is comprised of a 3.3% inflationary increase and the introduction of a Capital Levy of 2.3%. The budgeted CRF revenue, based on the assumption that there would be a reconciliation, is \$58.121 million. If only the guaranteed \$54.597 million is received, and expenditures are as budgeted, there will be a revenue shortfall of \$3.524 million.

In total, taking the three years into consideration, the shortfall is \$6.127 million, being \$2.6 million in one-time costs for prior years, and an on-going shortfall of \$3.5 million. Translated into a levy increase, this \$6.1 million would represent a levy increase of 4.4%.

The Province has also indicated that it will be announcing a new CRF funding model, together with transition plans for its implementation this March. The announcement may mean an even greater shortfall in revenue for 2006.

The recommendation is to petition the Province to guarantee a CRF reconciliation for the years 2003 to 2005 inclusive; and to further petition the Province to continue providing a CRF reconciliation for 2006 and future, plus to provide inflationary increases for those programs no longer subject to reconciliation.

In addition, the Province not dealing with the CRF issue until March is too late. Fully one-quarter of the year will have lapsed by that time, with the City not knowing if it has to budget for a \$6.1 million shortfall in 2005 or if there will be an even further shortfall under the new formula which the Province will be introducing for 2006.

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Office of the Minister
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7 Queen's Park Cr
Toronto ON M7A 1Y7
Tel (416) 325-1590
Fax (416) 325-1595

**Ministry of Municipal Affairs
and Housing**
Office of the Minister
777 Bay Street
Toronto, ON M5G 2E5
Tel (416) 585-7100
www.mah.gov.on.ca



January 11, 2005

Dear Head of Council,

We are writing to inform you of the status of the government's review of the Community Reinvestment Fund (CRF).

As you are aware, in the 2004 provincial budget, the government committed to review the CRF in order to develop a new funding model for 2005 that would better reflect the financial realities of Ontario municipalities. A key challenge of the review was to ensure that any new approach could be accommodated within the province's own fiscal plan.

In keeping with this commitment, the Ministry of Municipal Affairs and Housing and the Ministry of Finance co-chaired a CRF review committee with the Association of Municipalities of Ontario (AMO) that examined options for refining the CRF or replacing it with a new municipal funding model. The review committee considered a number of different approaches to resolve outstanding issues and inequities related to the existing CRF formula. We were impressed with the work of the committee, and appreciated the time, effort and advice put forward by all its members.

At the present time, the province is still considering the range of options and recommendations arising from the work of the CRF committee. Given that the CRF is a major funding source for many municipalities, we want to ensure that any decision on the future direction of the fund is carefully formulated, and that all impacts and consequences are fully examined.

We acknowledge that many municipalities have been inquiring about the status of the 2004 reconciliation process. We are also aware that municipalities are waiting for information on their 2005 funding levels in order to support their initial 2005 budget planning. As a result, we are announcing a stable funding guarantee for 2005 that will ensure that, as a minimum, each municipality will receive at least as much funding in 2005 as they have received to date through the CRF for 2004.

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In an effort to build on the positive momentum arising from the work of the CRF review committee, we have invited AMO to enter into a focussed consultation with provincial officials that will lead to the announcement of a new funding model in March 2005. These short time lines reflect the need to finalize decisions quickly in order to support the municipal budget planning cycle. We have therefore asked AMO to join us in beginning this work as soon as possible.

It is clear that any change in the municipal-provincial funding arrangement should be gradual so as to allow municipalities time to adjust and plan. As a result, we are requesting that the next phase of CRF consultations include the development of a comprehensive transition strategy that will help ensure the pace of change is financially manageable, as well as addressing the issue of a year-end reconciliation. The transition strategy should be in place in March 2005 to facilitate implementation of the new model.

The Ontario government is committed to working with municipalities to build strong and vital communities. We are confident that by continuing to work together with municipalities, we can develop long term solutions for accomplishing this common goal.

Yours sincerely,



Greg Sorbara
Minister of Finance



John Gerretsen
Minister of Municipal
Affairs and Housing

c: Mr. Roger Anderson, President
Association of Municipalities of Ontario

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January 12, 2005

Dear Treasurer/Clerk-Treasurer,

In a recent letter to Heads of Council, the Ministers of Finance and Municipal Affairs and Housing announced a stable funding guarantee for 2005 and invited the Association of Municipalities of Ontario (AMO) to enter into focused conversations on a successor funding model.

Stable Funding Guarantee

For 2005, municipalities will receive, at a minimum, the same level of funding they have received to date through the CRF for 2004. Details of your municipality's stable funding guarantee are attached.

The government is extending the funding guarantee at a time when municipalities are beginning their 2005 budget cycle. The guarantee will also provide for stability while the government continues to examine alternatives to the existing CRF program.

CRF Consultations

At the 2004 Association of Municipalities of Ontario (AMO) conference, the government announced that it would be undertaking a review of the CRF. To ensure that decisions regarding the CRF were informed by broad-based municipal input, the government consulted with representatives nominated by AMO and the City of Toronto. The CRF Review Committee provided important advice on the CRF and alternative approaches the government could consider to better reflect the financial realities of Ontario municipalities.

To build on the positive momentum arising from the CRF consultations in 2004, the government has invited AMO to enter into a further round of more focused discussions with provincial officials that will lead to the announcement of a new municipal funding model in March 2005. These time lines reflect the need to finalize decisions quickly in order to support the municipal budget planning cycle.

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A key challenge for the government is to consider advice on the future of the CRF within the context of its current financial situation. As you know, there are competing priorities among the Province's vital public services and, over the last year, the government has had to make some very difficult and challenging decisions. In order to address the Province's structural deficit, the government has developed a plan to balance the budget by 2007-08 and continues to review programs and services with the objective of modernizing government.

2005 Funding Allocations

Municipal funding payments will continue to be processed quarterly, by the end of January, April, July and October 2005.

The first quarter payments received by municipalities in 2005 will reflect one-quarter of the funding received to date through the CRF for 2004. The value of your first quarter payment is attached. Details on the value of subsequent quarterly payments will be provided to you following the government's decision on a new funding framework in March 2005.

2005 Reporting Requirements

Reporting requirements for 2005 funding allocations have been streamlined. A council resolution, required in previous years, will not be required for 2005. Municipalities receiving 2005 payments will be required to submit to the Ministry of Municipal Affairs and Housing their 2004 Financial Information Returns (FIRs) and 2005 tax rate by-laws. *Specific details on the 2005 allocation conditions are attached.*

Municipal officials are reminded that not meeting grant conditions will impede payment of the grant.

Municipalities that have not met 2004 reporting requirements will continue to have their CRF payments withheld.

2003 Year-End Reconciliation

When the 2004 CRF allocations were announced in December, 2003, the government was very forthright in indicating that it could not commit to a year-end reconciliation. As part of its review of the CRF, the government will consider reconciliation options as part of the overall strategy to transition to a new provincial-municipal funding framework.

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As we have noted, options will need to be considered within the context of the Province's current financial situation. Despite the difficult choices the government faces in eliminating the Province's structural deficit, it has safeguarded \$656 million for the CRF in the 2004-05 fiscal plan -- \$38 million more than the 2004 CRF allocations.

The government is aware that the CRF remains a major funding source for many municipalities and will ensure that any decision on the future direction of the fund, including the possibility of a year-end reconciliation, is carefully formulated based on a full examination of all the impacts.

If you have any questions regarding your 2005 funding allocation or your 2005 reporting requirements, please contact your local Municipal Services Office of the Ministry of Municipal Affairs and Housing.

Sincerely,



Colin Andersen
Deputy Minister
Ministry of Finance



for John Burke
Deputy Minister
Ministry of Municipal Affairs and Housing

Attachments (3)

Conditions of 2005 Funding Allocations

Reporting requirements have been attached to the Community Reinvestment Fund (CRF) since 2000. Reporting requirements for 2005 funding allocations have been streamlined, compared to 2004. A council resolution, required in previous years, will not be required for 2005.

Acceptance of a 2005 Allocation constitutes agreement with the below-mentioned statements and terms and conditions.

Municipal councils ultimately decide how 2005 funding allocations are spent and/or used for the benefit of taxpayers. In making this decision, municipal councils will be guided by their obligation to provide effective and efficient delivery of services to taxpayers. As with all budgetary decisions, municipal councils recognize that they are directly accountable to taxpayers for their use of 2005 funding allocations.

Municipalities are required to submit the following to their regional Municipal Service Office of the Ministry of Municipal Affairs and Housing (addresses attached):

- (i) their 2004 Financial Information Returns (FIRs) in accordance with the deadline to be set by MMAH; and
- (ii) their 2005 tax rate by-laws by **September 30, 2005**.

Failure to meet these deadlines may result in the withholding of 2005 funding allocations until these documents have been provided to the Province.

Alert

To the immediate attention of the Clerk and Council

January 13, 2005 – Alert 05/06

Provincial Letter to Heads of Council on CRF

Issue: On January 12, 2005, AMO and Heads of Council received copies of a letter addressed to Heads of Council, dated January 11, 2005, regarding the Community Reinvestment Fund (CRF).

Background:

The letter states, that the Ministry of Finance will provide, ... "a stable funding guarantee for 2005 that will ensure, as a minimum, each municipality will receive at least as much funding in 2005 as they have received to date through the CRF for 2004."

The statement is not clear. 2004 CRF received to date is based on unreconciled 2003 CRF funding which is equal to total 2002 CRF funding. Therefore, we think the "stable funding guarantee for 2005" means 403 municipalities will receive the same CRF in 2005 as they received in 2002.

It also talks about CRF consultations that concluded at the end of October 2004 and indicates that AMO has been invited to enter into "...focused consultations with provincial officials that will lead to a new funding model in March 2005", as well as transition planning for a new funding model and further discussions on year-end CRF reconciliation. This invitation was also received by AMO on January 12, 2005.

It must be noted that the members of the CRF consultation group, which represented different geographic areas, types and sizes of municipalities were privy to information that was declared confidential to the government and could only participate if they signed a confidentiality agreement. As a result, the report tabled with the government was likewise confidential information.

On November 26, 2004, AMO's Board of Directors passed a resolution on the CRF which was provided to the Ministers of Finance and Municipal Affairs and Housing and to all AMO members.

The resolution concluded:

- **THEREFORE BE IT RESOLVED THAT** the Minister of Finance be requested to work with AMO to undertake a thorough review of provincial-municipal cost sharing and service responsibility arrangements in 2005 with a view to addressing the fundamental problems of the current provincial-municipal LSR-based system; and
- **FURTHER BE IT RESOLVED THAT** CRF funding should be provided at 2004 levels for 2005 with reconciliation at the end of 2005; and
- **FURTHER THAT** AMO write to the Minister of Finance requesting confirmation that there will be a reconciliation of the 2003 CRF before the end of 2004 and that 2004 CRF funding be reconciled in Fall 2005.

The AMO resolution drew broad support from AMO members. It is not reflected in any aspect of yesterday's message from the Province to Heads of Council.

Failure to reconcile the CRF in a timely fashion will have a serious impact on the fiscal sustainability of Ontario's municipalities. The CRF was designed by the Harris government to fill the gap between the downloaded cost of services, primarily social and community health services, with year-end adjustments to reflect changes in real costs. Municipal property tax base is the most inappropriate means to raise revenue to subsidize these provincial programs.

AMO has received a number of calls from members trying to accurately understand the commitment for 2005 contained in the letter to the Heads of Council. As municipal governments are working on budgets, clarity is required.

Action:

AMO has asked for a meeting with the two Ministries to spell out exactly what is meant by a "stable funding guarantee for 2005" and that this be communicated to municipalities. The Board will consider the advisability of agreeing to the Province's request for further consultation on the CRF.

AMO asks its members to provide information on tax impacts if the commitment to 2005 CRF is equal to the 2002 reconciled level, assuming there is no further reconciliation. Please forward this information in order to compile impacts to svokey@amo.on.ca as soon as possible.

This information is available through AMO's subscription based MUNICOM network at www.municom.com.

For more information, contact: Brian Rosborough, AMO Senior Policy Advisor at 416-971-9856 extension 318

Alert

To the immediate attention of the Clerk and Council

January 14, 2005 – Alert 05/08

COMMUNITY REINVESTMENT FUND – UPDATE

Issue: AMO sends letter to Minister of Finance regarding the CRF

The following letter was sent to the Minister of Finance today requesting immediate action to reconcile CRF. As the letter indicates, failure to reconcile the CRF for 2003 and subsequent years will result in substantial municipal tax increases for property tax payers in virtually every part of Ontario.

Several municipalities have indicated that they cannot and will not approve their 2005 budgets until the information is available and property tax rates can be accurately determined. For some, no reconciliation will double their already anticipated tax increase.

January 14, 2005

Honourable Greg Sorbara
Minister of Finance
7th Floor, Frost Building South
7 Queen's Park Crescent
Toronto, ON M7A 1Y7

Dear Minister:

I am writing in response to your recent letters to AMO and to Heads of Council regarding the Community Reinvestment Fund (CRF).

As you are aware, the AMO Board of Directors passed a resolution in December 2004 calling for, among other things, the immediate reconciliation of the 2003 CRF before the end of 2004.

As you are also aware, the cost of provincial health and social services that municipalities are required to subsidize as a result of the previous government's local services realignment initiative, and the costs of other downloaded services, have grown at an alarming rate since 1998.

We firmly believe that the province must pay for the related actual service delivery costs, based on year-end costs and reflecting cost-sharing arrangements. It is extremely unfair to expect that municipalities assume the cost differential between anticipated costs at budget setting and costs as documented at year-end. No reconciliation or partial reconciliation, coupled with caps on provincial contributions for cost-shared services, only means the impact on municipal budgets grows, resulting directly in higher property taxes for residents and business in our communities. Failure to reconcile the CRF for 2003 and subsequent years will result in substantial municipal tax increases for property tax payers in virtually every part of Ontario.

Therefore, on behalf of 403 municipalities who are anxiously awaiting reconciliation, I urge you to announce that, as a minimum, you will immediately reconcile the 2003 CRF.

Regarding your invitation to AMO to consult on a new funding model, we will seek advice from the municipal staff who participated in last year's CRF consultations to determine their interest in participating in further discussions. The AMO Board of Directors will consider their advice when it meets later in January and I will be in a position to respond to your request then.

Yours truly,

Original signed by the President

Roger Anderson
AMO President

Related to the CRF issue, AMO would like to clarify that while municipal representatives through AMO were on a CRF committee, the confidential information shared with participants and the resulting report is provincial. Therefore, AMO has directed any inquiries related to that report to Ministry of Finance, Provincial Local Finance Secretariat at 416-325-8796.

This information is available through AMO's subscription based MUNICOM network at www.municom.com.

For more information, contact 416-971-9856: Pat Vanini, AMO Executive Director at extension 316

Request for Decision City Council




Type of Decision									
Meeting Date	January 27th, 2005				Report Date	January 21st, 2005			
Decision Requested	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

Report Title
HIRING OF CHIEF FINANCIAL OFFICER AND TREASURER

Policy Implication + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
<input checked="" type="checkbox"/>	Background Attached

Recommendation
<p>THAT the following Councillors join the CAO to form the Hiring Committee for the position of Chief Financial Officer and Treasurer;</p> <p>Councillor _____</p> <p>Councillor _____</p> <p>AND THAT the Director of Human Resources and Organizational Development designate provide advisory and administrative support to the Committee;</p> <p>AND FURTHER, that the hiring for the position of Chief Financial Officer and Treasurer conform to the CGS Hiring Policies, including Appendix "B" to the Hiring Policies, which contain provisions applying generally to General Manager and CAO.</p>
<input checked="" type="checkbox"/> Recommendation Continued

Recommended by the Department Head


Recommended by the C.A.O.
 Mark Mieto Chief Administrative Officer

Date: January 21st, 2005

Report Prepared By



Anne Orendorff
Co-Ordinator of Human Resources

Division Review



Patrick Thomson, Director of Human Resources and
Organizational Development

RECOMMENDATION CONTINUED

AND FURTHER, that the Terms of Reference for the hiring of the position of Chief Financial Officer and Treasurer contained herein, be adopted.

BACKGROUND

The impending retirement of Director of Finance/City Treasurer, Sandra Jonasson, on April 28, 2005, has created a permanent vacancy for the newly created position of Chief Financial Officer and Treasurer.

Further, as called for by CGS Hiring Policies, the CAO has reviewed the Job Description for this position and is proposing the qualifications be amended to require an MBA or CA designation, with a more strategic focus.

CONSTITUTION OF HIRING COMMITTEE

The CGS will be proceeding with the filling of this very important position as soon as the Hiring Committee can be constructed. It is recommended that the Hiring Committee be comprised of the CAO, two (2) General Managers (to be appointed), and two (2) members of CGS Council. The Human Resources Division will provide advice, support, and assistance as required.

TERMS OF REFERENCE - HIRING COMMITTEE

The Hiring Committee will complete this recruitment in accordance with CGS's Hiring Policies, including those provisions specific to the hiring of General Managers (copy of appropriate Appendix attached), as the CFO will be operating as a member of the Senior Management Team (SMT).

Once CGS Council has endorsed the recommendation of the preferred candidate forwarded by the CAO (by direction), the CAO will negotiate an Employment Contract with the preferred candidate within the terms and conditions currently applicable to a General Manager positions.

APPENDIX "B"

HIRING POLICY PROVISIONS APPLYING ONLY TO GENERAL MANAGER AND CHIEF ADMINISTRATIVE OFFICER VACANCIES

This Recruitment Guidebook applies in total for positions of General Managers and the Chief Administrative Officer. However, specific requirements have been placed on the filling of these vacancies as outlined below.

General Manager is defined under the Policy as: the General Managers of Citizen and Leisure Services, Corporate Services, Emergency Services, Economic Development and Planning Services, Health and Social Services, and Public Works. (Reference Permanent Hiring Policy, 1996 and 2004 - Section 1.2.)

Specific Policy provisions related to the position of General Manager (as defined above) are as follows:

- a) Whenever a vacancy for a General Manager exists and there is a need to have it filled on a permanent basis, the Chief Administrative Officer will provide an Information Report to CGS Council regarding the position and the reason why it is required. The Chief Administrative Officer will also review the job description and make any adjustments that may apply to the position. The recommendation to fill the vacancy and the job description, if it has been revised, will be authorized by CGS Council before hiring may take place; (Reference Permanent Hiring Policy - Section 2.2.);
- b) The Recruitment and Selection Team for positions of General Manager, will be comprised of the Chief Administrative Officer and two (2) members of CGS Council. The Chief Administrative Officer will manage the selection process. The Human Resources Division will provide support and assistance as required.
- c) A General Manager's position will be advertised in local newspapers, in both official languages, concurrent to the position being posted through the Job Opportunity procedure.

A General Manager's position may also be advertised in newspapers with Provincial coverage and/or appropriate trade journals, if the Chief Administrative Officer, in consultation with the Human Resources Division, determines that it is appropriate. (Reference Permanent Hiring Policies - Section 3.5.3.);

- d) In the event that the Recruitment and Selection Team does not retain the services of a consulting firm to manage their recruitment and selection process for a General Manager, the following process will take place:
- e) Weighted Short-Listing Tool - The Chief Administrative Officer will develop a Weighted Short Listing Tool (see samples in Step 8 of the Guidebook) to determine the applicants who meet the qualifications of the position. The tool will be approved by the Recruitment and Selection Team. The Chief Administrative Officer will review the applications and apply the weighted short-listing tool. A number of applicants who scored highly after their applications were reviewed will be scheduled for an interview with the Recruitment and Selection Team.

Internal applicants who do not meet the qualifications of the position will be informed in writing by the Chief Administrative Officer that they will not be considered for the position.

External applicants will be notified in the Employment Opportunity Notice or advertisement that they will be contacted only in the event that they are selected for an interview. (Reference Permanent Hiring Policy - Section 4.2.1).

- f) Testing - The Recruitment and Selection Team may wish to administer tests which help to determine a candidate's ability to perform the duties of the job for which he/she has applied. Testing may be administered prior to or after the interview process and may be used to identify those candidates who meet the qualifications for the position. All testing will be administered in a consistent manner for all candidates. A partial Listing of Testing Instruments which may be considered for use is included in Step 9 of the Guidebook. (Reference Permanent Hiring Policy - Section 4.2.2);
- g) Interview Instrument and Interviewing Process - The Chief Administrative Officer will develop an interview instrument consisting of pre-determined questions that will be used for each candidate who

is interviewed. The interview instrument will be approved by the Recruitment and Selection Team. The Team will conduct the interviews. Answers to each question will be recorded and rated according to a pre-determined rating scale. The interviewers may ask additional questions related to an individual candidate's work experience and qualifications. (Reference Permanent Hiring Policy - Section 4.2.3);

- h) Selection of Successful Candidate - The Recruitment and Selection Team will review the information gathered through the testing and interview process and select the top three candidates for the position. The Chief Administrative Officer will conduct Employment Reference Checks on the top candidate(s) (as outlined in Section 5.1) and present his/her recommendation of the successful candidate to the Recruitment and Selection Team for approval. The Chief Administrative Officer will prepare a recommendation for consideration by CGS Council.

CGS Council will review the recommendation of the Chief Administrative Officer and authorize the hiring of the candidate recommended by the Chief Administrative Officer and approved by the Recruitment and Selection Team. (Reference Permanent Hiring Policy - Section 4.2.4).

Specific Policy amendments for the Hiring of the Chief Administrative Officer are:

- a) Whenever a vacancy for the Chief Administrative Officer exists, the Director of Human Resources will provide an action report to CGS Council requesting that Council authorize the hiring of a Chief Administrative Officer and appoint members of a Recruitment and Selection Team to participate in the hiring process.

The Director of Human Resources, in consultation with the General Managers, will review the job description and make any adjustments that may apply to the position. The job description, if it has been revised, will be authorized by CGS Council before the Recruitment and Selection Team begins the hiring process. (Reference Permanent Hiring Policy - Section 2.3);

- b) The Recruitment and Selection Team will be comprised of the Mayor, and two members of CGS Council. The Committee members shall appoint a Chair. The Director of Human Resources will assist the Chair with managing the selection process and provide support and assistance to the Recruitment and Selection Team as required. (Reference Permanent Hiring Policy - Section 3.1.4);
- c) The Selection Team will determine the process for posting the position of Chief Administrative Officer internally and recruiting externally through newspapers, in both official languages, with provincial/national coverage and in appropriate trade journals. (Reference Permanent Hiring Policy - Section 3.5.4);
- d) In the event that the Recruitment and Selection Team does not retain the services of a consulting firm to manage the recruitment and selection process for the Chief Administrative Officer, the following process will take place:
- e) Weighted Short-Listing Tool - The Director of Human Resources will develop a Weighted Short Listing Tool (see samples in Step 8 of the Guidebook) to determine the applicants who meet the qualifications of the position. The tool will be approved by the Recruitment and Selection Team. The Team will review the applications and apply the weighted short-listing tool. A number of applicants who scored highly after their applications were reviewed will be scheduled for an interview with the Selection Team.

Internal applicants who do not meet the qualifications of the position will be informed in writing by the Chair of the Recruitment and Selection Team/Human Resources that they will not be considered for the position.

External applicants will be notified in the Employment Opportunity Notice or advertisement that they will be contacted only in the event that they are selected for an interview; (Reference Permanent Hiring Policy - Section 4.3.1);

- f) Testing - The Recruitment and Selection Team may wish to administer tests which help to determine a candidate's ability to perform the duties of the job for which he/she has applied. Testing may be administered prior to or after the interview process and may be used to identify those candidates who meet the qualifications for the position. All testing will be administered in a consistent manner for all candidates. A partial Listing of Testing Instrument which may be considered for use is included in Step 9 of the Guidebook. (Reference Permanent Hiring Policy - Section 4.3.2);

g) Interview Instrument and Interviewing Process - The Director of Human Resources will develop an interview instrument consisting of pre-determined questions that will be used for each candidate who is interviewed. The interview instrument will be approved by the Recruitment and Selection Team. The Team will conduct the interviews. Answers to each question will be recorded and rated according to a pre-determined rating scale. The interviewers may ask additional questions related to an individual candidate's work experience and qualifications. (Reference Permanent Hiring Policy - Section 4.3.3);

h) Selection of Successful Candidate - The Recruitment and Selection Team will review the information gathered through the testing and interview process and select the top three candidates for the position. The Director of Human Resources will conduct Employment Reference Checks on the top candidate(s) (as outlined in Section 5.1) and present his/her findings to the Team. The Team will determine the most suitable candidate and prepare a recommendation for consideration by CGS Council. The report to CGS Council will include information regarding the top three candidates for the position.

CGS Council will review the recommendation of the Recruitment and Selection Team and either authorize the hiring of the candidate recommended by the Team or request the Team to review its decision. (Reference Permanent Hiring Policy - Section 4.3.4);

i) Each unsuccessful candidate who is interviewed will receive a letter or telephone call from the Chair of the Selection Committee. (Reference Permanent Hiring Policy - Section 7.2).

Request for Decision City Council



Type of Decision									
Meeting Date	Thursday, January 27 th , 2005				Report Date	Wednesday, January 19 th , 2005			
Decision Requested	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed


Report Title
ONTARIO GOOD ROADS ASSOCIATION - REQUEST FOR NOMINATIONS COUNCILLOR RIVEST - BOARD OF DIRECTORS, ZONE NORTH

Policy Implication + Budget Impact	
<input type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
<u>Policy Implications:</u>	
<p>OGRA is requesting nominations to the 2005-2006 Board of Directors. The election of the Directors will be held at its annual 2005 conference, in Toronto, between February 20th and 23rd, 2005.</p> <p>Councillor Rivest has requested Council's endorsement of his nomination as a Director for Zone North.</p>	
<u>Budget Impact:</u>	
There is no budget impact associated with this Request for Decision	
<input checked="" type="checkbox"/>	Background Attached

Recommendation	
<p>THAT the Council of the City of Greater Sudbury endorses the nomination of Councillor André Rivest as a Director for Zone North of the Ontario Good Roads Association for the term 2005 - 2006.</p>	
<input type="checkbox"/>	Recommendation Continued

Recommended by the Department Head

Recommended by the C.A.O.

Report Prepared By


Manon Depatie
Administrative Assistant to Councillors

Division Review


Councillor André Rivest

Background:

The Ontario Good Roads Association, by letter dated December 24th, 2004, requested nominations to the 2005 - 2006 OGRA Board of Directors. A photocopy of OGRA's correspondence is attached to this Report for the information of Council.

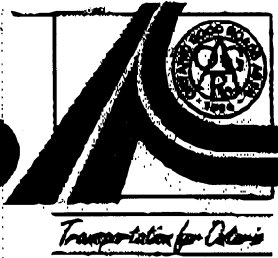
Councillor Rivest will be seeking election to the Board of Directors for the Ontario Good Roads Association, Zone North, and has requested Council's endorsement of his nomination.

Although Council endorsement is not required to seek election to serve on the Board of Directors of OGRA, Councillor Rivest has chosen to seek Council's endorsement.

The Board typically meets 6 times a year, and most meetings occur in the Greater Toronto area. OGRA pays all reasonable travel expenses for its Board Members, and therefore, no cost would be incurred by the City of Greater Sudbury if Councillor Rivest were elected as a Member of Zone North to the Board of OGRA.

Attachment:

1. Letter dated December 24th, 2004 with attachments



**ONTARIO
GOOD ROADS
ASSOCIATION**

6355 KENNEDY ROAD, UNIT 2
MISSISSAUGA, ONTARIO
L5T 2L5
TELEPHONE 905-795-2555
FAX 905-795-2660

December 24, 2004

REPORT OF THE 2005-2006 NOMINATING COMMITTEE

To the Head and Members of Council:

Under Section 28 of the Constitution of the Ontario Good Roads Association, the Nominating Committee shall report to the Annual Conference its nominations for 14 directors. Brian Knox, County Engineer, County of Bruce, will serve on the 2005-2006 Board of Directors as Past President, making a total of 15 on the Board. The Nominating Committee is pleased to place the following names in nomination for the 2005-2006 term:

Delton Becker, Mayor, Municipality of West Grey, and Councillor, County of Grey

Ellen Connelly, Deputy Mayor, Town of Goderich

John P. Curley, Councillor, City of Timmins

Jim Harrison, Councillor, City of Quinte West

J. Paul Johnson, Operations Manager, County of Wellington

Ted Knight, Mayor, Town of Parry Sound

Alan Korell, Director of Public Works, City of North Bay

David A. Leckie, Director, Roads and Transportation, City of London

Gloria Lindsay Luby, Councillor, City of Toronto

Helen A. MacLeod, Councillor, Township of Champlain

Donald J. McDonald, County Engineer, United Counties of Stormont, Dundas and Glengarry

John Niedra, Director of Transportation Infrastructure Management, City of Toronto

Tony Prevedel, Director of Public Works, Town of Whitby

Eric Rutherford, Councillor, Municipality of Greenstone

...lover

Further nominations are invited at this time. If further nominations are received, election(s) will be held in the zone(s) for which additional nominations are received. Zone information is attached. The election(s), if required, will be held on February 22nd at the 2005 OGRA/ROMA Combined Conference in Toronto.

Nominees must sign a nomination/consent form (attached) and submit it to the attention of Merwyn Sheppard, Chair of the Nominating Committee, by fax 905-795-2660, or by mail to OGRA, Unit 2, 6355 Kennedy Road, Mississauga. L5T 2L5

Nomination/consent forms must be received in the OGRA office by 4:00 p.m. on January 31, 2005.



Sheila Richardson
Executive Director

NOMINATING COMMITTEE

Chair: Merwyn Sheppard, OGRA Immediate Past President

Members: Paul Johnson, OGRA Director
Brian Knox, OGRA President
Don McDonald, OGRA Director
Joan Sutherland, OGRA Past President

ONTARIO GOOD ROADS ASSOCIATION

SUPPLEMENTARY INFORMATION ON NOMINATIONS

Under Section 28 of OGRA's Constitution, *Those nominated by the Nominating Committee shall be selected from its municipal and active membership pursuant to the requirements for geographical representation contained in Section 13, and so far as possible maintaining an equal balance between elected and appointed representatives.* The following requirements have been established with respect to the report of the Nominating Committee, and the initials indicate how these requirements are met by the nominations in the enclosed report. If additional nominations are received, elections will be held for only the zone(s) from which the nominations are received.

GEOGRAPHIC REPRESENTATION

<u>Zone</u>	<u>Requirement</u>	<u>Nominated</u> <i>See List of Nominees</i>
North	4	JC, TK, AK, ER
Southwest	3	EC, BK, DL
South central	3	DB, PJ, TP
Southeast	3	JH, HM, DM
Toronto	2	GL, JN

Northern Ontario: Municipalities in the Districts of Algoma, Cochrane, Kenora, Manitoulin, Nipissing, Parry Sound, Rainy River, Sudbury, Thunder Bay and Timiskaming, the City of Greater Sudbury and municipalities in and including the District of Muskoka.

Southwest Ontario: Municipalities in and including the Counties of Brant, Bruce, Elgin, Essex, Haldimand, Huron, Lambton, Middlesex, Norfolk, Oxford, and Perth, municipalities in and including the Regional Municipality of Waterloo, and the Municipality of Chatham-Kent.

South Central Ontario: Municipalities in and including the Counties of Dufferin, Grey, Simcoe, and Wellington, and municipalities in and including the Regional Municipalities of Durham, Halton, Niagara, Peel and York, and the City of Hamilton.

Southeast Ontario: Municipalities in and including the Counties of Haliburton, Hastings, Lanark, Leeds and Grenville, Lennox and Addington, Northumberland, Peterborough, Prescott and Russell, Prince Edward, Renfrew, and Stormont, Dundas and Glengarry, municipalities in the former County of Frontenac, and the Cities of Ottawa and Kawartha Lakes.



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MISSISSAUGA, ONTARIO
L5T 2L5
TELEPHONE 905-795-2555
FAX 905-795-2660

NOMINATION/CONSENT FORM

Please Print

Candidate for 2005-2006 OGRA Board of Directors

Name	Position	Municipality
------	----------	--------------

Nominated by

Name	Position	Municipality
------	----------	--------------

Seconded by

Name	Position	Municipality
------	----------	--------------

Candidate's Consent

Candidate's Signature	Date
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This form must be received by fax 905-795-2660 or by mail to Unit 2, 6355 Kennedy Road, Mississauga, Ont. L5T 2L5 to the attention of Merwyn Sheppard, Chair of the Nominating Committee, by 4:00 p.m. on January 31, 2005.