

Request for Decision City Council




Type of Decision									
Meeting Date	October 13, 2005				Report Date	October 5, 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
Formation of Ad Hoc Committee of Council to Review Summer Road Maintenance Service Levels/Standards

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 an Ad-Hoc Committee of Council including Councillors _____, _____ and _____ be formed to review the new summer road maintenance standards currently being prepared by City staff, and that the Ad-Hoc Committee report back to Council by March 2006 with their recommendations for implementation in 2006 within the approved budget, and that the complete new recommended summer maintenance standards be presented to Council as part of the 2007 budget.</p>
Recommendation Continued

Recommended by the Department Head
 Alan Stephen General Manager of Infrastructure & Emergency Services

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

Service Levels/ Standards

Date: October 5, 2005

Report Prepared By

R.G. (Greg) Clausen, P. Eng.
City Engineer

Division Review

Introduction

Councillor Andre Rivest, through discussions with Mayor Courtemanche, is requesting that an ad-hoc committee of Council be established to review new summer road Maintenance Service Level Standards currently being prepared by City Staff in conjunction with CVC Covenco.

The new summer road maintenance standards are anticipated to be finalized in early November this year. It is proposed that the new standards be reviewed by the Ad-Hoc Committee in early 2006 after the budget process and that a recommendation be brought to City Council in early 2006 for implementation within the approved 2006 Summer Maintenance Budget. During the summer of 2006 the service level maintenance standards will be evaluated and recommendations for revisions made as appropriate. The full recommendations from the Ad Hoc Committee will be submitted as a budget option for the 2007 summer maintenance budget.

Background

The former Region and Cities of Sudbury and Valley East had formalized road maintenance (service level standards). A key component in developing service level standards is having an inventory of what is in your system, i.e. miles of road, ditch, shoulders, sidewalks, manholes, tree, etc. Using the inventory, a maintenance service level standard can be determined based on needs for each service, i.e. miles of gravel shouldering per year, number of lane miles of street sweepings per year, number of trees trimmed, planted, etc.

Once the service level standards are determined they are used to create appropriate maintenance budgets. Alternatively the service level standards can be modified/adjusted to match available budgets.

These municipalities had associated planning data fact sheets for each work activity (service level) which included complete labour, materials, equipment, and contracted services requirements. Daily work unit accomplishments (work loads) were established and regularly monitored and evaluated. The budgeted work plan and actual accomplishments were fundamental components of establishing annual maintenance budgets.

Since amalgamation, our maintenance efforts have gradually shifted from initially trying to maintain the individual service level maintenance standards for each former municipality to developing uniform service level maintenance standards for the entire new City.

Service Levels/ Standards

Date: October 5, 2005

The new summer maintenance service level standards currently being finalized will be the new City's first set of maintenance standards which will be able to be used uniformly across the entire City.

The preparation of the new summer roads maintenance service level standards has involved extensive staff and consultant time in consolidating all standards from the former area municipalities as well as using the best-practices standards from other municipalities across the province and Canada.

The new standards once finalized and approved by Council will clearly define our summer roads maintenance work plan and necessary budget. The standards will permit easy monitoring and determination of the required/planned accomplishments. Actual unit costs and productivity achievement will be accurately calculated and analyzed. Any changes to the summer maintenance program will be able to be quickly calculated by adjusting the individual service level planning data. Historically, service level standards are reviewed annually and established in advance of budget preparation. At that time any necessary changes in service levels as a result of need, growth, etc. can be included in future budgets.

It is anticipated that approximately 50 new service level standards and planning data fact sheets will be required for all summer road maintenance activities including, but not restricted to, asphalt patching, utility cut repairs, street sweeping, shouldering, sidewalk and curb repairs, drainage maintenance, traffic and safety maintenance and forestry maintenance.

It is anticipated that several committee meetings will be required to review all proposed new standards. The Ad-Hoc Committee may wish to focus on several key activities/service areas as part of their initial review.

Once the proposed new standards have been reviewed and approved by the Ad Hoc Committee, the final proposed standards will be presented to Council for their review and approval before implementation in the Spring of 2006 within the approved budget. The full summer roads maintenance service level standards will be presented as part of the 2007 operating maintenance budget.

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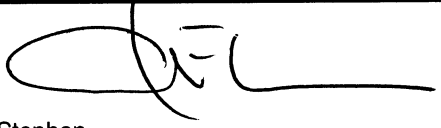


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Report Title
Development of Water Filling Stations at Strategic Locations Within the City of Greater Sudbury

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.
<p>If approved, this initiative will be funded from the Capital Financing Reserve Fund - Water.</p>	
<input checked="" type="checkbox"/>	Background Attached

Recommendation
<p>THAT two Water Dispensing Stations be installed in proximity to Countryside Arena and at the Coniston Welcome Centre at a total cost of \$100,000 to be funded from the Capital Financing Reserve Fund - Water, and</p> <p>THAT the three existing filling stations at locations described in the report be abandoned, all in accordance with the recommendations from the General Manager of Infrastructure and Emergency Services in his report dated October 5, 2005.</p>
Recommendation Continued

Recommended by the Department Head
 Alan Stephen General Manager of Infrastructure & Emergency Services

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

Date: October 5, 2005

Report Prepared By

R.G. (Greg) Clausen, P. Eng.
City Engineer

Division Review

Introduction

As reported in our report to Council on March 10, 2005 on Unbilled Potable Water, there are three locations specifically Long Lake Road, near St. Charles Lake Road, Bancroft Drive near Moonlight Beach Road in the former City, and Spruce Street in Garson, that account for approximately 55,000 m³ of lost water annually.

These three locations are no longer operationally required. They have been left in operation solely for the convenience of local residents (users) in the periphery of the City that are without municipal water. There is one blow off location on MR 55 in Walden that has to remain flowing for operational water quality issues. This location is not part of the discussions in this report.

This summer, as part of the upgrading of Long Lake Road, the "blow off" pipe was decommissioned and a temporary filling location was installed at Countryside Arena to service residents in this area of the City.

Also, shut off taps were installed on two other "blow off" sites to reduce water loss over the summer.

Staff reported to Council on March 10, 2005 that a staff recommendation for resolution of this matter would be presented to Council this fall.

Options

There are a number of options that could be considered for the three sites under review.

Option 1: Permanently abandon the three sites and make current users obtain water from other locations/sources.

Staff Comments: As stated earlier in the report, the three locations under review are not required operationally to provide safe potable water. Therefore, these locations could be permanently abandoned. Staff supports this option. However, this option would discontinue providing potable water to existing users.

... 2

Date: October 5, 2005

Option 2: Operate the current three sites only during the summer months. The service would be closed and drained over the winter. The users over the winter would have to obtain water from other locations/sources.

Staff Comments: As per Option 1 above. City Maintenance Operations staff would continue to maintain and service these sites during the summer months.

Option 3: Remove the taps installed this summer and allow water to run over the winter months as per past practice. The taps could be reinstalled during the summer months on an annual basis.

Staff Comments: City Maintenance Operations would have to continue servicing/maintaining these locations over the entire year. Staff does not support this option because of associated ongoing maintenance costs and potential risk to the municipality.

Option 4: Install Dispensing Stations at strategic locations in both the south end and east end of the City to provide water to users either free of charge or on a full cost recovery basis.

Staff Comments: Staff supports this option from an Operational point of view. This option also supports Council's policy for full cost recovery for water services and eliminates providing free water.

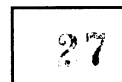
Staff recommends that a water dispensing station be installed in close proximity to Countryside Arena to service residents in the south end of the City who formerly used the station on Long Lake Road.

Also, a similar dispensing station would be installed at the Tourism Welcome Centre located on Highway 17 East at the Garson-Coniston Road (MR 90). This location would replace the existing stations on Bancroft Drive near Moonlight Beach Road and Spruce Street in Garson which are recommended for closure.

The approximate cost for development and construction of each site is \$50,000, for a total of \$100,000, and would have a payback period of approximately four years based on current estimated water consumption and a charge of two cents per litre. The costs would include the cost of the water (1 cent per litre) plus servicing and facility maintenance costs (also estimated at 1 cent per litre).

It is recommended that funds for this project be obtained from the Capital Financing Reserve Fund - Water.

It is suggested that users pre-purchase water using a "Smart Card" system similar to that currently used in many local retail businesses.



Date: October 5, 2005

Smart cards would be available at the existing Community Service Centres at Tom Davies Square and Garson. The customer would then “swipe” his prepaid smart card at the dispensing station for the requested volume of water. Once the card was exhausted, the customer would have to either refill/recharge his card or purchase a new card at one of the Customer Service Centres.

It is anticipated that the quantity of water utilized will decrease if a “User Pay” system is implemented.

We anticipate that the two dispensing systems could be installed and in operation this fall. Appropriate media advertising and signage will be installed at all existing and proposed new locations to adequately advise the public and current users.

This smart card system is also being reviewed for possible tanker truck water filling locations that will be strategically located across the City.

As a sidebar related issue, the public is currently obtaining water directly from the Wahnapiatae Water Treatment Plant. For health and safety issues/reasons, with respect to this plant and the proximity of dangerous chemicals, this filling station will be immediately closed to the public. Current users will be able to obtain water from one of the other filling stations currently available. Appropriate signage will be installed at the plant.

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Report Title

2005-2006 Council Audit

Policy Implication + Budget Impact

☒ This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.

The funds are budgeted in the 2006 Current Budget.

☒ Background Attached

Recommendation

THAT Council select Option _____ for the 2005-2006 Council Audit, and

THAT staff be directed to negotiate with BMA Management Consultants for the terms of the audit.

Recommendation Continued

Recommended by the Department Head

Caroline Hallsworth, Executive Director
Administrative Services Department

Recommended by the C.A.O.

Mark Mieto
Chief Administrative Officer

Date: October 5, 2005

Report Prepared By



Sue McCullough
Acting Performance Measurement Co-ordinator

Division Review

EXECUTIVE SUMMARY:

This Report presents three areas which Council may want to consider should they wish to retain BMA to conduct another audit over the course of this winter.

BACKGROUND:

In 2004, the Ad-Hoc Committee, Council Auditor selected BMA Management Consulting Inc. to review Winter Operations. BMA was selected as the vendor of record for further audits of City operations as directed by the Ad-Hoc Committee and approved by Council. The BMA Report was presented to Council this summer and work is underway to implement recommendations contained within the Report.

The Terms of Reference contained in the RFP for the Council Auditor were as follows:

1. Acquire the appropriate type, quality and amount of resources at an appropriate cost;
2. Avoid duplication of effort by employees and work that serves little or no purpose;
3. Avoid idleness and overstaffing;
4. Use efficient operating procedures;
5. Use the optimum amount of resources (staff, equipment and facilities) in producing or delivering the appropriate quantity of goods or services in a timely manner;
6. Use an adequate management control system for measuring, reporting and monitoring a specific program's economy and efficiency;
7. Report measures of economy and efficiency that are valid and feasible;
8. Assess the effectiveness of the program and/or individual program components;
9. Identify factors inhibiting satisfactory performance;
10. Identify ways of making programs work better;
11. Assess compliance with laws and regulations applicable to the program;
12. Assess the adequacy of the management control system for measuring, reporting and monitoring of a program's effectiveness; and
13. Determine whether management has reported measures of program effectiveness that are valid and reliable.

These Terms of Reference may be used to engage BMA to conduct another audit.

Staff have identified three possible areas which may be appropriate for an audit review. A brief description of each of these areas and why they have been identified as possible areas for review is included to assist in selecting an appropriate audit topic.

Date: October 5, 2005

Option One: City of Greater Sudbury Fleet

Brief Description:

The Fleet Division is contained in the Infrastructure and Emergency Services Department. It supplies and maintains light and heavy vehicles and equipment for use by all City Departments.

Budget Overview:

In 2005, the Fleet Division will incur costs of \$9.3 million, which are charged to the internal users of fleet vehicles and equipment.

Potential Outcomes of an Audit:

- Identify/confirm the selection of a 'fleet management system' that meets the varied information and tracking needs of the City's internal users.
- Identify best practices among peer municipalities, so that fleet use and maintenance practices can be as efficient and effective as possible. The City's Ontario Municipal Benchmark Initiative reported cost per vehicle kilometre is approximately 34% higher than the group average for upper-tier and single-tier municipalities together. Our cost is just below the average for single-tier municipalities alone.
- Optimize the use of internal resources (i.e. repair work by staff, at City facilities), while ensuring that internal charge-out rates are reasonably comparable to the market.
- Build on the findings of the Solutions Team (2004) Report on the City's Light Vehicle Fleet, which recommendations are still being implemented.
- Explore if and how the latest technological advances can be incorporated into the City's longer-term fleet plans. An example of this might be to review alternative fuel sources and the purchase of hybrid vehicles, where feasible.

Option Two: Summer Roads Operations

Brief Description:

Roads continue to be a constant priority item, for both Council and citizens. Summer roads maintenance refers to activities such as maintenance of asphalt, concrete and gravel road surfaces and shoulders, sidewalks and curbs, drainage structures and ditches, traffic and safety control devices, and vegetation control.

Date: October 5, 2005

Economic development locally depends upon the existence and maintenance of viable physical links within and beyond the City's borders. Given the sheer physical breadth of the City, the condition of roads is an important factor to citizens.

Budget Overview:

\$ 8.3 million is the net Budget impact in 2005.

Potential Outcomes of an Audit:

- Build on findings of the BMA Winter Maintenance Report, regarding deployment of staff and equipment.
- Review the management of contracted work, which review might include recommendations as to terms of Contract requirements for such activities as scheduling of work so as to minimize traffic disruptions at peak travel times.
- Identify new technological advances which allow the City to use resources differently so as to maximize the effectiveness of each dollar spent on Roads, since the improvement of their condition is an ongoing high priority.

Option Three: Social Housing

Brief Description:

Social Housing is a downloaded, mandatory program from the Province. The amount of funding and subsidies to be paid by the City to housing providers is set by a provincial benchmark formula. While the City cannot pay less than the mandated subsidy amounts, it can pay more, at its discretion.

The City's role in providing adequate and affordable housing is an important component of any Healthy Community strategy.

Budget Overview:

The City's Budget carries 75% of the gross cost of subsidies required for Social Housing with the remaining 25% paid by senior levels of government. In 2005, the City's share of Social Housing Costs is about \$17.3 million. In 2005, \$15.8 of the Ontario Municipal Partnership Fund (OMPF) adjustment provided by the Province was related to Social Housing.

Potential Outcomes of an Audit:

- Savings, in the form of net Operating Budget reductions, are not likely to be identified in the short run. The Province recently moved to finalize benchmarks in this area (see Report presented to Council at September 15, 2005 Meeting entitled "*Social Housing Benchmarks and the New Funding Formula*"). Management estimates that the impact of new benchmarks, the basis of funding/subsidies to Housing units, will be an increase of \$680,000 in 2006.
- Identify most effective way to provide technical and administrative support to housing providers, giving consideration to roles of both City Staff and the Greater Sudbury Housing Corporation. Housing is a community-based Program. The City's best role, in support of the community's housing providers, is to help the owners/managers avoid or reduce their operating costs over the longer term, by offering centralized and professional assistance. However, because the City is not the owner or on-site manager of Housing units, owners are not required to accept its advice.
- Optimize capital replenishment plans and minimize life-cycle costs of housing stock. It is in the City's best interests to provide housing owners/managers with as much administrative and technical support as possible, since the City is required to subsidize the operating costs of such housing, under SHRA (Social Housing Reform Act (2000)), which includes a capital component. The number of local housing units exceeds 4,000, contained in more than 42 separate sites. The age of these buildings/complexes ranges from 25-40 years. Effective capital (replacement) decisions will positively impact longer term maintenance costs, as well as maintain the units' viability.