

Memo to Guido Mazza

May 30, 2002

SUBJECT: Highlights of Benchmark Review for January 1, 2002 to April 30, 2002

D. Miscellaneous Commercial/Industrial/Institutional - Cont'd...

COMMENTING AGENCIES	# OF RESPONSES REC'D OVER 5-DAY BENCHMARK
Fire Services	17
Hydro	0
NDCA	0
Plans Examination	11
PW - Roads and Drainage	0
Other (Commitment - PE/ A/S/E, Ministry of Labour, Parking Req'ts, Cond'l Agt., Written Estimate, Undertaking, Ministry of Health, Fire Marshall, Authorization, Transportation Dept., Legal & Building Renovator's License)	26
TOTAL	54

The annual report on benchmarks provided to members of Council and DLAC includes a chart illustrating yearly results for comparison purposes. It has been revised to accommodate the additional quarterly statistics Building Services has been requested to provide. A copy of this chart along with a copy of the 2002 Building Permit Statement for the month of April is attached.

If you require additional information or clarification on the statistics being provided to you, do not hesitate to contact me.



gym

Attachs.

c.c. D. Nadorozny
B. Lautenbach
R. Pitre

Building Permit Statement

GREATER SUDBURY				Last Year		2001		Current Year		2002		
	Month of: April		Year to Date		Month of: April		Year to Date		Month of: April		Year to Date	
PERMIT CLASSIFICATIONS	NO	UNITS	VALUE	NO	UNITS	VALUE	NO	UNITS	VALUE	NO	UNITS	VALUE
NEW RESIDENTIAL CANCELLED PERMITS	14	14	1,803,811	36	36	4,254,432	34	34	4,636,897	57	57	7,537,096
				2	2	218,706						
MISC. RESIDENTIAL CANCELLED PERMITS	163		1,190,999	240	1	2,276,884	81	2	1,790,156	149	2	2,977,476
				2		19,460	3		32,560	6		138,000
NEW COMMERCIAL CANCELLED PERMITS				1		910,000	1		300,000	1		300,000
MISC. COMMERCIAL CANCELLED PERMITS	14		341,393	34		1,942,320	18		1,312,959	41		3,001,854
NEW INDUSTRIAL CANCELLED PERMITS	1		2,648,900	1		2,648,900						
MISC. INDUSTRIAL CANCELLED PERMITS	3		1,024,100	11		2,795,760	3		1,024,000	10		3,557,738
NEW INSTITUTIONAL CANCELLED PERMITS										1		173,900
MISC. INSTITUTIONAL CANCELLED PERMITS	3		755,066	22		3,809,241	9		5,240,300	21		6,367,272
Vacant Land CANCELLED PERMITS	1	1	29,400	2	1	55,400						
Change of Use CANCELLED PERMITS												
Ancillary Uses CANCELLED PERMITS				2		104,158				1		9,000
OLD PERMIT CANCELLED PERMITS												
DEMOLITIONS CANCELLED PERMITS	9	7		21	17	15,000	8	7	15,800	21	12	106,600
TOTALS ISSUED PERMITS	208	15	7,793,669	370	38	18,812,095	154	36	14,320,112	302	59	24,030,936
TOTALS CANCELLED PERMITS				4	2	238,166	3		32,560	6		138,000
NET TOTALS ALL PERMITS	208	15	7,793,669	366	36	18,573,929	151	36	14,287,552	296	59	23,892,936

CHART 1 Comparison of Amount of Time Taken to Issue Building Permits - 1994-2001, including statistics for January 1, 2002 to April 30, 2002

PERMIT TYPE	2000			2001		
	No. of Permits	Average No. of Days to Issue		No. of Permits	Average No. of Days to Issue	
Residential New Construction	137 ①	8		165 ①	8.8	
Residential Minor Construction Renovations, Additions, garages, sheds, porches, decks	989 ②	5.8		1223 ②	5.4	
Commercial/Industrial/Institutional New Construction	21 ③	11		10 ③	12.4	
Commercial/Industrial/Institutional Minor Construction	226 ①	8.8		222 ①	13.1	

Note: In all four permit categories, permit issuance was affected by additional development approvals and/or applications being delayed at the request of the applicant or commenting agency. The figures outlined below reflect the number of permits in 2001 which were affected:

2001 ① 42 ② 67 ③ 7 ④ 58

N.B. Results for 2001 are still in draft form.

PERMIT TYPE	January 1, 2002 - April 30, 2002			May 1, 2002 - August 31, 2002			September 1, 2002 - December 31, 2002		
	No. of Permits	Average No. of Days to Issue		No. of Permits	Average No. of Days to Issue		No. of Permits	Average No. of Days to Issue	
Residential New Construction	49 ①	9.6							
Residential Minor Construction Renovations, Additions, garages, sheds, porches, decks	134 ②	5.1							
Commercial/Industrial/Institutional New Construction	1	8							
Commercial/Industrial/Institutional Minor Construction	47 ③	8.8							

The figures outlined below reflect the number of 2002 permits during January 1 and April 30 affected by additional development approvals and/or applications being delayed at the request of the applicant or commenting agency in three(3) of the permit classifications.

2002 ① 5 ② 7 ③ 14

Request for Decision City Council




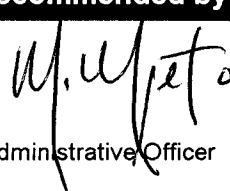
Type of Decision									
Meeting Date	June 27 th , 2002				Report Date	June 21 st , 2002			
Decision Requested		Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of	<input checked="" type="checkbox"/>	Open		Closed

Report Title
2002 Provincial Budget Overview

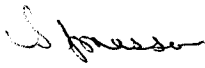
Policy Implication + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
<input checked="" type="checkbox"/>	Background Attached

Recommendation	
<input type="checkbox"/>	Recommendation Continued

Recommended by the General Manager
 Doug Wuksinic General Manager of Corporate Services, and Acting General Manager of Emergency Services

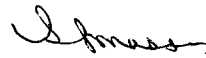
Recommended by the C.A.O.
 Mark Mieto Acting Chief Administrative Officer

Report Prepared By



Sandra Jonasson
Director of Finance/City Treasurer

Division Review



Attached is a copy of an MFOA (Municipal Finance Officers' Association of Ontario) Bulletin which provides an overview of the 2002 Provincial Budget from a municipal perspective.

The full Provincial Budget document will be reviewed by the various Departments within the City, and a further Report will be provided to Council, as required.

RECEIVED

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JUN 18 2002

MFOA

MUNICIPAL FINANCE
OFFICERS' ASSOCIATION
OF ONTARIO

FINANCE DIVISION

@MFOA

To MFOA Members

BULLETIN

June 17, 2002

***2002 Provincial Budget
3 Pages***

2002 PROVINCIAL BUDGET OVERVIEW

- Finance Minister Janet Ecker today delivered the 2002 Provincial Budget. This budget is the government's fourth balanced budget in succession, "focusing on the priorities of health care, education and a clean and safe environment".
- The balance of the 1999 commitment to a 20% reduction in residential education property tax rates is delayed until 2004. "The budget proposes to implement these reductions one year later than currently scheduled."
- The budget contains spending increases in education, health care and clean safe drinking water initiatives.
- Municipal program spending that existed prior to the budget would seem to be intact.

More Tax Cuts

- 50,000 additional low income taxpayers will be removed from the Ontario income tax roll.
- Another 620,000 additional taxpayers will pay less Ontario income tax.
- The additional 20% personal income tax cut will be delivered by 2004.

FISCAL OVERVIEW

- For the third consecutive fiscal year the Government is projecting a year end surplus. Giving due consideration to the 2001 world economic performance, a surprising outcome.
- Provincial outstanding debt remains static comparing the projected 2002 year end position to year end 2001; in excess of \$110 billion

ECONOMIC OVERVIEW

Economic Outlook at a Glance

	2000	2001	2002	2003
Real GDP Growth(%)	5.3	1.0	3.1	4.2
Employment (000's)	5,872	5,963	up to 6,079	up to 6,264
Unemployment Rate (%)	5.7	6.3	6.5 - 6.8	6.0-6.5
CPI Inflation (%)	2.9	3.1	1.8	2.02

Source: Ontario Budget 2002 p. 3,

MUNICIPAL HIGHLIGHTS

Clean Safe Drinking Water

- The Province is committed to an investment of over a half a billion dollars in the next two years on clean safe drinking water for the people of Ontario. Some \$245 million of that funding is to be made available in 2002-03. Portions of these investments will be allocated to help municipalities upgrade their water systems. Justice Dennis O'Connor's report suggests that up to \$280 million in one time costs would be required by municipalities and individuals to implement his report recommendations.

Farmland Municipal Tax Rate

- Intention is to allow municipalities to lower the current farm tax rate of 25% of the residential tax rate.
- Government owned farms occupied by tenants would be categorized in the farmlands property tax class.

SuperBuild OSTAR

- An additional \$104 million to support municipal road infrastructure.

Opportunity Bonds

- The government will consult with municipalities on the introduction of tax-free opportunity bonds. The Provincial intention is to assist municipalities as they borrow funds to maintain and or improve their infrastructure.

Tax Incentive Zones

- The government will consult with municipalities and the private sector in an effort to develop legislation that would enable tax-incentive zones in Ontario.

Beaubien Final Report Recommendations

- Mr. Beaubien's final report on assessment and property tax reform is expected to be made public in the next few weeks.

The Ontario Centre for Municipal Best Practices

- The Province has announced continued funding for the Centre for Municipal Best Practices.

A "New Deal" for Municipalities

- The Province recognizes the need for new revenue sources but continues to stress greater accountability and governance reform. The Province premisses any further development in this regard as being conditional on a new deal between the federal government and Ontario.

Health Care Capital Funding

- The Government will provide \$342 million for health capital, an increase of some 70% from the previous year. This funding may be sufficient to reduce the incidence and / or magnitude of funding requests from local hospitals to their respective municipalities.

The 2002 Budget is available on the internet at:
<http://www.gov.on.ca/FIN/bud02e/mirror.htm>

For more information contact:

Tom Bradbury
Policy Advisor
MFOA
416-362-9001 x 222
Email: tom@mfoa.on.ca

Request for Decision City Council

Type of Decision

Meeting Date	June 27 th , 2002				Report Date	June 20 th , 2002			
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only		<input type="checkbox"/>		Type of	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title

Request by D. Dorland, agent for G. and L. Quenneville for a three month extension to the conditional approval granted by Committee of the Whole - Planning Resolution 2001-142, with respect to the rezoning of Parcels 7545 and 30291, Lots 8 and 9, Concession 1, Dowling Township to permit a private camping ground on the Vermilion River.

Policy Implication + Budget Impact

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

Background Attached

Recommendation

That Recommendation #2002-13 and the minutes of the Planning Committee of June 11th, 2002, dealing with this matter be approved thereby allowing a three month extension to August 31st, 2002.

Recommendation Continued

Recommended by the General Manager




D. Nadrozny, General Manager of
Economic Development and Planning Services

Recommended by the C.A.O.



M. Mieto
Acting Chief Administrative Officer

Request for Decision City Council

Recommendation <i>continued</i>	X	Background
Please indicate if the information below is a continuation of the Recommendation or Background		
<div style="background-color: black; color: white; text-align: center; padding: 5px; margin-bottom: 10px;">Report Prepared By</div> <div style="text-align: center; padding: 20px;"> <p>W. E. Lautenbach Director of Planning Services</p> </div>	<div style="background-color: black; color: white; text-align: center; padding: 5px; margin-bottom: 10px;">Division Review</div> <div style="text-align: center; padding: 20px;">  <p>W. E. Lautenbach Director of Planning Services</p> </div>	
<p>This report is a follow up to the request by D. Dorland and G. and L. Quenneville for a 3 month extension to the conditional approval granted by the Committee of the Whole - Planning Resolution #2001-142 to permit a campground with a maximum of 16 camper trailer sites on Parcel 7545 and 30291, Lots 8 and 9, Concession 1, Dowling Township.</p> <p>At the Planning Committee meeting of June 11th, 2002, Recommendation #2002-13 was passed "Portelance-Dupuis: That the conditional approval granted under Committee of the Whole - Planning resolution 2001-142, to permit a private campground on Parcels 7545 and 30291, Lots 8 and 9, Concession 1, Township of Dowling, be extended for a period of three months to August 31st, 2002."</p> <p>At Council on June 13th, 2002, this matter was deferred in order to allow the NDCA Board to consider this matter.</p> <p>The NDCA Board on June 19th, 2002, met to consider an application on this matter which was put forward to satisfy Council's condition that</p> <p>"1. Prior to the passing of an amending by-law, the Development Services Section is to be advised by the Nickel District Conservation Authority that the applicants have provided them with a development plan which shows compliance with the NDCA's regulations."</p> <p>The NDCA Hearing was held and the application as submitted was not complete and was denied. However, the NDCA Board was amenable to review and consider a new complete application and to hold a new public hearing on this matter under the Conservation Authorities Act in the early part of August to meet the three month extension time frame requested.</p> <p>On this basis, it is recommended that Recommendation #2002-13 and the minutes of the Planning Committee of June 11th, 2002, dealing with this matter be approved thereby allowing a three month extension to August 31st, 2002.</p> <p>Should the applicant not be able to complete all of the requested requirements by August 31st, 2002, the application will lapse.</p> <p>Should Council not approve the extension requested, the file would be closed and the applicants would be required to file a new application and have a new public hearing to pursue this matter in the future.</p>		

Request for Decision City Council




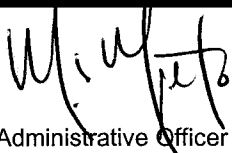
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Meeting Date	June 27, 2002				Report Date	June 18, 2002			
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title
Fluorescent Yellow-Green School Area and School Crossing Signs



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.
<input checked="" type="checkbox"/>	Background Attached

Recommendation	
<p>That the City of Greater Sudbury adopt fluorescent yellow-green reflective sheeting for the background on all new "school area" and "school crossing" signs, and</p> <p>That existing "school area" and "school crossing" signs be changed from white on blue to black on fluorescent yellow-green reflective sheeting over the next five (5) years as part of the maintenance program.</p>	
<input type="checkbox"/>	Recommendation Continued

Recommended by the General Manager
 Don Belisle General Manager of Public Works

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

Request for Decision City Council

Recommendation <i>continued</i>	x	Background
Please indicate if the information below is a continuation of the Recommendation or Background		
Report Prepared By  Dave Kivi Acting Co-ordinator of Traffic & Transportation		Division Review  R. G. (Greg) Clausen, P.Eng. Director of Engineering Services
<p>Currently, existing school warning signs have a white message on a blue background in accordance with the Ontario Traffic Manual. When these signs were first introduced, there were very few road signs with a similar colour. The unique colour made them more visible and easily identified by passing motorists who would adjust their driving behaviour accordingly.</p> <p>In recent years, the use of white on blue signs has increased along our roadways. The new tourism oriented signs are an example. To provide a unique colour for school signs, many municipalities have converted or are converting their signs to a black message on fluorescent yellow-green background. Recently, the City of Toronto has adopted the new colour.</p> <p>In 2000, the Chief Engineers Committee of the Transportation Association of Canada (TAC) approved the use of fluorescent yellow-green for school signs. While the Province of Ontario has not adopted the new colour, it is expected that they will in the future due to it's increased use and public acceptance.</p> <p>Studies by other jurisdictions to determine if the new sign colour has been effective in changing driver behaviour have been inconclusive. However, the signs are brighter and more conspicuous than the current blue and white signs.</p> <p>In May, 2002, to determine if drivers would notice the new colour, at test section of two (2) fluorescent yellow-green school area signs were installed on Notre Dame Avenue in Hanmer, adjacent to École publique Foyer-Jeunesse and École Secondaire Hanmer.</p> <p>The City's Traffic and Transportation Section surveyed motorists recognition of the new signs by stopping vehicles after they passed through the area. On the day the new signs were installed, 55 vehicles were stopped and drivers questioned. Fourteen of the drivers (25 percent) stated they had noticed the new sign. All of the drivers who noticed the signs were able to identify the colour of the signs and the majority knew the type of sign. The survey was conducted one week later, and 47 percent of drivers had noticed the new signs. Almost every driver in both surveys who noticed the new signs preferred the fluorescent yellow-green colour.</p> <p>Based on the unique colour and increased visibility, it is recommended that the City of Greater Sudbury adopt black on fluorescent yellow-green as the standard colour for school area and school crossing signs. Also, that existing blue on white school signs be changed over the next five (5) year period on an area by area basis as part of the maintenance budget.</p> <p>It is estimated that the City of Greater Sudbury has approximately 400 school area and crossing signs that would need to be changed over the next five (5) years.</p>		
		63

Request for Decision City Council

	Recommendation <i>continued</i>	x	Background
Please indicate if the information below is a continuation of the Recommendation or Background			
<p>To ensure that the new signs retain their effectiveness, it is recommended that fluorescent yellow-green be reserved for school area and school crossing signs only.</p> <p>It is important to note that school area signs used in conjunction with school speed zones (40 km/h when flashing) are required to be white on blue as prescribed by the Ontario Highway Traffic Act.</p> <p style="text-align: right;">/bb</p>			
64			

Request for Decision City Council




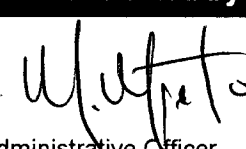
Type of Decision									
Meeting Date	June 27, 2002				Report Date	June 18, 2002			
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title
<p align="center">Replacement of a Collapsed Storm Sewer Enclosure Norm's T.V., East of Municipal Road 80 and South of Main Street, Val Caron</p>

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 Council authorize staff to proceed with the replacement of the collapsed storm sewer system at building #2924 Municipal Road 80, at a cost estimate of \$250,000.00, and</p> <p>That the quotation method be used to secure a firm price for the required work, and</p> <p>That required funds be provided from the Capital Financing Reserve Fund for Roads, and</p> <p>That work commence subject to an appropriate easement being granted from the property owner.</p>
Recommendation Continued


Recommended by the General Manager
 Don Belisle General Manager of Public Works

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

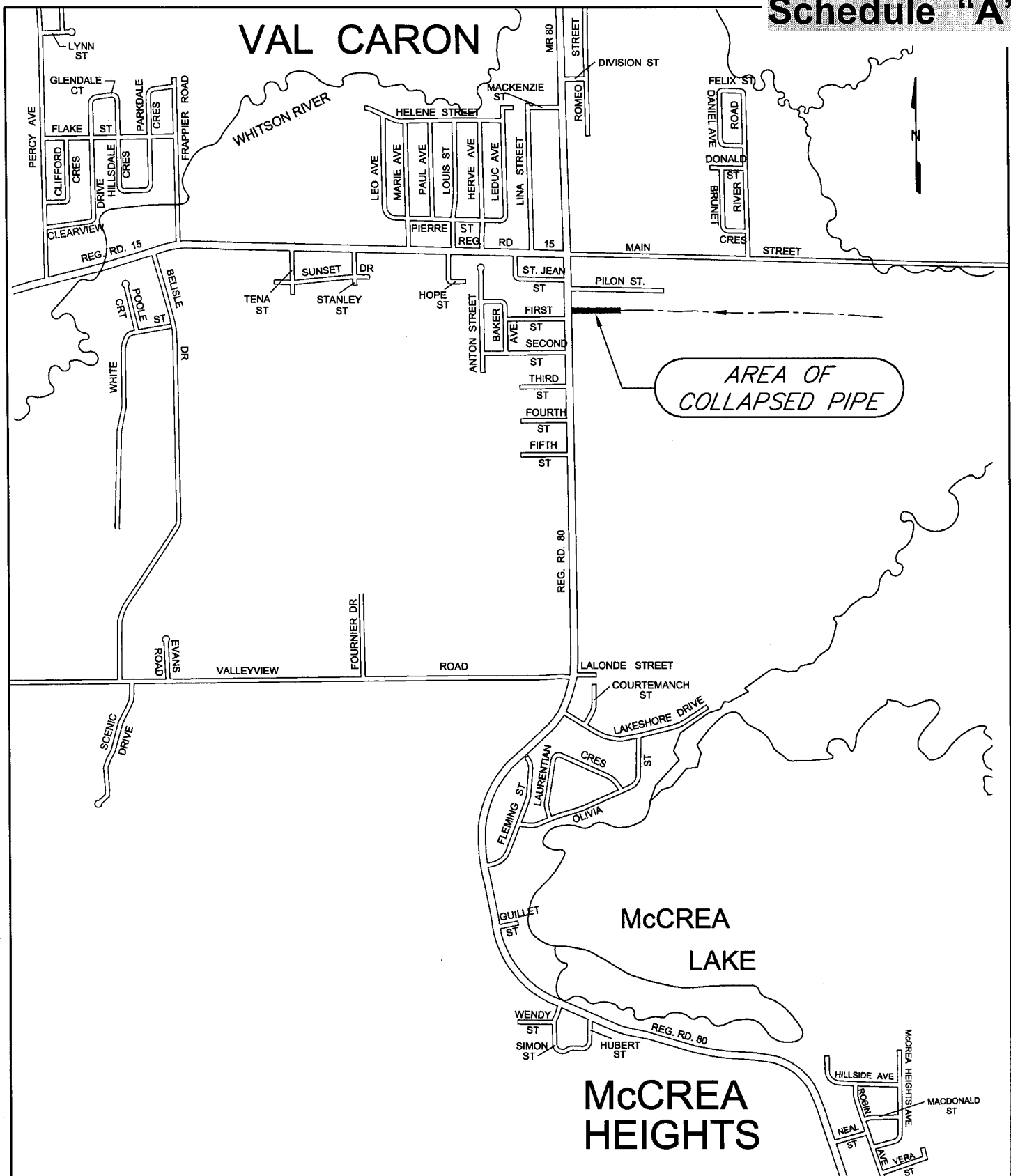
65

Request for Decision City Council



	Recommendation <i>continued</i>	x	Background
Please indicate if the information below is a continuation of the Recommendation or Background			
Report Prepared By		Division Review	
 Angelo Dagostino, P.Eng. Roads & Drainage Engineer			
<p>This spring sink holes developed in the vicinity of building #2924 Municipal Road 80. Investigation of the sinkholes has concluded that the existing 48" diameter csp enclosure has collapsed at several locations.</p> <p>This system was installed approximately thirty years ago and was repaired by the former City of Valley East some ten years ago.</p> <p>The drainage area outletting through this enclosure is large and a (2400mm x 1200mm) box culvert is required to replace the collapsed pipe.</p> <p>The cost estimate for this work is approximately \$250,000.00 and the required funds can be provided from the Capital Financing Reserve Fund for Roads which has a balance of \$2.4 million.</p> <p>It is therefore recommended that this work, emergency in nature, proceed as soon as possible, by invitation from qualified local contractors. To expedite the schedule, staff may order the pipe directly from an approved supplier if required.</p>			
Attachment		/bb	

66



HWY. 69 N. (MR 80)
**COLLAPSED STORM SEWER
 REPLACEMENT**
 VAL CARON AREA

DRAWN BY: WJK

REV No:

DATE: 2002-06-18

REV DATE:

SCALE: NTS

CAD/FILE No.:

APP'D:

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Request for Decision City Council

Type of Decision

Meeting Date	June 27, 2002				Report Date	June 18, 2002			
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title

**Upgrading of Municipal Road 80
West of Beaver Avenue to Notre Dame Avenue, Hanmer**

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 Council authorize staff to proceed in 2002, with Phase I Road and Storm Outlet Construction for the Four Laning of Municipal Road 80, from Beaver Street to approximately 300 metres east of Frost Avenue at an estimated cost of \$2.5 Million, to be funded from the existing reserve fund for Municipal Road 80 (Highway 69 North).</p>	
	Recommendation Continued


Recommended by the General Manager

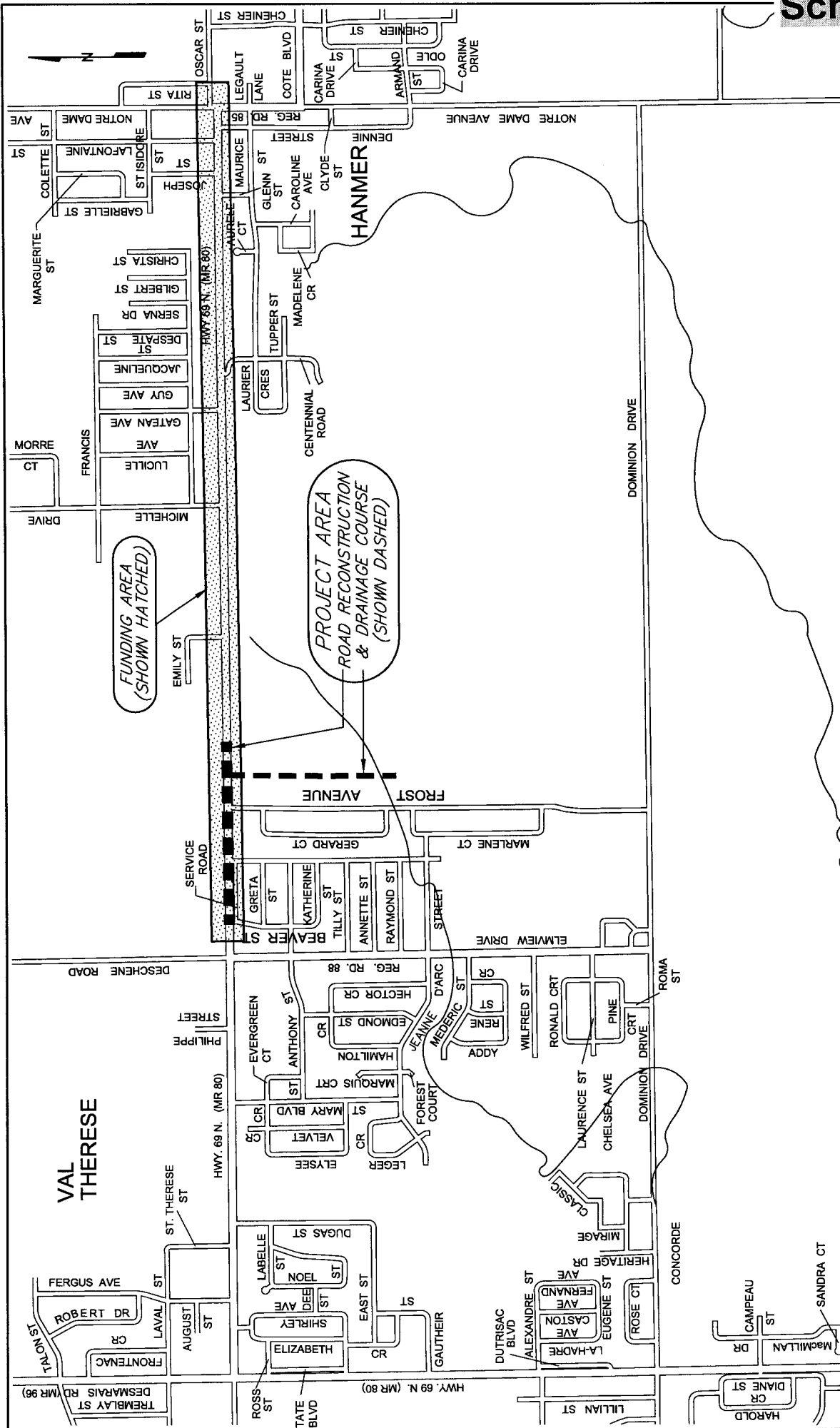

Don Belisle
General Manager of Public Works

Recommended by the C.A.O.


Mark Mieto
Acting Chief Administrative Officer

Request for Decision City Council

	Recommendation <i>continued</i>	x	Background
Please indicate if the information below is a continuation of the Recommendation or Background			
Report Prepared By  Angelo Dagostino, P.Eng. Roads & Drainage Engineer		Division Review Name and Title	
<p>The Ministry of Transportation provided the Regional Municipality funds to upgrade Municipal Road 80 (Highway 69 North), from Beaver Street to Deschene Road as per Schedule "A". By-law 98-30 was approved by The Regional Municipality of Sudbury on March 2, 1998 acknowledging the funds received from the Ministry and establishing a reserve fund for this project.</p> <p>City Council approved Policy Report regarding Reserves, Reserve Funds and Trust Funds dated November 21, 2001. This report specified a separate reserve fund for Municipal Road 80. It also recommended that this reserve fund is only to be used for the construction of Municipal Road 80, four laning; and that funds in this reserve be invested separately with interest earned credited back to this segregated reserve fund.</p> <p>The required downstream drainage outlet for Phase 1, Municipal Road 80 widening is now determined, therefore, road construction can commence at this time. The proposed widening will eliminate traffic congestion in this area and will promote development along this corridor.</p> <p>To date, this reserve fund has a balance of approximately \$5.9 Million and staff is recommending to Council to proceed with Phase I of Municipal Road 80, four laning, in 2002 at a cost estimate of \$2.5 Million.</p> <p>Attachment</p> <p>/bb</p> <p>69</p>			



HWY. 69 N (MR 80)
RECONSTRUCTION PH. 1
BEAVER ST. TO E. OF FROST AVE.



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DRAWN BY:	WJK	REV No:
DATE:	2002-06-18	REV DATE:
SCALE:	NTS	CAD/FILE No.:
APP'D:	VAL THERESE / HANMER	

Request for Decision City Council





Type of Decision									
Meeting Date	June 27, 2002				Report Date	June 19, 2002			
Decision Requested	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of	<input checked="" type="checkbox"/>	Open		Closed

Report Title
Municipal Road 80 Road Culvert Replacement at Fleming Street

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 Council authorize staff to proceed with the replacement of twin road culverts under Highway 69 North (Municipal Road 80) at Fleming Street, at a cost estimate of \$300,000.00; and</p> <p>That the concrete box culvert be ordered directly from the lowest supplier meeting all specifications; and</p> <p>That prices for the installation of required work be tendered by invitation; and</p> <p>That required funds be provided from the Capital Financing Reserve Fund for Roads.</p>
Recommendation Continued

Recommended by the General Manager
 Don Belisle General Manager of Public Works

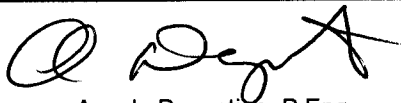
Recommended by the C.A.O.
 Mark Mieto Acting Chief Administrative Officer

Request for Decision City Council

	Recommendation <i>continued</i>	x	Background
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Please indicate if the information below is a continuation of the Recommendation or Background

Report Prepared By



Angelo Dagostino, P.Eng.
Roads & Drainage Engineer

Division Review

At the Council meeting of May 9, 2002, the General Manager of Public Works provided Council information on the failure of existing multi-plate culverts across Municipal Road 80 at Fleming Street.

Since then, two options have been considered to permanently repair these pipes; liner option and concrete box culvert. Due to the delay in delivery of required pipeliner, staff is proceeding with the concrete box culvert alternative.

Quotations for concrete box culverts have been received as summarized below .

Supplier	Description	Amount
Hanson Pipe Products Canada Inc.	15 Boxes 3000 x 2100	\$ 100,163.00
	26 Boxes 2400 x 1200	\$ 99,552.05
Rainbow Concrete Industries Ltd.	15 Boxes 3000 x 2100	\$ 109,222.00
	26 Boxes 2400 x 1200	\$ 105,452.07
Boucher Precast Concrete Ltd.	15 Boxes 3000 x 2100	\$ 66,470.00
	26 Boxes 2400 x 1200	\$ 69,000.00

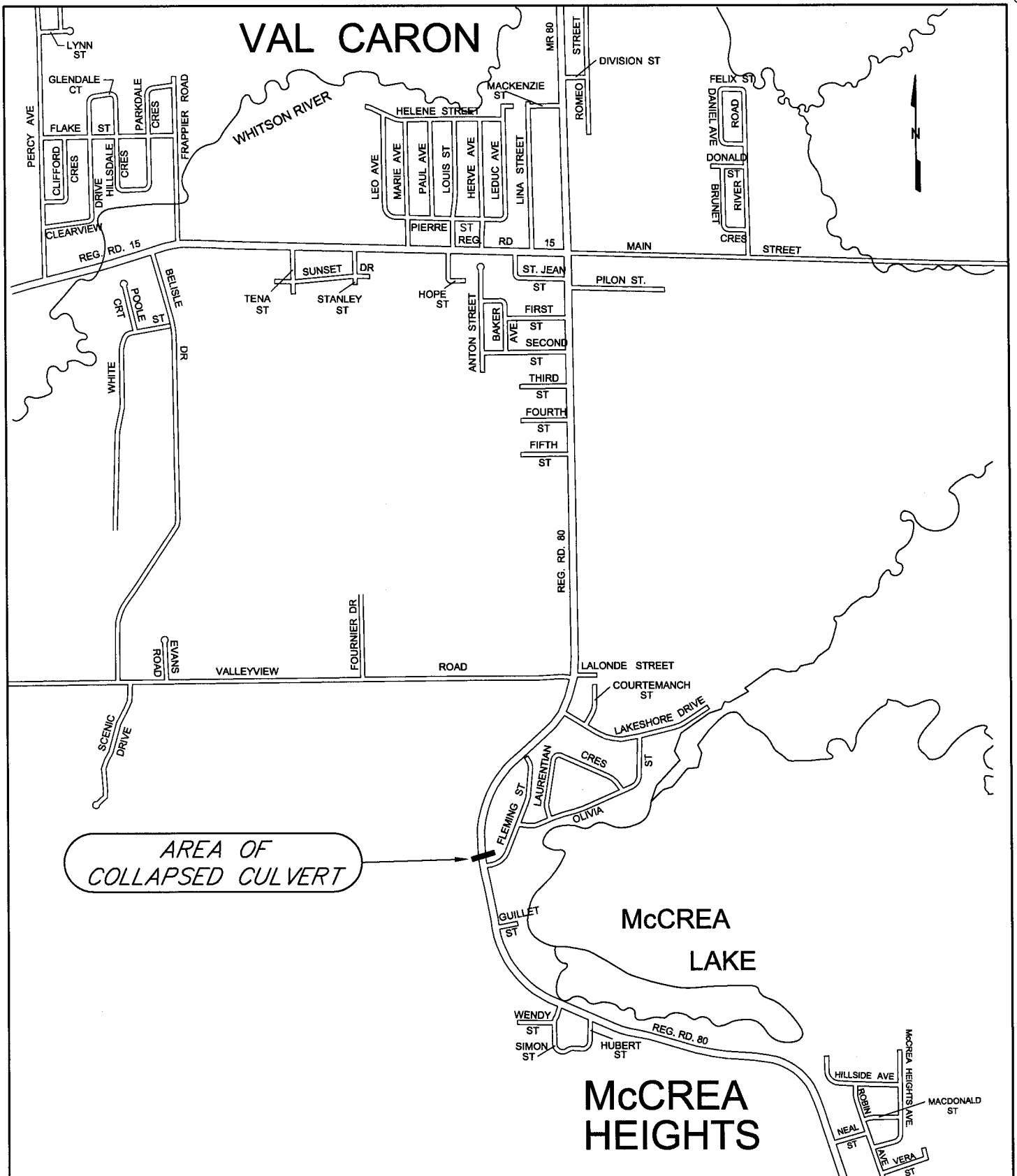
Boucher Precast Concrete Limited has provided the lowest price meeting all specifications and staff has issued a purchase order for the required material.

Due to the urgency in having the required work performed as soon as possible, staff has arranged for a tender to obtain firm prices from qualified local contractors for the required installation, traffic control, and road reinstatement. The total project may cost up to \$300,000.

Tenders will be by invitation, which is a deviation from the normal requirements of the Purchasing By-Law, which requires advertising and a minimum 15 day bidding period. Section 10(1) of the Purchasing By-Law does authorize the General Manager or Agent to waive the requirements of the By-Law in emergency situations.

Request for Decision City Council

	Recommendation <i>continued</i>	x	Background
Please indicate if the information below is a continuation of the Recommendation or Background			
<p>Construction is to commence on July 2, 2002. Pipe replacement and temporary road reinstatement is to be completed by the third week of July, 2002 and all lanes will be opened to vehicular traffic at this time.</p> <p>Permanent asphalt repair to the affected area is planned for mid September 2002.</p> <p>It is therefore recommended that staff be authorized to proceed with the required work and that funds be provided from the Capital Financing Reserve Fund for Roads which has a current balance of \$2.4 million.</p>			
			73



HWY. 69 N. (MR 80)
 COLLAPSED STORM SEWER
 @ FLEMING
 VAL CARON AREA

DRAWN BY: WJK	REV No:
DATE: 2002-06-20	REV DATE:
SCALE: NTS	CAD/FILE No.:
APP'D:	

DISCLAIMER OF WARRANTY : The data is provided "as-is", without warranty of any kind either expressed or implied. Any and all liabilities for damage, direct or indirect, however caused, and resulting in any way by use of the supplied data is the full and final responsibility of the user.
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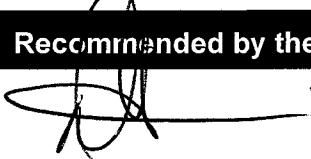
Request for Decision City Council




Type of Decision									
Meeting Date	June 27, 2002				Report Date	June 19, 2002			
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title
NATURAL GAS


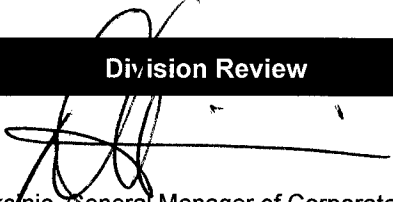
Policy Implication + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
<p>Minimal budget impact. The \$17,480.00 will be spread across the 172 natural gas accounts.</p>	
<input checked="" type="checkbox"/>	Background Attached

Recommended by the General Manager
 D. Wuksinic, General Manager of Corporate Services and Acting General Manager of Emergency Services

Recommendation
<p>That the natural gas broker consulting contract be awarded to A.E. Sharpe at the quoted contract administrative/consolidated electronic billing rate of \$.001885/cubic metres and a yearly maximum ceiling rate of \$17,480.00 per year for three (3) years commencing November 1st, 2002 to October 31st, 2005 with an option for the 4th and 5th year.</p> <p>And further, that the Manager of Supplies & Services, in consultation with A.E. Sharpe, be authorized to lock into a natural gas price for the City of Greater Sudbury during the contract period when the market timing is right.</p>
Recommendation Continued

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

Request for Decision City Council

Recommendation <i>continued</i>	✓ Background
Please indicate if the information below is a continuation of the Recommendation or Background	
<div style="background-color: black; color: white; text-align: center; padding: 5px; font-weight: bold;">Report Prepared By</div> <div style="text-align: center; margin-top: 20px;">  D. Mathé, Manager of Supplies & Services </div>	<div style="background-color: black; color: white; text-align: center; padding: 5px; font-weight: bold;">Division Review</div> <div style="text-align: center; margin-top: 20px;">  D. Wuksinic, General Manager of Corporate Services and Acting General Manager of Emergency Services </div>
BACKGROUND INFORMATION <p>The former City of Sudbury and former Regional Municipality of Sudbury were part of the Sudbury Regional Buying Group's Natural Gas Contract with Sunoco Inc. The contract runs from November 1st, 1998 to October 31st, 2002. The participants in this contract are the City of Greater Sudbury, College Boreal, Rainbow District School Board, Sudbury Regional Hospital and Conseil scolaire du district du grand nord de l'ontario. Attached is a history of the deregulation price vs. System Gas (Union Gas) from 1994 to the present. The approximate savings to the former City of Sudbury/Regional Municipality of Sudbury and Towns were \$391,284.00 from 1994 to the present.</p> <p>Historically, we have dealt directly with the gas producers, like Sunoco, rather than agents and have saved as noted. The major disadvantage in dealing with these firms directly is they do not offer services on market analysis, energy supply planning, settlement, and contract administration (eg: consolidated electronic billing, maintain proper location records and produce reports as required)</p> <p>The energy purchasing strategy hinges on predicting the future direction of prices and perfectly timed buying decisions to attempt to capture the best possible price. This approach is uncertain and continues to be risky as we try to time the market several months before the end of our contract period which is on November 1st, 2002.</p> <p>An expression of interest for prequalification was advertised on our web site and MERX. The candidates who prequalified were issued a Request for Proposal (RFP). The RFP was issued on behalf of the Sudbury Regional Buying Group (participants noted above).</p> <p>The bidders were requested to quote a price for administrative billing services based on a cubic metre basis with a maximum ceiling per year. In this scenario, the CGS end user would pay for the administrative/consolidated service provided on their invoices. The Supplies & Services Section had budgeted \$10,000.00 this year for electrical/gas consulting services which does not cover this type of service requirement. The advantage of using administrative services is we obtain expert advice regarding gas supply, pricing options, portfolio composition and market timing. Consolidated electronic billing would alleviate paper work in Accounts Payable. Presently the City receives separate monthly invoices for each city building (approximately 171) and Union Gas has no plans to move to a consolidated electronic invoicing system.</p>	
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Request for Decision City Council



	Recommendation <i>continued</i>	✓	Background
Please indicate if the information below is a continuation of the Recommendation or Background			
<p>The recommended vendor for the Natural Gas contract is A.E. Sharpe at an administrative and consolidated electronic billing rate of .001885 per cubic metre with a ceiling of \$17,840.00 per year, and is firm for three years.</p> <p>The contract will be for three (3) years commencing November 1st, 2002 and ending October 31st, 2005 with an option for the 4th and 5th years.</p> <p>The present market for natural gas is volatile. Prices are starting to decline and are expected to continue to decline further. At present, the timing is not appropriate to lock into the marketplace for gas. (see attached report from Middleton Energy Management Ltd.).</p> <p>The CGS's natural gas volume per year is approximately 4,000,000 cubic metres and works out to be approximately \$1MM per year which is one-third (1/3) the total cost. The balance of the cost, two-thirds (2/3) is the transportation cost, express from Alberta to Sudbury locations. We have no control over the transportation costs as they are controlled by the Ontario Energy Board.</p> <p>Respectfully submitted for Council's consideration.</p>			

NATURAL GAS OUTLOOK FOR 2002/04

(Updated as of June 10, 2002)

EXECUTIVE SUMMARY

The recent rally in natural gas was driven primarily by the market covering short positions which were established during late 2001. We believe that the market peaked out in early May and that these will be the highs of this contract year. From these highs, we expect to see the price gradually move lower over the summer into late August. At that point we expect to see a rally into late fall. From that point forward, the market may dip once more into a mid January 2003 low. The low in late summer or early 2003 will be the low point in the market for the next several years. Beyond that time, a very tight supply/demand scenario will prevail which will lead to very strong natural gas prices.

Summary of Recent Events

- The current storage overhang has been caused by a reduction in demand due to a slow economy and an extremely warm winter. Natural gas productivity has actually decreased over the past few months with Q1, 2002 production being down 1.8% from that of Q4, 2001.
- Snow pack and hydro conditions are some of the best in years in the Pacific Northwest. This is leading to extremely low electricity prices on the west coast of the U.S. and a large drop in natural gas demand for electrical generation (in the west). This however is only a short term event.
- Additional natural gas fired generation facilities proposed in the U.S. are being delayed or cancelled due to a glut of new power generation facilities which have flooded the market over the past 18 months. In addition, the developers of these projects have been experiencing a cash crunch and therefore are trying to divest of billions of dollars of assets in both Canada and the U.S. This cash crunch will reduce overall liquidity in the natural gas and electricity business and will make all deals including hedging more difficult and costly to complete.

Short Term Fundamentals

- The price of natural gas is now at or above replacement cost. This has resulted in a modest increase in drilling activity in both Canada and the US and taken drilling activity up off the two year lows.
- Storage levels in Canada and the U.S. are currently at record high levels for this time of year. This is a result of 1) an extremely warm winter, 2) reduced demand due to slow economic activity and 3) natural gas load being lost to customers who either shut-in or switched to alternate fuels due to last year's record high prices.

Middleton Energy Management Ltd.
Suite 1860, 205-5th Ave. S.W., Calgary, Alberta, Canada
Phone: (403) 750-9301, Cell (403) 870-7677, Fax: (403) 296-0534, e-mail: chuck_baumgart@hotmail.com

- Expect storage levels to refill and return to near record levels by late October. The current over hang in storage inventories will result in a decrease in demand for storage gas over the summer months. This demand reduction amounts to approximately 3 BCF/d or 6%, which will partially be offset by increased demand due to increasing economic activity. Barring an extremely hot summer, this year over year summer net reduction in demand will place downward pressure on natural gas prices over the summer months.
- The price of natural gas over the past several months has resulted in a drop of drilling activity in both Canada and the U.S. One year ago, there were 1264 active rigs in the U.S. and 275 in Canada. Today there are 847 active rigs in the U.S. and 180 in Canada. This represents a total drop of 512 rigs or 33%. On average, the budget cuts for major oil & gas production companies has averaged 20-25% for 2002. We expect to see this reduction in drilling activity to result in declining field productivity by mid 2002 with the major effects being noticed in 2003 and beyond.
- Economic signals including interest rates, consumer confidence, purchasing orders, and housing starts all point to a strengthening economy on a go forward basis. This data all points to increased energy demand during the later part of 2002 and beyond.
- A mild El Nino is currently developing in the Pacific Ocean and is expected to become prevalent during late 2002 or early 2003. Although this weather event tends to moderate the winter climate, it will be nearly impossible to have a winter that would be warmer than that of 2001/02. Therefore expect winter natural gas demand due to heating requirements to be higher during the winter of 2002/03 vs. 2001/02. This will lead to higher prices in the 2003.

Short Term Pricing Implications

- We are now past a short covering of paper positions which was the main catalyst for prices to rally this spring. We believe that the highs of the current contract year are now in and a gradual decline in prices is now taking hold. On a go forward basis through the remainder of the summer, expect the NYMEX price to drop back to the \$2.50-\$2.75 US/MMBtu range with AECO prices in the range of \$3.00 - \$3.50/GJ range. We expect this to occur during late August or early September.
- Following the price drop, watch for the market to begin to trade upwards into fall with a target in the range of \$3.50 US/MMBtu (\$4.25/GJ @ AECO).

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Long Term Fundamentals

- Merger activity over the past two years has taken capital out of the energy business and placing it into debt repayment and balance sheet clean-ups. Examples here include Exxon/Mobil, BP/Amoco, Phillips/Conoco/Gulf/Crestar, Devon/Mitchell/Anderson, Burlington/Canadian Hunter, Apache/Fletcher Challenge and most recently Pan Canadian/AEC. Drilling activity will recover slowly but will be hampered by this capital allocation situation.
- The current natural gas production decline rate in both Canada and the U.S. is approximately 25% per year or 2% per month. At this rate of decline, one month of producer in-activity would eliminate a 2% supply/demand imbalance (which is an estimate of the current supply overhang).
- Most drilling activity in Canada and the U.S. has been of the development nature vs. exploratory. This type of drilling speeds up the recovery of existing reserves but generally does not find new reserves. This activity is only increasing the production decline problem referenced above.
- In excess of 80% of all new power development projects in North America are natural gas fired. Therefore the power sector represents a significant potential demand for natural, however this demand will be subdued due the current delays and cancellations of projects in both Canada and the U.S. Power generation currently represents 26% of all natural gas consumption; therefore this sector is key to future natural gas prices and volatility.
- Natural gas is a finite resource in North America. Current supply is sufficient to meet current demand, however supply increases from the traditional production fields within North America will be limited since these fields are fairly well developed. Therefore the price will need to be sufficiently high to provide producers with sufficient returns to develop less traditional reserves while the price must also be low enough to ensure large industrial customers maintain their production base within North America.

Long Term Pricing Implications

- As indicated above, non-traditional sources of natural gas will be required to maintain a long-term supply/demand balance in North America. The non-traditional sources include coal seam, East Coast Offshore, Mackenzie Delta, Alaska, and Liquefied Natural Gas. All of these sources require a sustained NYMEX price of at least \$3.50 US/MMBtu to be economic. Therefore it can be expected that the NYMEX price will migrate to and at many times exceed this range to ensure new production sources are added in North America.

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- The market price during late 2001 and early 2002 resulted in reduced spending within the oil & gas industry. The pricing level over that time period was not high enough to promote sufficient drilling to provide a stable or growing supply base. Prices will need to increase to the \$3.50-\$4.00 US/MMBtu range (\$4.50-\$5.25/GJ @ AECO using a \$0.40 US/MMBtu basis) to provide adequate supply to meet current and future demand.
- On a go forward basis, expect longer-term prices to remain extremely strong to reflect the long-term supply/demand fundamentals but short-term prices may drop to reflect fundamentals currently in the market. We expect that as the short-term prices drop, the long-term prices will drop very little or may even begin to rise as buyers anticipate a pending tight supply/demand situation.
- Do not expect to see NYMEX prices above the \$5.00 US/MMBtu range for any length of time as this will result in massive loss of demand (as we have already seen) and an over supply situation which was seen during 2001.

Pricing Recommendations

- Once prices dip into the later part of 2002, a strategy may be to lock in a larger portion of a consumer's requirements in the early years with less in later years (i.e. 50% in year 1, 50% in year 2, 30% in year 3, 25% in year 4, and 15% in year 5).
- One method of locking in these prices would be by purchasing fixed price gas at AECO for the terms indicated above.
- An alternative to this strategy (which will probably result in a lower cost) is to lock in the NYMEX price for the same period of time as for the AECO prices but remain floating with the basis differential and the currency exchange rate between the Canadian and U.S. dollar. The reasoning behind this is that the AECO price is a function of both the exchange rate and the basis differential. If the basis differential gets more negative (wider), then the AECO price drops relative to the NYMEX price. Along the same lines, if the Canadian dollar gains strength against the U.S. dollar, then the AECO price also drops. There are good fundamental reasons to believe that the basis differential will get wider and that the Canadian dollar will strengthen over time. Therefore, although this strategy may be slightly more complex, it has a good probability of resulting in lower gas costs than locking in AECO prices directly.

Prepared by: C.M. (Chuck) Baumgart
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Chart (A)



Natural Gas Savings To former City/Region/Towns (presently CGS)

History of Contract Price vs System Gas 1994-2002

Year	Volume (cubic metres)	Contract Gas (unit price cubic metres)	System Gas (unit price cubic metres)	Difference (unit price cubic metres)	% of Difference Savings (-)	Savings(-)
1994/1995	4,000,000	.073	.086	-.013	-17.8	\$ 52,000.00
1995/1996	4,000,000	.049	.054	-.005	-10.2	\$ 20,000.00
* 1996/1997	4,000,000	*-----	*-----	*-----	*-----	*-----
1997/1998	4,000,000	.073	.094	-.021	-28.8	\$ 84,000.00
1998/1999	4,000,000	.100	.102	-.002	- 2.0	\$ 8,000.00
1999/2000	4,000,000	.124	.127	-.003	- 2.4	\$ 13,284.00
2000/2001	4,000,000	.207	.267	-.060	-29.0	\$240,000.00
2001/2002	4,000,000	.248	1,000,000 .222	+.026	+12.6	\$ + 26,000
		.248	3,000,000 .248	0	0	0

AVERAGE SAVINGS

-0.11 -11%

TOTAL SAVINGS

\$391,284.00

* Note: No record - Did not use this year in the calculation.

Chart (B)



Natural Gas Estimated Potential Savings for the City of Greater Sudbury Residents

(using the savings outlined on Chart “A”)

Yearly Volume	Savings Using History of City's Savings since 1994/1995	Potential Yearly Savings TOTAL
147,000,000 cubic metres (Residents on System Gas in the CGS)	.011 or 11%	<u>\$1,617,000.00</u> To City Residents

Request for Decision City Council

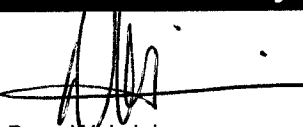



Type of Decision									
Meeting Date	June 27th, 2002				Report Date	June 21st, 2002			
Decision Requested	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only			<input checked="" type="checkbox"/>	Type of	<input checked="" type="checkbox"/>	Open		Closed

Report Title
RECRUITMENT PROCESS FOR THE HIRING OF A CHIEF ADMINISTRATIVE OFFICER

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.
<input checked="" type="checkbox"/>	Background Attached

Recommendation
<p>That Council approve the recommendations contained in the Report dated June 21st, 2002 from the General Manager of Corporate Services/Acting General Manager of Emergency Services. Further, that the Hiring Committee for a Chief Administrative Officer be composed of:</p> <p>Mayor Jim Gordon Councillor _____ Councillor _____ OR: Mayor Jim Gordon Councillor _____ Councillor _____ Councillor _____ Councillor _____ Councillor _____ Councillor _____</p> <p>with full support from the external consultant selected for the project.</p>
<input type="checkbox"/> Recommendation Continued

Recommended by the General Manager
 Doug Wuksinic General Manager of Corporate Services and Acting General Manager of Emergency Services

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

Report Prepared By



M.J. Scott
Co-Ordinator of Human Resources

Division Review



Patrick Thomson
Director of Human Resources

BACKGROUND

Highlights of the Policy regarding the recruitment of a Chief Administrative Officer are:

1. The Director of Human Resources provide an action report to Council requesting authorization to hire a C.A.O. and appoint members of a Recruitment and Selection Team.
2. The Recruitment and Selection Team be comprised of the Mayor and two (2) members of Council.
3. The Recruitment and Selection Team determine the process for the posting the position.
4. The Position be advertised in both official languages in newspapers with local, provincial and national distribution.
5. The Selection Committee may use the assistance of an outside Recruitment Specialist/Firm.
6. A Weighted Short-listing Tool will be developed and used.
7. Testing may be used.
8. An Interview Instrument and Interview Process will be developed and used.
9. Reference checks will be made on the top three (3) candidates.
10. City Council will review the recommendation of the Recruitment and Selection Team to authorize hiring.

PROGRESS OF PROCESS FOR THE RECRUITMENT OF A C.A.O.

Council received a Report for Information regarding Senior Staff Position Vacancies and the Recruitment Process at its meeting of June 13th, 2002 attached as Appendix "A".

As outlined in this Report, the Recruitment and Selection Process allows for the Selection Team to be composed of the Mayor and two (2) Members of Council. At this meeting, it was also suggested that the Selection Team be composed of the Mayor and six (6) Members of Council. The composition of the Selection Team has yet to be determined.

JOB DESCRIPTION AND SPECIFICATIONS

Council has approved the Job Description for Chief Administrative Officer when it approved By-Law 2002-152A on May 30th, 2002. The Job Description (attached as Appendix "B") would form the basis of all internal and external advertising, form the basis on which candidates would be short listed for interview and form the criteria under which candidates would be assessed. It is a critical document.

On February 13th, 2001, City Council adopted the Transition Board's recommendation to establish its Non Union pay rates to the average of a set list of similar sized/scoped municipalities in Ontario. The list is:

- The Municipality of Chatham-Kent
- The City of Thunder Bay
- The City of Kingston
- The City of Oshawa
- The City of Burlington
- The City of Kitchener
- The City of Greater Sudbury
- The City of London
- The City of Hamilton
- The Region of Halton
- The Region of Waterloo
- The Region of Niagara

The 2002 average salary paid from this municipal group for the position of C.A.O. is \$158,500. With respect to this salary for the City of Greater Sudbury, Gazda Houlne and Associates Inc. is recommending a range of \$136,000. to \$160,000. per annum plus an incentive.

Conditions of employment would be the same as the other Executives of the City of Greater Sudbury.

Subject to negotiation with the successful candidate, we will advise short listed candidates that the minimum employment relationship is for a three (3) year term, subject to renewal or extension by the Council of the City of Greater Sudbury. To protect the interests of the successful candidate, the employment contract will contain a clause which states that negotiations on renewal/extension of the contract must commence at a reasonable point of the

employment contract between the C.A.O. and designated representatives of the City, and if those negotiations have not concluded by a specified deadline, that the termination provisions of the employment contract will be deemed triggered. Those termination provisions will provide the successful candidate to the position with reasonable working notice (or pay in lieu of working notice) of a length similar to what he/she would receive if he/she was terminated from his/her existing Employer (based on position and length of service). This exit provision in an employment contract is necessary if we are to have any hope of attracting a quality candidate pool.

HIRING OF AN EXTERNAL RECRUITMENT SPECIALIST

The Report for Information noted above also recommended that an outside Recruitment Specialist be used to manage the competition for three (3) reasons:

1. The current excessive workload in the Human Resources Division;
2. The removal of any perception of bias; and
3. The resources and contacts available to an external Specialist.

The estimated cost of the consultant is \$30,000. to \$45,000. This cost can be funded from the savings resulting from the interim filling of the C.A.O. position and the backfilling of various management positions resulting from this vacancy at a lower rate of pay than that paid to former incumbents. The amount that will be saved as at June 30th, 2002 is \$11,200 and increases by \$1,975 per week until a new C.A.O. is in place. In the alternative, funds exist in the Professional Assistance Account.

The firm/specialist hired would directly handle the advertising and applications, produce the recruitment tools and educate the Hiring Team in the application of the tools and the interview process.

The firms who have expressed interest in the recruitment of a C.A.O. for the City of Greater Sudbury, are:

Doug Colling
DHR Canada
2 Robert Speck Parkway, Suite 750
Mississauga, ON L4Z 1H8

Glenda McLachlan
Rushmore Judge Inc.
65 Queen Street West, Suite 1602
Toronto, ON M5H 2M5

Based on our networking feedback, the Cities of Hamilton, Kitchener, Toronto and Ottawa used the following firms who recently conducted senior level executive searches for them:

Heidrick & Struggles
BCE Place
161 Bay Street, Suite 2310
Toronto, ON M5J 2S1

Ray & Berndtson/Robertson-Surrette Inc.
29 Beechwood Avenue, Suite 200
Ottawa, ON K1M 1M2

Pricewaterhouse Coopers
145 King Street West, 23rd Floor
Toronto, ON M5H 1V8

The above three (3) firms have experience in executive placement for municipal governments and therefore understand the unique challenges facing senior management in a municipal setting rather than in a private sector environment.

The placement of a Chief Administrative Officer is time sensitive and it is recommended that the Director of Human Resources or his designate be authorized to negotiate the terms of the Recruitment Agreement with the consultant upon Council's approval.

REQUIREMENTS FOR HIRING CONSULTING AND PROFESSIONAL SERVICES

Purchasing By-Law 2001-2 allows for a General Manager to purchase consulting fees when the amount of the fee is less than \$50,000. Since the fee in this instance would be below that amount, this recommendation is in accordance with the Purchasing By-law.



Agenda Report

IN CAMERA
Report To: CITY COUNCIL
Report Date: June 7th, 2002
Meeting Date: June 13th, 2002
Subject: Senior Staff Position Vacancies and the Recruitment Process
Department Review:


 D. Wuksinic
 General Manager, Corporate Services and
 Acting General Manager, Emergency Services

Recommended for Agenda:


 M. Mieto
 Acting Chief Administrative Officer

Report Authored by: D. Wuksinic, General Manager of Corporate Services, and
 Acting General Manager of Emergency Services

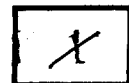
REPORT FOR INFORMATION

Executive Summary:

Currently, there are two Senior Staff vacancies; namely, the Chief Administrative Officer and the General Manager of Emergency Services/Fire Chief. The temporary assignment of staff to these positions has resulted in numerous "Acting Positions" throughout the organization.

The Recruitment and Selection Process for senior positions is covered by Council Policy, and is attached for your information.

c.c. Mayor
 Council
 CAO
 General Managers



Distributed June 7, 2002

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Report Title: Senior Staff Position Vacancies and the Recruitment Process

Date: June 7th, 2002

Page 2

Background:

There are two Senior Positions within the organization that are currently vacant; namely, that of the Chief Administrative Officer (CAO) and the General Manager of Emergency Services/Fire Chief, which has resulted in a number of "Acting Positions".

The Policy with regard to the hiring of a CAO and General Manager are covered in the attachment. Some of the highlights are as follows:

For the Recruitment and Selection of a Chief Administrative Officer (CAO)

1. The Director of Human Resources to bring a report to Council with regard to the CAO vacancy;
2. A Selection Committee of Council made up of the Mayor and two Members of Council be appointed;
3. The job functions and circumstances regarding a CAO position be reviewed by Council;
4. The Position will be advertised in both official languages in newspapers with local, provincial and national distribution;
5. The Selection Committee may use the assistance of an outside Recruitment Specialist;
6. A Short Listing Tool will be developed and used by the Selection Committee;
7. Testing may be used;
8. An Interview Instrument and Interview Process will be developed and used;
9. Reference checks on the top three candidates will be undertaken;
10. The Selection Team will make a recommendation to Council on the Preferred Candidate.



Report Title: Senior Staff Position Vacancies and the Recruitment Process
Date: June 7th, 2002

Page 3


For the Recruitment and Selection of General Manager (GM) Positions

1. The CAO will notify Council of the need for a replacement;
2. The Recruitment Team will be made up of the CAO and two Members of Council;
3. The Job Description and circumstances relating to the specific GM Position will be reviewed prior to recruitment starting;
4. That the GM Position will be advertised locally in both official languages, and may be advertised in newspapers with provincial and/or national circulation;
5. The Recruitment Team may use the services of an outside Recruitment Specialist;
6. A Short-listing Tool will be developed and used;
7. Testing may be used;
8. An Interview Instrument and Interview Process will be developed and used;
9. Reference checks will be made on the top three candidates;
10. The CAO will recommend the Preferred Candidate to Council.

It is recommended that for these two recruitments an outside Recruitment Specialist be used to manage the competition for three reasons:

- a) The current excessive workload in the Human Resources Division;
- b) To remove any perception of bias; and
- c) That an outside recruitment firm would have the resources and contacts, not available to the Municipality, to seek out candidates for both of these positions.

It is also suggested that emphasis be placed on Step 3 of the Process whereby a review of the Job Description, its duties and responsibilities, and a salary review be conducted to ensure competitiveness within the market, prior to any public advertisements being placed.



APPENDIX "B"

HIRING POLICY PROVISIONS APPLYING ONLY TO GENERAL MANAGER AND C.A.O. VACANCIES

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

General Manager is defined under Policy as: the General Managers of Corporate Services, Health and Social Services, Economic Planning and Development Services, Public Works, Citizen and Leisure Services, Emergency Services. (Reference Permanent Hiring Policy, 1996 - 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 City 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 City Council before hiring may take place. (Reference Permanent Hiring Policy, 1996 - 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 City 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, 1996 - 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, 1996 - 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, 1996 - 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, 1996 - 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 all three candidates (as outlined in Section 5.1) and present his/her recommendation of the successful candidate to the Recruitment

prepare a recommendation for consideration by City Council.

City 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, 1996 - 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 City 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 City Council before the Recruitment and Selection Team begins the hiring process. (Reference Permanent Hiring Policy, 1996 - Section 2.3);

- b) The Recruitment and Selection Team will be comprised of the Mayor, and two members of City 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, 1996 - 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, 1996 - 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, 1996 - 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 Instruments which may be considered for use is included in Step 9 of the Guidebook. (Reference Permanent Hiring Policy, 1996 - 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, 1996 - 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 all three (3) candidates (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 City Council. The report to City Council will include information regarding the top three candidates for the position.

City 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, 1996 - 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, 1996 - Section 7.2).

THE CITY OF GREATER SUDBURY

JOB DESCRIPTION

JOB TITLE:	CHIEF ADMINISTRATIVE OFFICER	DATE PREPARED:	March 2, 2000
GROUP NO.:		DATE REVISED:	June 28, 2000
SECTION:		DIVISION:	
DEPARTMENT:	Office of the Chief Administrative Officer	LOCATION:	Tom Davies Square

MAIN FUNCTION: The position is responsible to Council for the administrative quality customer service co-ordination and/or direction of all departments and through the various Senior Staff ensure the effective utilization of the Corporation's human and financial resources, through preparation and implementation of annual Business Plans.

The position ensures the execution of programs approved by Council in accordance with policies established by Council and relevant governing legislation.

The position acts as principal advisor to Council in expressing opinions or making recommendations on matters coming before Council.

CHARACTERISTIC DUTIES: UNDER THE GENERAL DIRECTION OF THE MAYOR AND SUBJECT TO THE POLICIES ESTABLISHED BY RESOLUTION OR BY-LAW OF COUNCIL:

1. Responsible for preparation of an annual consolidated Business Plan covering each mandated service of the Corporation, in concert with the budgeting process. The plan will detail expected service/performance outputs, resource inputs to achieve those outputs, and the performance measures used to assess corporate performance.
2. As a tandem/integrated process to business planning and execution, responsible for the development and presentation of annual budgets by securing budget guidelines from Council, reviewing departmental estimates for every cost centre, providing advice to Council at budget hearings and monitoring and controlling the budget throughout the fiscal year.
3. Responsible to administer and control the Corporation to achieve results through leadership and direction of Senior Staff in accordance with the Business Plan, policies and programs established by Council. Direct general financial control of all departments, review and recommend any changes to the Corporation's organizational structure on a regular basis and communicate changes in corporate policy to all levels of management.
4. Responsible for the efficient administration of all Departments by review and approval following consultation with Senior Staff, administrative programs and policies, as well as approving expenditures, deviations from budget, and other matters, as delegated by Council.
5. Present, in conjunction with respective Senior Staff, periodic reports and documents covering the operations and financial activities of The City of Greater Sudbury to the Mayor and subsequently Council.
6. Develop and maintain liaison with officials, groups, agencies and government departments as is necessary to carry out the responsibilities of the Chief Administrative Officer and promote the interests of the City.
7. Advise and assist the Mayor and Members of Council on matters requiring their attention.
8. Set Corporate wide administrative policy.
9. Develop and maintain a thorough working knowledge of CGS's Safety Manual and the applicable Provincial Legislation listed therein.
10. Perform other duties and exercise other powers as Council may from time-to-time confer or impose.
11. Perform other related duties as required.

NOTE: The above duties are representative of a typical position and are not to be construed as all inclusive.

**THE CITY OF GREATER SUDBURY
JOB DESCRIPTION
CHIEF ADMINISTRATIVE OFFICER**

QUALIFICATIONS

EDUCATION AND TRAINING:

Successful completion of a University Degree in a related discipline from a recognized University with Canadian accreditation.

EXPERIENCE:

At least ten (10) years of senior level experience in the management of municipal government affairs and administration

KNOWLEDGE:

Comprehensive knowledge of government affairs, governing legislation, and public responsibilities.

Sound knowledge of fundamental and advanced business management principles and best practices.

Knowledge of the local community's strengths, opportunities and challenges.

ABILITIES:

Proven administrative and Managerial abilities in directing and overseeing the activities of several large departments with wide ranging public responsibilities.

Demonstrated leadership ability in successfully moving a large organization to a common goal.

Demonstrated interpersonal skills in dealing with public and private officials, groups and agencies.

PERSONAL SUITABILITY:

Ability to adapt management style to the needs of Council and subordinate Employees.

Satisfactory health, attendance and former employment history.

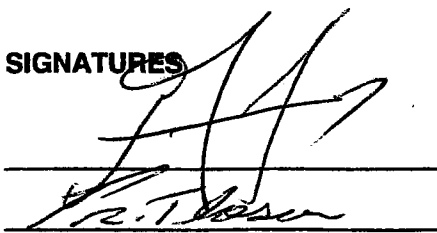
Bilingualism (English-French) a definite asset.

APPROVED BY:

CHAIR, TRANSITION BOARD, CGS:

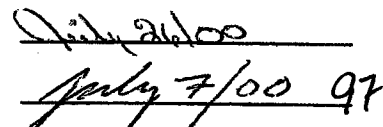
DIRECTOR OF HUMAN RESOURCES:

SIGNATURES



The block contains two handwritten signatures. The first signature is a stylized 'JH' for the Chair of the Transition Board, CGS. The second signature is 'R. T. Mason' for the Director of Human Resources. Both signatures are written over horizontal lines.

DATE



The block contains two handwritten dates. The first date is 'July 26/00' for the Chair of the Transition Board, CGS. The second date is 'July 7/00' for the Director of Human Resources. Both dates are written over horizontal lines.

Minutes

City Council Minutes	2002-06-13
Committee of the Whole - Planning	2002-06-25
Priorities Committee Minutes	2002-06-26
Tender Opening Committee	2002-06-18
Greater Sudbury Police Services	2002-05-22

**THE THIRTY-SECOND MEETING OF THE COUNCIL
OF THE CITY OF GREATER SUDBURY**

**Committee Room C-11
Tom Davies Square**

**Thursday, June 13th, 2002
Commencement: 4:30 p.m.**

DEPUTY MAYOR DOUG CRAIG, IN THE CHAIR

Present Councillors Bradley; Callaghan; Courtemanche; Davey; Dupuis; Gainer (A4:37 pm); Kilgour (A4:34 pm); McIntaggart; Portelance; Petryna; Mayor Gordon

City Officials M. Mieto, Acting Chief Administrative Officer; D. Belisle, General Manager of Public Works; C. Hallsworth, General Manager of Citizen & Leisure Services; D. Nadorozny, General Manager of Economic Development & Planning Services; C. Sandblom, Acting General Manager of Health & Social Services; D. Wuksinic, General Manager, Corporate Services and Acting General Manager, Emergency Services; R. Swiddle, Director of Legal Services/City Solicitor; S. Jonasson, Director of Finance/City Treasurer; P. Thomson, Director of Human Resources; P. Archambault, Assistant City Solicitor; T. Mowry, City Clerk; G. Ward, Council Secretary

Others J. Rook, Q.C., Blake, Cassels & Graydon

Declarations of
Pecuniary Interest None declared.

"In Camera" 2002-348 Kilgour/Dupuis: That we move "In Camera" to deal with litigation and personnel matters in accordance with Article 15.5 of the City of Greater Sudbury Procedure By-law 2001-03 and the Municipal Act, R.S.O. 1990, c.M.45, s.55(5).

CARRIED

Recess At 6:55 p.m., Council recessed.

Reconvene At 7:02 p.m., Council moved to the **Council Chamber** to continue the regular meeting.

Chair **HIS WORSHIP MAYOR JAMES GORDON, IN THE CHAIR**

Present Councillors Bradley; Callaghan A(7:03 pm); Courtemanche; Craig; Davey; Gainer (A8:30 pm); Kilgour; McIntaggart; Portelance; Petryna

City Officials M. Mieto, Acting Chief Administrative Officer; D. Belisle, General Manager of Public Works; C. Hallsworth, General Manager of Citizen & Leisure Services; D. Nadorozny, General Manager of Economic Development & Planning Services; C. Sandblom, Acting General Manager of Health & Social Services; D. Wuksinic, General Manager, Corporate Services and Acting General Manager,

City Officials
(Continued)

Emergency Services; J. Cunningham, Deputy Chief of Police, Sudbury Police Service; S. Jonasson, Director of Finance/City Treasurer; R. Swiddle, Director of Legal Services/City Solicitor; A. Dagostino, Roads and Drainage Engineer; P. Aitken, Government Relations/Policy Analyst; C. Riutta, Administrative Assistant to the Mayor; N. Charette, Manager of Corporate Communications and French-language Services; C. Gore, Manager of Volunteerism and Community Development; J. Lahti, Legal Secretary; T. Mowry, City Clerk; G. Ward, Council Secretary

News Media

The Box; MCTV; Sudbury Star; CIGM

Declarations of
Pecuniary Interest

None declared.

PRESENTATIONS

Item 4
Mayor & Council's
2002 Civic Awards
for Volunteerism

Report dated 2002-05-21 from the General Manager of Citizen & Leisure Services regarding Mayor and Council's Civic Awards for Volunteerism was received.

Ms. N. Lacasse and Councillor Courtemanche addressed Council highlighting the background and contributions made to the community by the recipients receiving the first Mayor and Council's Civic Awards.

Mayor Gordon, on behalf of all Members of Council, presented the Mayor and Council's Civic Awards for Volunteerism to the following recipients:

Hazel (Dell) Edwards
Skead Recreation Committee
Deborah Kosher and Don Bakker - "Breakfast World"

DELEGATIONS

Item 5
Greater Sudbury
Youth Strategy

Report dated 2002-06-07 from the General Manager of Economic Development & Planning Services regarding Greater Sudbury Youth Strategy was received.

Councillor Courtemanche introduced the presenters of the Greater Sudbury Youth Strategy.

Mr. S. Poland, Business Development Officer, Mr. Paul Denis and Ms. Tracey Corrigan, Designates from the "Youth Cabinet" addressed Council with an overhead presentation of the goals and objectives of the Greater Sudbury Youth Strategy.

Item 5
(Continued)

The following resolution was presented:

2002-349 Davey/Kilgour: WHEREAS a Youth Cabinet was established in conjunction with the Greater Sudbury Youth Strategy in keeping with Council's Strategic Priorities as stipulated in Rules and Procedure By-law 2002-202, Article 1.6 which speaks to "engaging young people to develop strategies for attracting and retaining youth" in our community;

NOW THEREFORE BE IT RESOLVED THAT COUNCIL APPROVE THE CREATION OF THE Greater Sudbury Youth Cabinet - through its Executive Working Group, the Group of 9 - as the liaison and resource to Council regarding youth issues in Greater Sudbury, in accordance with the mission, goals and membership as outlined in the staff report dated June 7, 2002.

RECORDED VOTE:

YEAS

NAYS

Bradley
Callaghan
Courtemanche
Craig
Davey
Kilgour
McIntaggart
Petryna
Portelance
Gordon

CARRIED

Item C-6
Sudbury & District
Labour Council

Letter from A.E. Bass, President, Sudbury & District Labour Council regarding the Ontario Electricity Coalition requesting support for a resolution calling on the Government of Ontario to cancel its plans to deregulate and privatize electricity was received.

Mr. John Filo, Past President, Sudbury & District Labour Council, and Mr. Pat Tallon, Chair, Electrical Utilities Workers Coordinating Committee, C.U.P.E., addressed Council requesting support for the cancellation of deregulation and privatization of the electricity system.

The following resolution was presented:

2002-350 Davey/Kilgour: WHEREAS our municipality cannot afford to pay any significant increase in electricity rates and any increase would have a devastating effect on the people and the economy of our community;

Item 6
(Continued)

AND WHEREAS the Government of Ontario has not been able to provide any assurances about the stability of electricity rates following privatization and deregulation;

AND WHEREAS critics of the government's plan to deregulate and privatize electricity in May 2002 predict that rates will double;

THEREFORE BE IT RESOLVED THAT the Council of the City of Greater Sudbury publicly call on the Government of Ontario to cancel its plans to deregulate and privatize electricity.

CARRIED

MATTERS ARISING FROM THE "IN CAMERA" SESSION

Rise and Report

Deputy Mayor Craig, as Chairman of the Committee of the Whole, reported Council met to deal with litigation and personnel matters falling within Article 15.5 of the City of Greater Sudbury Procedural By-law 2001-03 and the Municipal Act, R.S.O. 1990, c.M.45, s.55(5) and no resolutions emanated therefrom.

PART I
CONSENT AGENDA

The following resolution was presented to adopt Items C-1 to C-19 inclusive, contained in Part I, Consent Agenda:

2002-351 Davey/Kilgour: That Items C-1 to C-19 inclusive, contained in Part I, Consent Agenda, be adopted, with the exception of Item C-2, otherwise dealt with.

CARRIED

MINUTES

Item C-1
Report No. 31
C.C.
2002-05-30

2002-352 Davey/Kilgour: That Report No. 31, City Council Minutes of 2002-05-30 be adopted.

CARRIED

Item C-3
Report No. 8
Ward Boundary
2002-05-27

2002-353 Davey/Kilgour: That Report No. 8, Ward Boundary Review Committee, Minutes of 2002-05-27 be received.

CARRIED

Item C-4
Report No. 2
Convention Task
Force
2002-03-28

2002-354 Davey/Kilgour: That Report No. 2, City of Greater Sudbury Convention Centre Task Force, Minutes of 2002-03-28 be received.

CARRIED

Item C-5
N.D.C.A.
2002-05-22

2002-355 Davey/Kilgour: That the Report of the Nickel District Conservation Authority, Minutes of 2002-05-22 be received.

CARRIED