

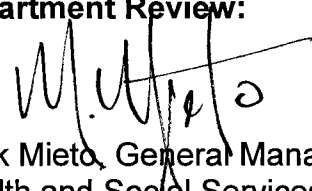
**Report To: CITY COUNCIL**

**Report Date: March 28, 2002**

**Meeting Date: April 11, 2002**

**Subject:** Charles Coffey Presentation on the Early Learning and Care Commission

**Department Review:**

  
Mark Mieto, General Manager,  
Health and Social Services

**Recommended for Agenda:**

  
J.L. (Jim) Rule  
Chief Administrative Officer

**Report Authored by:** Kate Barber, Policy/ Community Developer

### Background:

Charles (Charlie) Coffey, Executive Vice President of Government and Community Affairs for RBC Financial Group will be addressing Council on the Early Learning and Care Commission and on the economic case for child care.

Charlie Coffey leads government relations and community affairs for RBC Financial Group. In this capacity, he has been involved in promoting the connection between economics and many social issues including children's issues.

In 2001, along with the Honourable Margaret Norrie McCain, Mr. Coffey was asked by the City of Toronto to lead an Early Learning and Care Commission. The Commissioners were directed to develop a communications strategy to influence national policy and funding support for early learning and care, and make recommendations on the intergovernmental

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mechanisms and funding supports that Toronto (and other municipalities) can draw on to further their own children's agendas. The Commissioners have been consulting with municipalities across the province to communicate their findings and to gauge municipal interest in working towards a direct municipal/ federal relationship for children's services.




Mr. Coffey was invited to Sudbury by the Health and Social Services Department and the Mayor and Council's Children First Roundtable. He will also be the keynote speaker at a luncheon on Friday April 12<sup>th</sup> presented by the Greater Sudbury Chamber of Commerce and the Mayor and Council's Children First Roundtable. His address will be entitled "Supporting Early Years Development: A Strategic Business Investment".

**Report To: CITY COUNCIL**

**Report Date: April 3, 2002**

**Meeting Date: April 11, 2002**

**Subject: CONTRACT 2002-59  
Maintenance Traffic Control Signals and Related Devices**

<b>Division Review:</b>  R. G. (Greg) Clausen, P. Eng. Director of Engineering Services	<b>Department Review:</b>  D. Bélisle General Manager of Public Works	<b>C.A.O. Review:</b>  J. L. (Jim) Rule Chief Administrative Officer
<b>Report Prepared by: Ray Hortness, Co-ordinator of Traffic &amp; Transportation Services Soutsay Boualavong, Transportation Analyst</b>		

### **Recommendation:**

That the City enter into a contract with Steel Control Services Ltd., in the projected amount of \$901,672.83 for a period of three (3) years for Contract 2002-59 - Maintenance of Traffic Control Signals and Related Devices

## Executive Summary

In the past years, all the City's signal maintenance programs were maintained by two (2) contractors. The cost of these maintenance programs were competitive. After the City received a termination notice from one of the contractors, the City decided to tender the maintenance of the City's signal plant to qualified bidders allowing for more competitive prices.

The successful bidder will now be responsible to supply and maintain the minimum stocking quantity of traffic material as requested by the City. The prices for these materials will be firm for a period of twelve (12) months.

The cost for emergency maintenance will be based on a time and material basis (labour and equipment rates plus the material cost), due to the difficulty in estimating any quantity for maintenance. The cost for annual preventative maintenance and fire pre-emption checks will be based on a flat rate per location. Rates will be firm for a period of three (3) years. There is an option to extend the contract for a 4<sup>th</sup> and 5<sup>th</sup> year.

Two (2) contractors submitted the pre-qualification documents. A review of the documents submitted revealed that Steel Control Services Ltd. was the only qualified bidder for this contract.

A bid from Steel Control Services Ltd. was accepted, since it is within the Purchasing By-law guidelines, as it relates to a single approved bid.

## Background:

The function of traffic signal devices is to alternate, at maximum efficiency, the right-of-way between conflicting flows of pedestrian and/or vehicular traffic; allow for an orderly sequencing of control of confusing or hazardous traffic flow situations, warn of multi-way stop operations at intersections, or, to emphasize hazardous situations along a section of roadway or at intersections. These functions demand a high degree of reliability. This level of reliability is obtained through a system of scheduled preventative maintenance and repairs as well as emergency maintenance and repairs. The City has designed a maintenance program that will guarantee a high quality of maintenance and allow the City to assure itself of the safe operation of its signals. Emergency maintenance is generally more expensive when performed outside of normal working hours. Scheduled preventative maintenance allows for controlled costs and ultimately, a higher level of operational reliability.

The City currently operates one hundred and one (101) sets of traffic signal controlled intersections, twenty-four (24) beacon locations and twenty (20) fire pre-emption controlled intersections. In the past, all the City's signal maintenance programs were maintained by two (2) local electrical contractors. Sudbury Control Technology and Steel Control Services Ltd. The cost of these maintenance programs were carried out on a time basis (labour and equipment rate) with all of the traffic signal's material supplied by the City.

On April 4, 2001, the City received a termination notice from Sudbury Control Technology revoking further service with respect to traffic signal maintenance. To ensure continued safety to the public, the City requested that Steel Control Services Ltd. carry out all maintenance of all the City's signal devices.

In order that the City not be limited to a single Contractor, staff decided to tender the maintenance of the City's signal plant to pre-qualified bidders. Some minor modifications in this contract from that of the previous contract include:

- The City will provide the successful Contractor with the initial stocking items and these items will be credited to the City whenever these items are used by the Contractor.
- The Contractor will accept and is responsible to supply and maintain the minimum stocking quantity of traffic material requested by the City. The Contractor will charge these items to the City when they are used.
- The Contractor will provide an itemized price list of materials used. The price for material will be firm for the first twelve (12) months of this contract, and will be adjusted for year 2 and 3.
- The cost for emergency maintenance will be based on a time and material basis (labour and equipment rates plus the material cost).
- The cost for annual maintenance and fire pre-emption check will be based on a flat rate per type of location.
- Labour and equipment rates will be firm for three (3) years with the option to extend the contract for a 4<sup>th</sup> and 5<sup>th</sup> year subject to negotiations.

To assist the City in selecting the most qualified contractor, all the qualified bidders had to enter the tendering process which consisted of the following

- Attendance at a mandatory tender information meeting on February 12, 2002, in order to pre-qualify. Four (4) potential bidders attended this meeting.
- The tenders had to be submitted, along with the pre-qualification documents, on February 26, 2002. Only two (2) contractors submitted pre-qualification documentation
- A review of the pre-qualification documents submitted from the two (2) contractors revealed that Steel Control Services Ltd. was the only qualified bidder for this contract

Schedule of Unit Prices	Traffic and Transportation Section Estimate	Steel Control Services Ltd. Bid
Part A Emergency Maintenance	\$308,243	\$307,341.45
Part B Material Supply by the Contractor	\$209,088**	\$214,030.74**
Part C Annual Maintenance	\$203,215	\$255,238.14
Part D Miscellaneous	\$150,075	\$125,062.50
Total	\$870,621	\$901,672.83

\*Traffic and Transportation Section estimate is based on the year 2001 prices charged by the previous contractors. All maintenance costs are based on a firm three (3) year price quotation.

\*\*Material costs are estimated on a yearly basis. Prices firm for the first twelve (12) month period and have been extrapolated, without inflation, for the 2<sup>nd</sup> and 3<sup>rd</sup> year of the contract.

A comparison of the total bid price between the City's Traffic and Transportation Section estimate and Steel Control Services Ltd. bid shows that there is a difference in total cost of approximately \$31,052. This figure is approximately three percent (3%) above the estimated contract value. A bid price is considered acceptable in accordance with the Purchasing By-law, provided that it is within ten percent (10%) of the estimated contract value.

Based on the services provided and the experience of Steel Control Services Ltd. with traffic signal maintenance and a minor difference in bid price between the estimated contract value, it is recommended that the City enter into a contract with Steel Control Services Ltd. for Contract 2002-59 - Maintenance of Traffic Control Signals and Related Devices.



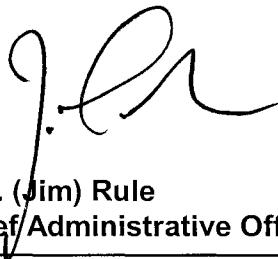
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Report to: CITY COUNCIL

Report Date: March 27, 2002

Meeting Date: April 11, 2002

**Subject:** Contract 2002-25  
CPR Overhead Bridge Rehabilitation and Widening  
LaSalle Boulevard (MR 71)

Division Review:	Department Review:	C.A.O. Review:
 A. Dagostino, P. Eng. Roads and Drainage Engineer	 D. Bélisle General Manager of Public Works	 J. L. (Jim) Rule Chief Administrative Officer
Report Prepared by: Angelo Dagostino, P. Eng., Roads and Drainage Engineer		

### Recommendation:

That Contract 2002-25, CPR Overhead Bridge Rehabilitation LaSalle Blvd (MR71) be awarded to Nor Eng Construction & Engineering Inc., in the tendered amount of \$1,485,695.00.

Tender submitted by Nor Eng Construction & Engineering Inc. is the lowest tender meeting all contract specifications.

The execution of this tender is to occur once Council of the City of Greater Sudbury approves funds for this project as part of the 2002 Capital Budget for roads.

## Background:

Earth Teck Canada Inc., a local consultant company, was retained in year 2000 to analyse, design and prepare contract documents to correct deficiencies to the CPR Overhead Bridge, on LaSalle Boulevard, MR71.

On 2002-02-28, the Council of the City of Greater Sudbury passed the following resolution:

2002-101 THAT Council concurs with staff to proceed to tender Contract 2000-25, CPR Overhead Bridge Rehabilitation, MR71, LaSalle Boulevard, at this time, and that the award of this tender be subject to funding approval for this project as part of 2002 Capital Road Program.

Tenders for the subject contract were opened at the Tender Opening Committee at 2:30 p.m., local time on 2002-03-26 and following is a summary of tenders received.

BIDDER	TOTAL CONTRACT PRICE (including taxes)
Nor Eng Construction & Engineering Inc.	\$1,485,695.00
Belanger Construction (1981) Inc.	\$1,617,247.97
TeraNorth Construction & Engineering Ltd.	\$1,544,657.27
Pioneer Construction Inc.	\$1,650,780.92
Interpaving Ltd.	\$1,773,944.85
Miller Paving Limited	\$1,781,096.32

The lowest tender for the subject contract meeting all specifications was received by Nor Eng Construction & Engineering Inc. in the amount of \$1,485,695.00. We reviewed this tender and it is recommended for approval.

The Engineer's estimate for this tender is \$1,609,910.00 and is to be funded from the 2002 Capital Road Budget.






Report To: **CITY COUNCIL**

Report Date: April 3, 2002

Meeting Date: April 11, 2002

**Subject: Contract 2002-42, Operation of Landfill Sites**

<b>Division Review:</b>  <b>C. Mathieu</b> Manager of Waste Management	<b>Department Review:</b>  <b>D. Bélisle</b> General Manager of Public Works	<b>C.A.O. Review:</b>  <b>J. L. (Jim) Rule</b> Chief Administrative Officer
Report Prepared by: C. Mathieu, Manager of Waste Management		

### Recommendation:

That Contract 2002-42, Operation of Landfill Sites, **Option A** (Rayside-Balfour, Valley East, Walden) be awarded to Pioneer Construction Inc., in the amount of \$907,464.39, as determined by the unit prices and quantities involved, this being the lowest tender for Option A and meeting all the requirements of the plans and specifications; and

Further, that Contract 2002-42, Operation of Landfill Sites, **Option B** (Sudbury) be awarded to William Day Construction Limited, in the amount of \$1,139,207.60, as determined by the unit prices and quantities involved, this being the lowest tender for Option B and meeting all the requirements of the plans and specifications.

## Background:

Tenders for Contract 2002-42, Operation of Landfill Sites, were opened at the Tender Opening Committee on Tuesday, April 2, 2002, and the following are the tender results:

<b>BIDDER</b>	<b>Option A</b>  <b>Operation of the Rayside-Balfour, Valley East and Walden Landfill Sites</b>	<b>Option B</b>  <b>Operation of the Sudbury Landfill Site</b>	<b>Option C</b>  <b>Operation of the Rayside-Balfour, Valley East, Sudbury and Walden Landfill Sites</b>
Manager's Estimate	\$1,200,000	\$1,500,000	\$2,500,000
Canadian Waste Services Inc.	\$ 1,429,008.86	\$ 1,479,290.84 (revised)	\$ 2,708,955.38
Denis Gratton Transport Ltd.	\$ 1,307,540.00	no bid	no bid
504802 Ontario Inc. (J.C.T. Contracting)	\$ 1,441,493.60 (revised)	\$ 1,446,606.81 (revised)	\$ 2,812,834.43 (revised)
Leo Alarie & Sons Limited	\$2,509,102.06 (rejected)	\$2,098,051.16 (rejected)	\$4,350,663.68 (rejected)
Nor Eng Construction & Engineering Inc.	\$ 1,215,520.00	\$ 1,318,026.00	\$ 2,396,158.00
Pioneer Construction Inc.	<b>\$ 907,464.39</b>	\$ 1,186,229.11	\$ 2,092,658.79
William Day Construction Limited	\$ 1,011,417.50	<b>\$ 1,139,207.60</b>	\$ 2,069,904.30

The tenders have been reviewed and found to be in order, with the following exceptions:

- 1) Canadian Waste Services Inc. - arithmetic error - corrected and total revised.
- 2) 504802 Ontario Inc. (J.C.T. Contracting) - arithmetic errors - corrected and totals revised.
- 3) Leo Alarie & Sons Limited - schedule of unit prices not completed - bid must be rejected.

Award of **Option A**, Operation of the Rayside-Balfour, Valley East and Walden landfill sites is recommended to **Pioneer Construction Inc.**

Award of **Option B**, Operation of the Sudbury landfill site is recommended to **William Day Construction Limited.**

Funding for this work is provided from the Waste Management Current Budget.

**Report To: CITY COUNCIL**

**Report Date: 2002-04-05**

**Meeting Date: 2002-04-11**

**Subject: 2002 ANNUAL CONFERENCES**

**Department Review:**

  
Doug Wuksinic,  
General Manager of Corporate Services

**Recommended for Agenda:**

  
Jim Rule,  
Chief Administrative Officer

**Report Authored by: T. Mowry, City Clerk**

## Recommendation:

**THAT Members of Council, the Chief Administrative Officer and appropriate Staff of the City of Greater Sudbury be authorized to attend the following Annual Conferences:**

- DISTRICT ENERGY ADVANTAGE: April 24-26, 2002, Ottawa, Ontario
- FONOM/NEOMC: May 8-10, 2002, New Liskeard, Ontario
- A.M.O. ANNUAL CONFERENCE: August 18-21, 2002, Toronto, Ontario
- A.F.M.O.: September 25-27, 2002, Timmins, Ontario

## **Background:**

The following conferences have been scheduled to take place during the year 2002. Copies of Registration Forms, Agendas and Information Packages will be forwarded to you as they are received in the office of the City Clerk.

- **DISTRICT ENERGY ADVANTAGE:**  
April 24<sup>th</sup> to 26<sup>th</sup>, 2002, Ottawa Congress Centre, Ottawa, Ontario
- **2002 FONOM/NEOMC CONFERENCE:**  
May 8<sup>th</sup> to 10<sup>th</sup>, 2002, New Liskeard, Ontario
- **2002 A.M.O. CONFERENCE:**  
August 18<sup>th</sup> to 21<sup>st</sup>, 2002, Royal York Hotel, Toronto, Ontario
- **AFMO ANNUAL CONFERENCE:**  
September 25<sup>th</sup> to 27<sup>th</sup>, 2002, La Ronde Cultural Centre, and Senator Hotel, Timmins, Ontario.

## City Agenda Report

**Report To: City Council**

**Report Date: April 2, 2002**

**Meeting Date: April 11, 2002**

**Subject:** Amendment to Community Sponsored Clinic Contract between the City of Greater Sudbury and Dr. Paul Smith

**Department Review:**

  
Mark Mieto, General Manager  
Health and Social Services

**Recommended for Agenda:**

  
Jim Rule,  
Chief Administrative Officer

**Report Authored by:** Frances Caldarelli, Coordinator of Health Initiatives

### Recommendation:

WHEREAS Dr. Paul Smith, the former Town of Capreol, and the Ministry of Health and Long Term Care, entered into a Community Sponsored Clinic agreement with a term from March 14<sup>th</sup>, 2000 to March 13<sup>th</sup>, 2003; and

WHEREAS Dr. Paul Smith has requested the City of Greater Sudbur, which assumed the former Town of Capreol's obligations in this matter, to allow him to directly employ his medical-secretary receptionist,

NOW THEREFORE THE COUNCIL OF THE CITY OF GREATER SUDBURY HEREBY RESOLVES That the General Manager of Health and Social Services be authorized to enter into an agreement to amend the Community Sponsored Contract.

## **EXECUTIVE SUMMARY:**

Dr. Paul Smith provides medical services under the terms of a Community Sponsored Clinic contract which was executed between the former Town of Capreol, the Ministry of Health and Long Term Care, and Dr. Smith. The Community Sponsored Clinic (CSC) is located in the municipally owned Capreol Millennium Centre Medical Clinic (CMCMC) in the Community of Capreol, which is now part of the City of Greater Sudbury. The term of the contract is from March 14<sup>th</sup>, 2000 to March 13<sup>th</sup>, 2003.

## **Background:**

The City of Greater Sudbury acts as administrator for a Community Sponsored Clinic housed in the Capreol Millennium Centre, where Dr. Paul Smith provides services as a general practitioner in the former Town of Capreol. Community sponsored clinic contracts are available only to communities which need either one or two physicians and which have populations of under 10,000. (This contract was established before the amalgamation which created the City of Greater Sudbury). These contracts are available as part of the Ministry of Health's Underserved Area Program and are 100 % funded by the Ministry of Health and Long Term Care with the municipality administering the clinic and acting as the flow through vehicle for the Provincial funding.

At the present time, the City of Greater Sudbury provides payroll services for Dr. Smith's medical secretary-receptionist although she takes instruction from and reports directly to Dr. Smith. In order to facilitate more efficient office management, Dr. Smith has requested that he directly employ the medical secretary-receptionist who presently is a contract employee for the City of Sudbury. Discussions have been ongoing and all parties including the contract employee are in agreement that this is in the best interests of all parties.

## Agenda Report

**Report To: CITY COUNCIL**

**Report Date: March 28, 2002**

**Meeting Date: April 11, 2002**

**Subject: Amendments to Investment Policy**

**Division Review:**



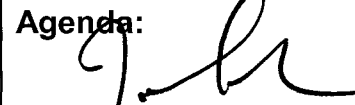
S. Jonasson  
Director of Finance /  
City Treasurer

**Department Review:**



D. Wuksinic  
General Manager of  
Corporate Services

**Recommended for  
Agenda:**



J. L. (Jim) Rule  
Chief Administrative  
Officer

**Report Prepared by:** C. Mahaffy, Manager of Financial Planning & Policy

### Recommendation:

*That By-law 2002-83F, which adopts the Investment Policy of the City of Greater Sudbury, be passed.*



## **Executive Summary:**

One of the goals of Corporate Services is to earn the confidence of the Community through sound financial stewardship, and through the development of a financial strategy to manage resources. This report is another facet of the stewardship role. In order to maximize investment earnings, the policy has been amended to increase the maximum to be invested in long-term instruments.

## **Background:**

Every municipality in Ontario is required to adopt a Statement of Investment Policies and Goals, and to prepare an annual report to Council with regard to compliance. The City of Greater Sudbury adopted an Investment Policy on November 29, 2001.

During the latter part of 2001, interest rates on investments dropped to an all-time low. As one of the goals of the Investment Policy is to maximize the rate of return on investments, it is recommended that the limit on long-term investments be raised from \$15 million to \$25 million. This change should help the City to earn a slightly higher average rate of interest throughout 2002 and future years.

Attached is By-law 2002-83F with the recommended amendments incorporated. The only change is in the second paragraph of page 6 of Schedule "A" to the By-law.

**BY-LAW 2002-83F**

**BEING A BY-LAW OF THE CITY OF GREATER SUDBURY  
TO ADOPT AN INVESTMENT POLICY**

**WHEREAS** the Council of the City of Greater Sudbury deems it advisable to  
adopt an investment policy and goals;

**NOW THEREFORE THE COUNCIL OF THE CITY OF GREATER SUDBURY  
HEREBY ENACTS AS FOLLOWS:**

1. The policy on investment and goals attached hereto as Schedule "A" and  
forming part of this By-law is hereby adopted.
2. All previous policies of the former municipalities relating to investment are hereby  
repealed.
3. In this By-law a reference to former municipalities means the former Regional  
Municipality of Sudbury or any of its constituent area municipalities or any of their  
predecessor municipalities.
4. By-law 2001-313F is hereby repealed.
5. This By-law shall come into force and take effect immediately upon final  
passage.

**READ THREE TIMES AND PASSED IN OPEN COUNCIL** this 11<sup>th</sup> day of April,  
2002.

\_\_\_\_\_ Mayor

\_\_\_\_\_ Clerk

2002-83F

## **SCHEDULE "A"**

to By-law 2002-83F of the City of Greater Sudbury

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# **INVESTMENT POLICY AND GOALS FOR THE CITY OF GREATER SUDBURY**

## **Overview**

An investment policy is an important element of an overall municipal cash management strategy. Cash flow forecasts for a minimum period of three months, and up to one year, form the background for investment decisions, ensuring that excess funds are fully utilized, and temporary borrowing requirements are minimized or eliminated. Following the guidelines within the policy ensures that the investment process is accountable; while conformity with the guidelines maintains the level of safety of invested funds. At the same time, internal control over invested funds is maintained.

## ***Objectives***

The four major objectives of this investment policy are:

1. To ensure the safety of the invested funds.
2. To maintain adequate liquidity for current and capital operations.
3. To conform to legislated constraints.
4. To maximize the rate of return to the City, while conforming to the above.

### **1. *Ensure Safety of Principal***

Ensuring the safety of principal is of paramount importance. The risk of loss is to be minimized by investing City funds only in those instruments that meet a minimum performance standard. Analysis of the credit worthiness of issuers is undertaken by several reputable credit ratings agencies. These agencies assess the relative strength of issuers vis a vis their ability to maintain viable operations and meet all future obligations. The establishment of a minimum credit rating for all investments minimizes exposure. For the investment purposes of the City of Greater Sudbury, the financial institution must have the following credit ratings:

"AA-" or higher (Canadian Bond Rating Service Inc.)  
"AA low" or higher (Dominion Bond Rating Service Limited)  
"Aa 3" or higher (Moody's Investors Services Inc.)  
or  
"AA-" or higher (Standard and Poor's Inc.)

Examples of such institutions are the chartered banks of Canada.

## **SCHEDULE "A"**

to By-law 2002-83F of the City of Greater Sudbury

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### **2. *Maintain Adequate Liquidity***

In most municipalities, cash outflows can only be estimated, necessitating certain levels of liquidity to be built into the investment portfolio to meet variances from the forecast, and other unanticipated demands.

Liquidity can be measured by the ease with which one can convert the securities to cash. The most liquid instruments available are federal and provincial treasury bills, of which the federal bills are more liquid. That being the case, treasury bills also provide the lowest return available in the market. This is due not only to liquidity, but also to their lack of credit risk and their wide acceptance. Also highly liquid are bank term deposits and guaranteed investment certificates. For the City's investment purposes, the purchase of federal and provincial treasury bills shall provide the necessary liquidity.

### **3. *Legislation***

The Revised Statutes of Ontario (1990) contain a number of provisions enabling municipalities to invest surplus monies. For the City of Greater Sudbury, the specific legislation governing investments is the Municipal Act. This Act is being amended, and should there be any need to revise this Investment Policy in keeping with the new Act, a report will be made to Council. The specific investments municipalities are able to make are prescribed by Regulation 438/97.

The following outlines the investment treatment for each of the City's funds:

#### ***Current Fund***

During the early part of the year the Current Fund is in a borrowing position as major revenues do not materialize until well into the year whereas expenditures tend to be more evenly timed. Before the City goes "outside" to borrow funds, it first borrows from the Capital and/or Reserve Funds. When borrowing from these other funds, the City pays interest at the average monthly investment yield.

#### ***Reserve Funds***

Although most City funds are pooled for investment purposes, interest earned or accrued each month is credited to every reserve fund, based on its balance at the previous month-end together with the average rate of return on all pooled investments for the current month.

## **SCHEDULE "A"**

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### ***Capital Fund***

Interest earned by the Capital Fund shall be credited to this fund, based on its balance at the previous month-end together with the rate of return on all investments for the current month. However, in keeping with the City's policy on financing of capital projects, any interest revenue earned by the Capital Fund shall then be credited to the Current Fund.

### ***Pre-Funding Capital Projects***

From time to time, the City may approve pre-funding a capital project, with repayments to come from Capital Envelopes or other sources over time. Recent examples of this type of pre-funding would be the upcoming capital renovations project at Pioneer Manor and the expansion of the mausoleum project. So as to maintain the rate of return, both on investments and to the City's funds, interest will be charged on these pre-funded projects at one per cent above the average investment rate locked in at the time pre-funding occurs.

### ***Trust Funds***

A number of trust funds are administered by the City. Each trust fund is kept entirely separate, and interest earned is credited directly to each fund.

## **4. *Maximize Rate of Return***

Although important, maximization of the rate of return ranks considerably lower than ensuring the safety of the City's funds. There is a trade-off between the rate of return and the safety of principal. Debt with a low credit rating will serve to maximize the rate of return but offers only very limited safety. Conversely, federal treasury bills maximize safety while offering a much lower rate of return. For City purposes, the safety of the City's funds must always come first. For this reason, only those instruments with ratings as outlined under the "safety" section will be considered for investments.

## **SCHEDULE "A"**

to By-law 2003-83F of the City of Greater Sudbury

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### **Specific Policy and Procedures**

#### ***Scope***

This investment policy applies to any investment of the financial assets of the City of Greater Sudbury, including Current, Capital, Reserve and Trust Funds.

#### ***Objectives***

The objectives of this investment policy are:

- ▶ To ensure the safety of the invested funds.
- ▶ To maintain adequate liquidity for current and capital operations.
- ▶ To conform to legislated constraints.
- ▶ To maximize the rate of return to the City, while conforming to the above.

#### ***Investment Guidelines***

All investments must comply with current legislation and be made with consideration for the safety of invested principal, while endeavouring to maximize the rate of return. The following guidelines will be followed for all investments:

#### ***Financial Institution Ratings***

Any financial institution in which the City invests must have the following credit rating:

"AA-" or higher (Canadian Bond Rating Service Inc.)  
"AA low" or higher (Dominion Bond Rating Service Limited)  
"Aa 3" or higher (Moody's Investors Services Inc.)  
or  
"AA-" or higher (Standard and Poor's Inc.)

In accordance with Ontario Regulation 438/97, should an investment held by the City be re-evaluated by one of these rating firms, and fall below the standard required, the City must then sell the investment within 90 days after it falls below the standard.

#### ***Investment Instruments***

Instruments in which the City may invest are prescribed, as outlined earlier in this policy, and include: federal and provincial treasury bills, federal and provincial bonds, municipal debentures and promissory notes, bankers' acceptances, and term deposits.

## **SCHEDULE "A"**

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The City may invest in federal and provincial treasury bills, including Crown Corporations (e.g., Canada Mortgage and Housing guaranteed mortgages, the Canada Wheat Board, Ontario Hydro), and Schedule A and Schedule B banks. The City may also invest in municipal debentures, and make loans to its own Funds. In addition, the City may enter into agreements with other municipalities for the joint investment of funds by the municipalities or an agent of the municipalities. The One Fund was created by an amalgamation of the CHUMS and LAS investment funds and such investments are authorized by Regional By-law 92-456.

### ***Investment Limits***

The City may invest with each type of institution to the following limits:

	<u>Maximum % Limit</u>
Federal Government and its Crown Agencies	100%
Provincial Governments and their Crown Agencies	100%
Schedule "A" Banks	100%
Schedule "B" Banks	30%
Own Debentures	N/A
Other Municipal Debentures	N/A
Other (such as inter-municipal loans)	As authorized by the Treasurer or Deputy Treasurer

### ***Canadian Dollars***

The City shall not invest in any security that is expressed or payable in any currency other than Canadian Dollars.

### ***Period of Investments***

The City shall maintain both an annual cash flow forecast model and a quarterly cash flow analysis to determine its cash needs and investment opportunities. Using these tools, investments can then be made for periods of time that will enable the City to meet its current financial needs and obligations. Within this time framework, every effort will be made to maximize the rate of return on the investments.

Much of the City's short-term cash requirements are predictable, which means a substantial portion of the investment portfolio can be in higher-yielding term investments, which can be timed to mature on or close to dates which funds are to be disbursed.

## **SCHEDULE "A"**

to By-law 2002-83F of the City of Greater Sudbury

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In general, the current yield curve, the economic outlook (both short and long term), and the cash requirements of the City all play a part in the decision process regarding investments and their term. When interest rates are rising or uncertain, investment terms will tend to be shorter to enable the City to roll its portfolio over into higher yield instruments. Conversely, when interest rates are declining, investments will be in longer term instruments, where possible. The economic outlook and interest rates will be monitored by staff, and decisions concerning investments will be made accordingly.

It is recommended that up to \$25 million be invested in long term instruments (over one year, and up to ten-year terms). The remainder of the portfolio will be restricted to short-term investments (one year and shorter).

### ***Reporting***

Reports will be prepared by the municipal investor no less frequently than each month-end, and relayed to the General Manager of Corporate Services, the Director of Finance/City Treasurer, and the Manager of Financial Planning and Policy/Deputy Treasurer outlining the current investment position of the City of Greater Sudbury. Annually, after each year-end, an investment report will be forwarded to Council, before the end of March. This report shall contain information about the performance of the portfolio of investments of the City during the preceding year, together with a statement by the Treasurer as to whether all investments made were in accordance with this policy.

### ***Authority***

Responsibility for the investment program is delegated to the Director of Finance/City Treasurer, who may in turn delegate authority to persons responsible for investment transactions. No person shall engage in an investment transaction except as provided for in this policy.



## **SCHEDULE "A"**

to By-law 2002-83F of the City of Greater Sudbury

Page 7 of 7

### ***Process***

Every effort shall be made to obtain at least three quotations from banking institutions and investment dealers with which the City does business. Once these quotations are received, the investment decision shall be made. A record of these quotations shall be kept on file for a period of at least six months. From these quotations, the instrument which provides the highest yield, while staying within the investment limits of that institution, and meeting the needs of the City, will be chosen.

### ***Electronic Investing***

In general, with the exception of inter-municipal loans, and investments with the City's banker, investment will be made electronically, using the electronic banking feature, as provided by the City's banker. Multi-level security measures are in place to ensure the safety of the investment.

### ***Safekeeping***

All investment securities will be held in safekeeping at the issuing institution, or in the case of inter-municipal loans, and investment in own debentures, in the City's vault.

### ***Overnight Inventory***

Excess funds should be invested overnight if the current market rate exceeds the rate obtainable from the City's bank.

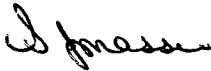


**Report To: CITY COUNCIL**

**Report Date: March 8, 2002**

**Subject: 2001 Investments**

**Division Review:**



S. Jonasson  
Director of Finance /  
City Treasurer

**Department Review:**



for:  
D. Wuksinic  
General Manager of  
Corporate Services

**C.A.O. Review:**



J. L. (Jim) Rule  
Chief Administrative  
Officer

**Report Prepared by: C. Mahaffy, Manager of Financial Planning & Policy**

## For Information Only

### Executive Summary:

Ontario Regulation 438/97 requires the Treasurer to prepare an investment report to Council as outlined in the municipality's Statement of Investment Policies and Goals. This report presents investment activities for 2001, and certifies that all investment were in compliance with Regulation 438/97.

## Background:

A sound municipal investment policy has four major goals:

- 1) ensure safety of invested funds
- 2) maintain liquidity for current and capital operations
- 3) conform to legislated constraints
- 4) maximize the rate of return while conforming to the above.

### City of Greater Sudbury

In compliance with the City's Investment Policy, and in compliance with Ontario Regulation 438/97, the following summarizes the City's investment position as at December 31, 2001:

Investment Portfolio (at cost)	December 31, 2001 \$
Long Term Investments	14,703,475
Short Term Investments	91,833,511
<b>Total</b>	<b>106,536,986</b>

When interest rates are declining and when the Yield Curve is inverted (long-term rates are lower than short-term rates), it becomes difficult to find short-term products that provide an acceptable rate of return. This happened in the latter part of 2001. For example, the 90-day Bankers Acceptance product available in December was yielding 2.1%, and Treasury Bills were slightly lower. The City's banking agreement with the Royal Bank of Canada provides for interest to be paid on the bank balance at Prime less 1.75%. During December, this meant that interest earned on the balance in the bank was 2.25%. Consequently, few external investments were made during that month, and the City's money was simply left in the bank. At year end, the amount in the bank was just over \$89 million.

In order to maximize earnings in 2002 and future years while still safeguarding principal, we will be recommending increasing the maximum for long-term investments. A proposal to amend the Investment By-law will be on the next agenda.

The balance in the investment portfolio is unusually high due to delays in commencing some substantial capital projects (e.g. the Pioneer Manor and David Street projects). As well, money was reserved in 2000 in Wastewater, Roads, and Solid Waste, in anticipation of a Canada-Ontario Infrastructure Grant Program announcement. This capital money also remains unspent at year-end. During 2002, the investment portfolio will be reduced substantially as these capital projects progress and significant cash outlays are made.

Report Title: 2001 Investments  
Date: March 8, 2002

Page 3

During 2001, seventy-four (74) separate investment transactions were completed, meaning an average of better than six per month. Interest earned on the investment portfolio totalled \$4,612,208 in 2001, and the average rate of return was 4.739 per cent. Interest is first credited to the Reserve Funds and Trust Fund, and the remainder is earned by the City's capital and current funds. All earnings from the capital fund are in turn credited to the current fund per Council's policy. Including interest earned from the bank, the current fund was credited with \$2,181,143 of interest revenue in 2001.

## City Agenda Report Form

**Report To: CITY COUNCIL**

**Report Date: February 28<sup>th</sup>, 2002**

**Meeting Date: March 21st, 2002**

**Subject:** Mandatory Literacy Screening for Ontario Works Participants

**Department Review:**

  
General Manager

**Recommended for Agenda:**

  
Jim Rule,  
Chief Administrative Officer

**Report Authored by:**

Harold Duff Director, Social Services

### Background:

In the late summer of 2001 the Council for the City of Greater Sudbury, through resolution 2001-458 authorized the Health and Social Services Department to purchase service from a literacy assessor to establish an appropriate training plan for those participants interested in literacy.

The Social Services Division and the Employment Support Services Section have been working with The Mid-North Learning Network to develop a cohesive approach to the delivery of this Mandatory Literacy Screening process.

The Ministry of Community and Social Services requested that Delivery Sites responsible for providing Ontario Works Financial Assistance submit implementation plans by November 2001 as to how Applicants/participants would be screened for Literacy and or Numeracy barriers. The

implementation plan provided by the Social Services Division for the City of Greater Sudbury was approved .

The administration of the Literacy and Numeracy Screening Test is intended to help identify whether an applicant's/participant's lack of literacy skills may be preventing him or her from getting a job.

The Literacy and Numeracy Screening Test is part of the application process and can be administered to any Ontario Works participant whose lack of literacy skills may be a barrier to employment.

Effective March 28<sup>th</sup> 2002, each Ontario Works Applicant, spouse and dependant adult applying for financial assistance, as a condition of eligibility, will be required to complete the Literacy and Numeracy Screening Test if he or she has not completed Grade 12 or the equivalent.

Ontario Works Applicants and current participants who indicate that they have been previously diagnosed with a learning disorder must provide medical verification from a qualified Doctor or a Psychologist registered with the College of Psychologists of Ontario of a learning disorder prior to exemption from completing the Literacy and Numeracy Screening Test.

In the case of an Applicant or Participant for whom neither English nor French is the mother tongue and for whom it is apparent that taking the Literacy and/or Numeracy Screening Test would yield poor results, an exemption from completing the Literacy and Numeracy Screening Test will be granted.

Attachment

February 18, 2002

MEMORANDUM TO: Ontario Works Administrator  
Greater City of Sudbury

FROM: C. McMullin  
Director  
Ontario Works

RE: Approval of Delivery Agent for Implementation of the  
Mandatory Literacy Testing and Training Initiative

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Under the authority granted to the Director of Ontario Works under section 26.1 of Ontario Regulation 134/98, as amended, the Greater City of Sudbury is approved for the purpose of requiring, under section 29 of O. Reg. 134/98, applicants and members of applicants' benefit units to participate in a literacy screening test approved by the Director of Ontario Works and for the purpose of requiring, under section 29 of O. Reg. 134/98, participants to participate in a literacy screening test approved by the Director of Ontario Works, literacy assessments and literacy training programs.

This approval is based on the certification provided by the Regional Director on January 17, 2002.

This approval is effective on March 28, 2002.

  
C. McMullin

c.c. Dan Lafranier, Northern Regional Director  
David Zuccato, Municipal Services Manager, Northern Region  
Frank Malvaso, Ontario Works Program Supervisor, Northern Region  
Rhoda Matlow, Director, SAMO  
Alison Fraser, Director, Legal Services Branch  
Lynne Lee, Ontario Works Initiative Analyst, SAMO

**Report To: CITY COUNCIL**

**Report Date: March 14, 2001**

**Meeting Date: March 21, 2001**

**Subject: Central Business District: Waste Management Issues**

**Department Review:**



D. Bélisle  
General Manager of Public Works

**Recommended for Agenda:**



J.L. (Jim) Rule  
Chief Administrative Officer

**Report Authored by: D. Bélisle, General Manager of Public Works**

### REPORT FOR INFORMATION

#### Background:

At its February 14, 2002 meeting, Council directed staff to meet with downtown merchants to discuss various options for solid waste collection in the Central Business District. Council further directed that a report be brought back for its meeting of March 21, 2002.

Staff did organize a meeting with downtown merchants and staff of Metro Centre. This took place on March 8, 2002, and it became obvious that significant further dialogue is required by all interested parties before a resolution can be developed. Accordingly, staff is not in a position to report back to Council on March 21, 2002, and the matter will likely reappear before Council through the budget process.



Report To: **CITY COUNCIL**

Report Date: March 13, 2002

Meeting Date March 21, 2002

**Subject** Selection of Consultant Sudbury Landfill Site Expansion

**Department Review:**



D. Bélisle  
General Manager of Public Works

**Recommended for Agenda:**



J. L. (Jim) Rule  
Chief Administrative Officer

**Report Authored by:** Chantal Mathieu, Manager of Waste Management

### Recommendation:

That Conestoga-Rovers & Associates in conjunction with Dennis Consultants and William Fryer Landscape Architect be appointed to conduct the necessary design work for expansion work of the Sudbury Landfill Site

## **Executive Summary**

The City of Greater Sudbury received its long term Certificate of Approval from the Ministry of the Environment to operate the Sudbury Landfill Site on February 4, 2002 (date of issuance – January 26, 2002). In order to expand the site, the City must undertake several projects and submit the project designs to the Ministry of the Environment by July 26, 2002.

Staff is recommending that Conestoga-Rovers & Associates in conjunction with Dennis Consultants and William Fryer Landscape Architect be appointed to conduct the necessary design work for the Sudbury Landfill Site.

## **Background:**

A Waste Management Systems Plan (WMSP) was initiated by the former Regional Municipality of Sudbury in 1994. The WMSP was developed in accordance with the requirements of the Environmental Assessment Act. The focus of the WMSP was to provide a system to manage the projected 3,000,000 tonnes of municipal solid waste generated within the former Region of Sudbury over the next 20 years. The Final Environmental Assessment was submitted to the Ministry of the Environment in January, 1997, and the approval under the Environmental Assessment Act was received in March 1999.

Shortly thereafter, the former Region invited seven firms to submit proposals for the preparation of technical studies required under the Environmental Protection Act. Five firms submitted proposals and the firm of Conestoga-Rovers & Associates (CRA) was recommended and approved for appointment.

CRA prepared the technical studies and documents for the design and operation of the site in accordance with Ontario Regulation 232/98. These reports were submitted to the Ministry of the Environment in June 2000.

The City of Greater Sudbury received its long term Provincial Certificate of Approval to operate the site on February 4, 2002 (date of issuance – January 26, 2002).

The Certificate of Approval requires that the City undertake several projects in order to develop/expand the site. The projects must be designed/prepared and submitted to the Ministry of the Environment by July 26, 2002.

The major projects are summarized as follows

#### **1. GAS COLLECTION AND FLARING SYSTEM**

An active landfill gas collection system is required and is also recommended for air quality control issues. Components of the LFG control system are a LFG collection field, a condensate handling and extraction facility, and a LFG disposal facility (flare).

#### **2. LEACHATE COLLECTION SYSTEM**

The leachate management plan will involve the construction of the leachate collection system that diverts the leachate into treatment cells (Engineered Wetlands) prior to discharge. A temporary collection system shall be designed and installed around the northern limit of the existing landfill to capture leachate and direct it into engineered wetlands for treatment prior to discharge into the existing wetland complex. The long term plan includes replacing this temporary system with a permanent system outside the final landfill footprint.

#### **3. ENGINEERED WETLANDS**

As mentioned above, the leachate management plan has allowed for the construction of treatment cells to assist with the attenuation of leachate prior to discharge into the eastern wetland complex. The plan calls for the construction of a three cell structure just north of the active landfill cell.

#### **4. STORM WATER MANAGEMENT SYSTEM**

A storm water management system will be developed to minimize the overall impacts of surface water on the active landfill area. To complete this task, the City is required to construct perimeter ditches that will divert as much surface water as possible from the site. In addition to the ditches, the report also provides for the construction of two storm water ponds to provide an opportunity for sediment to settle out of the surface water prior to discharge.

## **5. PUBLIC WASTE/RECYCLING DROP-OFF DEPOT**

A recommendation put forth in three of the technical studies/assessments (Bird Nuisance & Health Hazard, Transportation and Air Emissions) stated that the separation of small vehicles and the general public from the active disposal area would provide significant benefits in terms of reduced traffic at the active disposal area, reduced fugitive dust issues and increased public safety. To facilitate this process, it was proposed and approved to design a waste/recycling drop-off depot near the existing weigh scale.

## **6. LANDSCAPING**

The design and operations report identified the need for planting trees near the existing weigh scales as well as augmenting the existing vegetation along the southern side of the active landfill. The function of such planting is to create a visual barrier between the active landfill operations and the adjacent highway and residential areas.

## **7. MONITORING & OPERATION PLAN**

An updated Monitoring & Operations Plan will be required to address such issues as day to day operations and responsibilities, operations related to design upgrades, landfill inspections, equipment inspections and maintenance, leachate, groundwater, surface water and landfill gas management and monitoring, interim and final cover requirements, odour, dust, noise and litter control, acceptable wastes and other duties required for the safe operation of the site.

In order to provide the required design of the seven projects, staff commenced a consultant selection process in early 2002 (similar to the selection process at the EPA level).

An Expression of Interest advertisement attracted ten (10) consultants. The Review Committee (Greg Clausen, Director of Engineering Services, Randy Halverson, Assigned Project Designer and Chantal Mathieu, Manager of Waste Management) short-listed the submission to three consultants.

The three short-listed consultants were invited to submit detailed proposals for the design/preparation of the work required for the Ministry of the Environment.

The proposals were reviewed individually by the Review Committee members and then collectively by the Review Committee. The results are as follows:

	Overall Ranking
<b>Conestoga-Rovers &amp; Associates/Dennis Consultants/William Fryer Landscape Architect</b>	1
<b>Earth Tech Canada Ltd.</b>	2
<b>Golder Associates/J.L. Richards &amp; Associates/William Fryer Landscape Architect</b>	3

Based on the above results, the Review Committee is recommending that Conestoga-Rovers & Associates in conjunction with Dennis Consultants and William Fryer Landscape Architect be appointed to conduct the necessary design work at an estimated cost of \$330,000.

Funding for this design work has been provided as part of the 2001 solid waste capital budget.

## Agenda Report

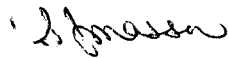
**Report To: CITY COUNCIL**

**Report Date: March 22, 2002**

**Meeting Date: April 11, 2002**

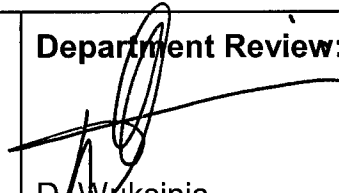
**Subject: One-Time Emergency Medical Services (EMS) Funding**

**Division Review:**



S. Jonasson  
Director of Finance /  
City Treasurer

**Department Review:**



D. Wuksinic  
General Manager of  
Corporate Services

**Recommended for  
Agenda:**



J. L. (Jim) Rule  
Chief Administrative  
Officer

**Report Prepared by: C. Mahaffy, Manager of Financial Planning & Policy**

### Recommendation:

*That the \$111,749 one-time funding received from the Province for EMS uniforms be credited to the Reserve Fund for Emergency Services - Ambulance.*

### **Executive Summary:**

Late in 2000, approximately \$110,000 was allocated from the Ambulance Reserve to provide uniforms for the soon-to-be operational Land Ambulance Division. The Province has now forwarded one-time funding in the amount of \$111,749 to provide for these purchases. It is now in order to replenish the Reserve Fund for Emergency Services - Ambulance.

### **Background:**

The Province has recently cash flowed \$111,749 to cover the costs of purchasing uniforms for the Emergency Medical Services (formerly Land Ambulance) which occurred late in 2000. As the funding to purchase these uniforms was allocated from the reserve fund for land ambulance, it is recommended that this one-time funding received in March of 2002 be credited to the Reserve Fund for Emergency Services - Ambulance. This funding will then be available for future capital needs of the Emergency Medical Services.

Report To CITY COUNCIL

Report Date: 3 April 2002

Meeting Date 11 April 2002

**Subject: Adoption of Terms of Reference and Appointment of Citizen's  
Committee for Ward Boundary Review**

**Department Review:**



Doug Wuksinic  
General Manager, Corporate Services

**Recommended for Agenda:**



J.L. (Jim) Rule,  
Chief Administrative Officer

**Report Authored by:**

Thom M Mowry, City Clerk

### Recommendation:

1. That the Terms of Reference, appended as Schedule "A" to this resolution, be adopted by Council;

And that these Terms of Reference shall govern the redivision of the current 6 Wards into a 12 Single Member Ward Model for the 2003 Municipal Election.



2. That the following five (5) Citizens be appointed to the Citizens' Committee for Ward Boundary Review with a mandate to redivide the current 6 Wards into 12 single member Wards to take effect for the 2003 Municipal Election

1. Mr. Ray Thoms (Ward 1)

2. Mr. Joe Steen (Ward 2)

3. Mr. Roger Trottier (Ward 3)

4. \_\_\_\_\_

5. Dr. Bob Segsworth (Wards 5 & 6)

And that the Citizen's Committee shall in accordance with the Terms of Reference approved by Council:

- lead the public consultation process;
- receive and review comments and submissions from the Public, School Board Trustees and Members of Council;
- hold one Public Input Session; and,
- prepare and present a final report to Council for 12 single member Wards, no later than May 30th, 2002.

And Further that all costs required to give effect to the redivision of the Ward boundaries be charged to the Election Reserve Account.

### **Executive Summary:**

The purpose of this Report is to adopt the Terms of Reference for the redivision of the current 6 Wards into 12 single Member Wards and to appoint a Committee of five (5) Citizens to oversee and guide the process

### **Background:**

Council at a Special Meeting held on Wednesday, March 27, 2002 passed a Resolution to appoint 6 Citizens (on the recommendation of Members of Council) to a Committee with a mandate to redivide the current 6 Wards into 12 single Member Wards to take effect for the 2003 municipal election

This Resolution further directed the City Clerk to prepare Terms of Reference for the Citizens' Committee

This Committee will report back to Council no later than May 30, 2002. A proposed Meeting Schedule for this Committee is attached for the information of Members of Council. All Committee meetings will be advertised and open to the Public.

Though originally nominated by the Councillors for Ward 6, Dr. Segsworth has also been nominated by the Councillors for Ward 5.

Accordingly two Recommendations are presented in this Report for Council's consideration. The first recommendation would adopt the Terms of Reference for the Citizens' Committee. The second recommendation would appoint five (5) Citizens to the Committee. Dr. Segsworth will represent Wards 5 & 6.

All of which is respectfully submitted for Council's consideration

## SCHEDULE "A"

### Terms of Reference:

#### PURPOSE:

Clear, distinct and easily identifiable Ward boundaries are essential to the Municipal Election Process. Ward Boundary design should also respect the democratic principle of "one-person, one-vote" by striving to keep Ward population substantially equal.

#### **1. Responsibilities - Citizens' Committee:**

(a) The following principles will be applied

- Representation by population,
- The presence or absence of a community of interest,
- Recognition of distinct geographic considerations, including the scarcity, density, or relative growth or loss of population, topographical features and infrastructure elements (e g., watercourses, railways, highways, arterial roads, etc ,), and,
- recognition of future population growth, and,

(b) • that the principle of Representation by Population be used as the overriding principle for determining Ward options to achieve equitable population distribution between Wards in the City of Greater Sudbury and that variances from the average Ward population of up to plus or minus 25 percent be permitted where desirable only to accommodate the other principles,

## **Terms of Reference:**

### **1. Responsibilities - Citizens' Committee:**

- (c) Arrange for input from the following stakeholders to determine the impact of Ward boundary changes:
- General Public (through a public hearing),
  - Members of Council (written comments),
  - Rainbow District School Board, Le Conseil scolaire de district du Grand Nord de l'Ontario, Sudbury Catholic District School Board, and Le Conseil de district catholique du Nouvel-Ontario (written comments)
- (d) That a clock-wise numbering system be used for the revised Ward Model
- (d) Provide the Council of the City of Greater Sudbury with one (1) final 12 Single Member Ward Model no later than May 30th, 2003.

### **2. Population Data:**

- (a) Ward populations shall be calculated using 2000 Regional Assessment Data.
- (b) The population estimates for the Ward division within each Ward should be as close to parity as possible.

### **3. Communities of Interest and Diversity Within Wards:**

- (a) Ward boundaries will be designed to ensure communities with common interests or sharing a common roadway access are kept within the same Ward.
- (b) Where possible, the distribution of residential, commercial, industrial, institutional and green space between Wards will be taken into account so that each Ward contains a mixture of these developments

## **Terms of Reference:**

### **4. Easily Identifiable Boundaries:**

- (a) Wherever possible, Ward boundaries will be readily identifiable to the public by utilizing major streets and significant natural and man-made barriers such as rivers, creeks, ravines, railways, etc.
- (b) Where any Street, Avenue, Lane, or Railway is given as the Boundary of a Ward the centre line of the said Street, Avenue, Lane, or Railway shall be the Boundary
- (c) Where any River or Creek is given as the Boundary of a Ward the right-hand bank when facing downstream of the said River or Creek shall be the Boundary

### **5. Least Number of Changes:**

- (a) Ward proposals developed by the Citizens' Committee should involve the fewest changes possible to accomplish the required redivision.

### **6. Block-Shaped Wards:**

- (a) Ward boundaries are to be designed relatively block-shaped with straight lines. This will help to ensure that Ward boundaries are drawn impartially. Ward boundaries which are long, narrow and twisted, or have saw-toothed or indented sides are more likely to give the appearance of being designed in a biased approach to achieve a specific result.

## **Terms of Reference:**

### **CRITERIA:**

#### **THE FOLLOWING CRITERIA ARE TO BE USED BY THE CITIZENS' COMMITTEE IN THE REDIVISION OF THE CURRENT 6 Ward MODEL:**

##### **1. Population versus Number of Electors:**

- (a) The Population per Ward, not the number of Electors per Ward, will be the primary factor in designing Ward boundaries
- (b) The optimum Population per Ward will be determined by dividing the City Population (as determined by the 1996 Census) by the number of Wards.
- (c) Ward boundaries will be designed so the Population of each Ward is within a range of +/-25% from the optimum.
- (d) Respecting the "+/-" range will ensure that Wards are substantially equal with each other in both Population and number of Electors

##### **2. Future Growth:**

- (a) The potential for growth or decline in each Ward may be taken into account by having the highest Ward Populations and number of Electors in stable or declining Wards and the lowest Ward Populations and number of Electors in growth area Wards.



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>April 2002</b> <b>Ward Boundary Review Committee Schedule</b>						
	1	2	3	4	5 Staff Review	6
7	8	9	10	11 Council appoints Committee & adopts Terms of Reference	12	13
14	15 Staff Review	16	17 Advertisement - Calling for Public Input	18	19 Deadline for Comments: Council, School Boards	20
21	22 1st Meeting C-12 (6 - 8 pm) Orientation	23	24 2nd Meeting C-12 (6 - 8 pm) Ward 1	25	26	27
28	29 3rd Meeting C-12 (6 - 8 pm) Ward 2	30				

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>May 2002</b> <b>Ward Boundary Committee Review Schedule</b>						
			1	2 4th Meeting C-12 (6 - 8 pm) Ward 3	3	4
5	6 5th Meeting C-12 (6 - 8 pm) Ward 4	7	8	9 6th Meeting C-12 (6 - 8 pm) Ward 5	10	11
12	13 7th Meeting C-12 (6 - 8 pm) Ward 6	14	15 8th Meeting C-11(6 - 8 pm) Draft Design	16	17	18
19	20 9th Meeting C-12 (6 - 8 pm) Final Design	21	22	23 OPEN HOUSE & PUBLIC HEARING Council Chamber 6 pm - 10 pm	24	25
26	27 <sup>10th</sup> Meeting - C-12 6 pm - 10 pm (Adjust & Report to Council	28	29	30 COUNCIL: Public Hearing Pass By-law	31	



**Report To: CITY COUNCIL**

**Report Date: April 5, 2002**

**Meeting Date: April 11, 2002**

**Subject:** Municipal Responsibility for Physician Recruitment and Retention

**Department Review:**

  
Mark Mieto, General Manager  
Health and Social Services

**Recommended for Agenda:**

  
J.L. (Jim) Rule  
Chief Administrative Officer

**Report Authored by:** Frances Caldarelli, Coordinator of Health Initiatives

## Recommendation:

WHEREAS in the former towns of Nickel Centre, Valley East and Rayside Balfour there are many residents who do not have access to a primary care health professional; and

WHEREAS the availability of physician's office space which is already organized and furnished is known to be effective in the recruitment and retention of family doctors;

NOW THEREFORE THE COUNCIL OF THE CITY OF GREATER SUDBURY HEREBY RESOLVES

That the following requests totalling \$425,000 be referred to the Capital Budget process for consideration by Council:

The commitment of \$175,000 to be used to renovate and furnish offices for three physicians in the former Valley East municipal building;

The commitment of \$50,000 to be used for repairs and renovations to the City owned medical office in the former town of Nickel Centre (Garson);

The commitment of \$200,000 for suitable office space and office furnishings to accommodate two family physicians in the former Town of Nickel Centre (Coniston); and

The commitment to support the Centre de Sante in their attempts to gain approval for satellite Community Health Centres in Rayside Balfour and Valley East to service the francophone population.

## Executive Summary:

At the January 31st, 2002, meeting of Council, staff were requested to prepare a report with regard to municipal involvement in the recruitment and retention of Physicians and other Allied Health Professionals. As the physician shortage in our province shows no signs of abating, the question of who should be responsible for Physician Recruitment has to be addressed. This report attempts to give a history of the physician shortage in our community, some information about those in our community who are presently involved in physician recruitment, and give Council information which will assist them in deciding whether the Municipality should be involved in Physician Recruitment and Retention and if so, to what extent. The report provides a comprehensive approach to addressing the needs of underserved areas within the City of Greater Sudbury.

## Background:

### History of Physician Recruitment

Over the past ten to twenty years, we have seen a decrease in the availability of general practitioners and specialists to provide primary health care. This decline in numbers is not just a local phenomena, but has occurred throughout Canada and in the United States as well. There are many reasons for the decline in physician resources. Today's young doctors are seeking opportunities that offer the chance to interact with other physicians and to have sufficient call coverage to achieve more time off than many of our older physicians have enjoyed in their working lives. Young physicians entering practice today look at the work patterns of older physicians and reject them as not meeting their need for a balanced lifestyle with time for family and recreation as well as their work. A larger proportion of graduating physicians are women who may work fewer hours because they are often working and having a family at the same time. Additionally, there are fewer medical school graduates choosing to become general practitioners with an increase in the numbers seeking certification as specialists. All of these factors are contributing to the shortage of physicians in general and general practitioners in particular within the City of Greater Sudbury.

In 1995, a group of concerned local citizens and physicians successfully petitioned the Ontario Ministry of Health and Long Term Care to designate the former City of Sudbury as an underserved area. By the time of amalgamation of the former area municipalities and the former Regional Municipality of Sudbury - Valley East, Onaping Falls, Capreol, Nickel Centre and Rayside Balfour were also designated as being underserved. Although, there were continued attempts to recruit more physicians, the situation was not improving, and outlying areas such as Valley East and Nickel Centre were even more in need of physicians than the rest of the City. In January of 2001, alarmed by the growing shortage of physicians and health care workers in Greater Sudbury, Mayor Jim Gordon launched the Mayor and Council's Roundtable on Physician and Allied Health Care Recruitment and Retention. The purpose of the Roundtable was to provide an opportunity for individuals from the municipal, business, health and community sectors, to share their knowledge and expertise and work towards developing Sudbury as a city of choice where health professionals would be able to balance their personal life and career. This step was absolutely essential because by that time, approximately 30,000 - 40,000 citizens in the City of Greater Sudbury had no family physician and were relying on walk in clinics and emergency departments for their primary health care. While there were physician shortages across the province, more acute shortages were occurring in Northern Ontario.

Over the past year, the Mayor and Council's Roundtable and sub-committees emanating from it