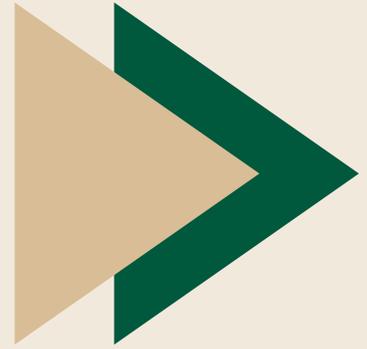


Moving Our City Forward

Focusing on services and performance.



2017 Operating Budget

2017 Capital Budget

2017 Water/Wastewater Operating Budget

2017 Water/Wastewater Capital Budget



Message From the CAO

Mayor Bigger and Members of Council,

I am pleased to present the 2017 City of Greater Sudbury Budget for your review. It not only reflects service efforts designed to achieve Council's strategic priorities, but it also describes financing approaches intended to strengthen the City's financial condition, address infrastructure renewal needs and improve services that residents use on a daily basis.

The budget development process incorporated a number of new community engagement initiatives that included web-based, print and social media outreach along with personal meetings attended by senior staff. It reflects the first of a multi-year change effort in municipal business planning and budgeting.

It emphasizes strategy and provides more information to illustrate the relationship between services, service levels and costs. There are also benchmarks to facilitate comparisons of Greater Sudbury's performance with other communities. While these features reflect best practices in municipal budgeting, they will evolve in future periods in response to your feedback and as our experience grows.

The financial decisions we make today are critical for our community's long-term sustainability. While developing this budget, staff's recommendations were guided by Council's Strategic Plan, which serves as the community's change agenda:

- Grow the economy and attract investment
- Strengthen the high quality of life we already know and love
- Lead in public service excellence
- Prioritize, build and rebuild our community's foundation

In August, City Council provided a number of directions to staff regarding its expectations for the 2017 budget. They included requirements for staff to build a plan that maintains existing service levels, produce a business case for Council's approval for any service level changes, increase reliance on non-tax revenues and results in no more than a 3.6 % property tax increase for residents. Direction was also provided to include a 7.4 % user rate increase for water and wastewater services, consistent with the utility's long-range financial plan. Additionally, Council directed staff to investigate the potential for applying a special capital levy dedicated to infrastructure renewal work. These directions remained unchanged following the budget update Council received in October.

The 2017 operating budget expenditures total \$537 million, an increase of \$16.6 million, or 3.2 %, from 2016. The effect of this budget, including recommended service level changes, is a 3.6 % property tax increase. For a typical home with an assessed value of \$230,000, this is equivalent to an increase of approximately \$100 over 2016 taxes.

The 2017 capital budget is \$229.7 million, compared to \$106.9 million in 2016, mainly due to an influx of funding from senior levels of government for roads, transit, water/wastewater and other projects. The effect of this capital budget is to make a variety of infrastructure improvements that not only improve service to the community, but also reduce the risk of service interruptions caused by the failure of assets that have reached the end of, or have exceeded, their useful service lives. If approved, the special capital levy of 1.5 % will further strengthen the quality and reliability of the City's infrastructure.

Highlights of the 2017 Budget include:

- Maintaining service levels.
- Fixing roads, including detailed design for Lorne Street and Municipal Road 35 so they are shovel ready.
- Building the City's transportation network with the First Phase of the Maley Drive Extension.
- Improving transit with the addition of six new buses to the fleet.
- Continuing with Bridge Rehabilitation Program projects.
- Investing in water and wastewater infrastructure to replace aging water and sewer mains.

This document, and the new budget process as a whole, is part of a series of actions designed to strengthen the community's trust in the organization and to build confidence in our ability to produce results. It provides a basis for demonstrating accountability.

I am confident that, as we put the plans described here into action, staff will demonstrate our focus on service and performance so that residents will readily see positive effects in their daily lives and throughout the whole community. The process of assembling this budget required significant effort by a number of staff across the organization, and I thank them for their good work. I feel fortunate to lead this talented group.

There are a number of budget recommendations found in the Business Cases section of this document. Please submit questions regarding the plans and budgets described here in advance of the December 6 Finance and Administration meeting. Staff will provide responses and make them available to all Members of Council.

Service partners will be presenting their budgets at special meetings concluding with the December 6 Finance and Administration meeting. Subject to the results of the December 6 meeting, City Council will be asked to provide final approval of the budget at its meeting on December 13, 2016.

Sincerely,



Ed Archer
Chief Administrative Officer
City of Greater Sudbury

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2017 Budget Highlights

PLACE
TOM DAVIES
FOURTE



Budget Highlights

The 2017 budget focuses on services and performance. The details found throughout this document aim to clearly illustrate the relationship between services, service levels and costs. The financial decisions we make today are critical to the long-term sustainability of our city.

This budget reflects Council priorities, corporate strategic plans and the needs of the community. During this year's process, staff have worked diligently on budget numbers, and have also clearly demonstrated the municipal services residents receive for their tax dollars.

Consistent, reliable services are what residents expect from their municipality. From clean drinking water, to the roads you drive on and the playgrounds your children enjoy, your day-to-day and quality of life is reliant on these services. The municipal budget presented here is the way City Council assigns resources to services.

The 2017 budget prioritizes goals established by way of Council's Strategic Plan, Greater Together, and its associated implementation plan.

The City of Greater Sudbury's 2017 Capital Budget includes funds of \$229.7 million to address the City's most critical capital needs in support of strategic priorities, aging infrastructure and investment in the future of our community. The 2017 Capital Budget is more than in 2016 mainly due to an influx of funds received by senior levels of government, especially for Roads, Water and Wastewater, and Transit projects.

City staff was directed by Council to build a plan with no more than a 3.6 % property tax increase for 2017, along with recommendations in moving key capital projects forward. Council also asked staff to investigate an additional 1.5 % tax levy investment in capital assets.

What a 3.6% + 1.5% investment represents for taxpayers:

Current Value of Your Home	\$230,000	\$350,000	\$450,000
Annual			
2017 Property Tax Increase - 3.6%	\$100	\$152	\$196
Special Capital Levy - 1.5%	\$41	\$62	\$80
Total Annual Cost	\$141	\$214	\$276
Monthly			
2017 Property Tax Increase - 3.6%	\$8.28	\$12.60	\$16.20
Special Capital Levy - 1.5%	\$3.45	\$5.25	\$6.75
Total Monthly Cost	\$11.73	\$17.85	\$22.95

What does this mean for residents?

Your tax dollars pay for numerous programs and services that keep the City running every day:

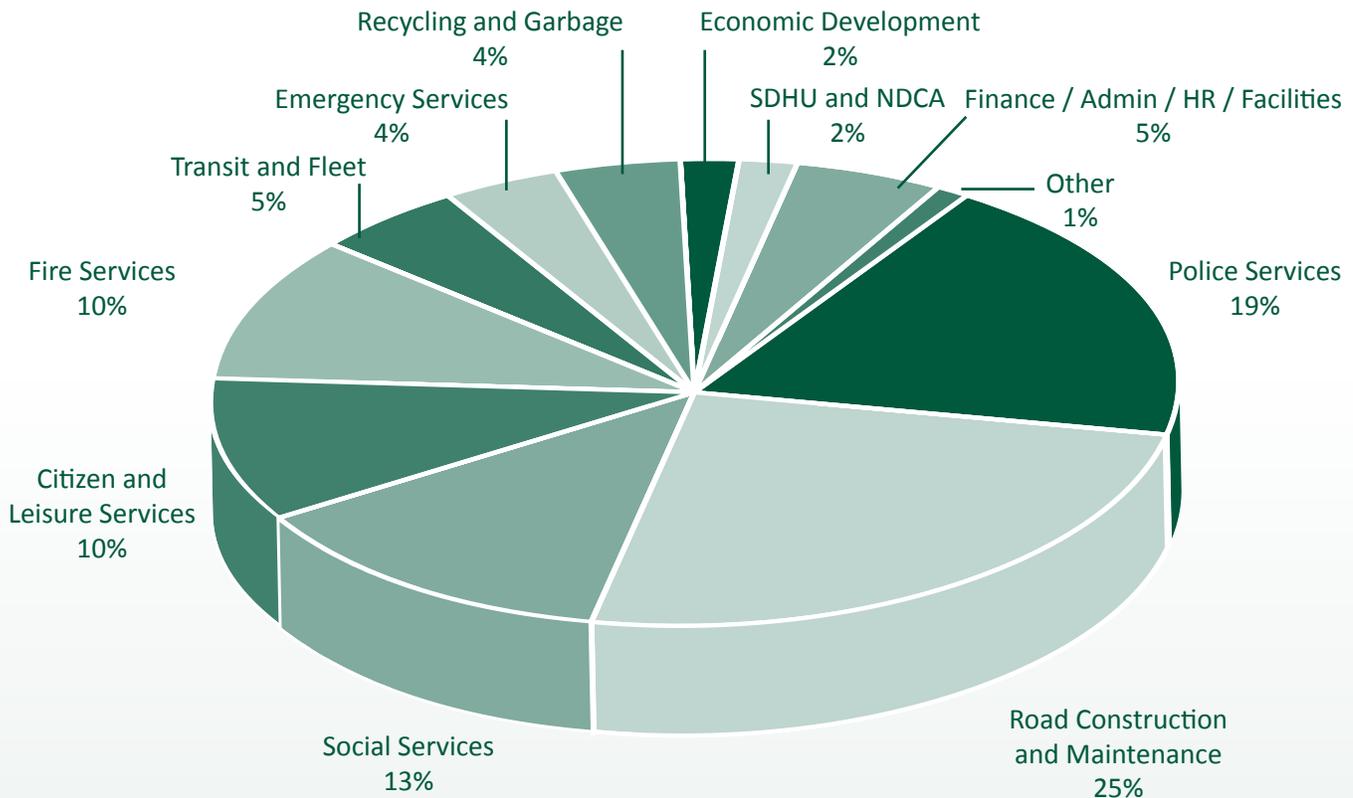
- Road construction and maintenance
- Greater Sudbury Police Service
- Emergency Services (Fire, Emergency Medical Services and Emergency Management)
- Children, Housing and Social Services, and Pioneer Manor
- Citizen and Leisure Services, Libraries and Museums
- Corporate Services
- Transit and Fleet
- Environmental Services (recycling, garbage, landfills and more)
- Economic Development
- Planning Services
- Conservation Sudbury (Nickel District Conservation Authority)
- The Sudbury & District Health Unit

Did you know?

About 46 % of the operating budget comes from property taxes. Without these revenues, it would not be possible for the City to provide the services residents rely on every day.

In 2016, the City of Greater Sudbury implemented the results of a special initiative that reduced costs by \$6 million.

Where Your Property Taxes Go



Key Investments in 2017

Your roads:

2017 will see a \$133.6 million investment in road construction and repair to improve the City's transportation network.

The first phase of the Maley Drive Extension is presently underway and is estimated to be 36 % complete by the end of 2017.

An investment of \$10.6 million will result in the completion of several bridge and culvert rehabilitation projects.

The four-laning of Municipal Road 35 and re-construction of Lorne Street will commence in 2017 with engineering design, so they are shovel ready. Construction is expected to begin in 2018, assuming senior levels of government also provide funding.

Your winter road maintenance:

This year, \$16.8 million has been allocated to winter road maintenance. In addition, the City will replace four snow plows which will maintain service levels for snow removal in our community.

Your community safety:

This year, the City will purchase a new aerial fire truck, three ambulances and two paramedic response vehicles, in order to keep reliability sufficient.

Your community:

Investments in recreation include a ski lift replacement at Adanac Ski Hill, the redevelopment of the former St. Joseph's Hospital parking lot, and various facility improvements such as roof and HVAC related replacements, for residents to enjoy key recreation assets.

The purchase of six new, fully accessible transit buses reduces the average fleet age to 13 years. This coupled with plans to begin several transit and road projects through funding from the Public Transit Infrastructure Fund, will mean significant service improvements for riders.

Your environment:

The City will complete various subwatershed planning studies, which are already underway, with funding announced from the Province during 2016.

The 2017 Capital Budget includes funding from the Clean Water and Wastewater Fund which will assist in the completion of various culvert replacements, improvements to stormwater, and various watermain replacements and wastewater lining projects.

These investments will replace aging infrastructure and improve quality of service in relation to water distribution and wastewater collection, as well as protect our natural ecological functions.

Get involved in the process

The proposed 2017 budget documents are available to the public on the City of Greater Sudbury website.

On Tuesday December 6, 2016, the Finance and Administration Committee of Council will review and approve the capital and operating budgets, and Water/Wastewater rates. City Council will then approve the budgets at their December 13 Council meeting. These meetings are open to the public and are livestreamed on the Greater Sudbury website homepage. Residents are encouraged to attend or tune in to get involved in this very important municipal process.

Visit www.greatersudbury.ca/budget for more information.

2017 Water/Wastewater User Fee Increases

The chart below demonstrates how a 7.4 % increase in Water/Wastewater user rates affects the average homeowner who uses 200 cubic metres of water per year. The cost increase for 2017 is about \$6.38 per month.

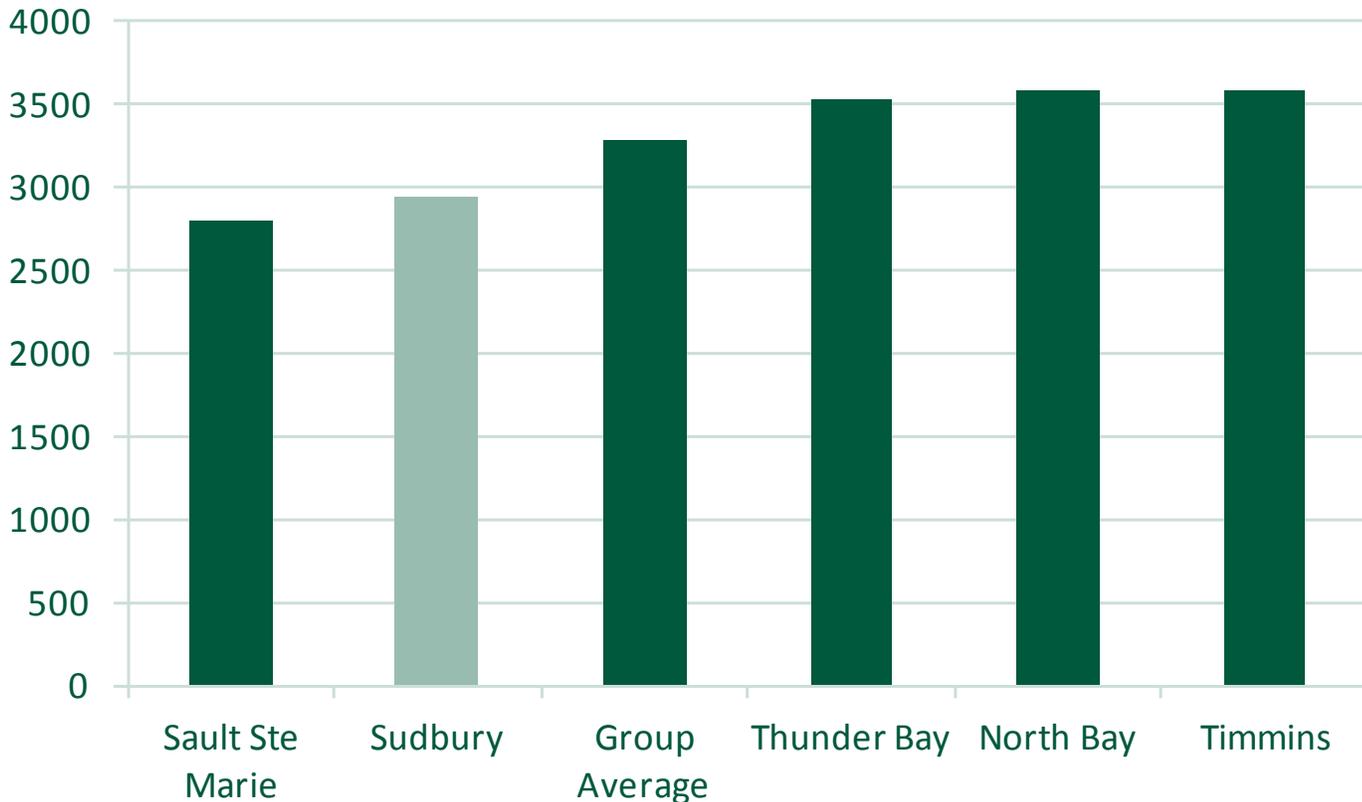
2017 Water/Wastewater Rate Impact				
Monthly				
		2016	2017	\$ Change
Water				
Monthly Usage Charge	1	22.73	24.73	2.00
Monthly Fixed Service Charge	2	17.12	18.64	1.52
Total Monthly Water		39.85	43.37	3.52
Wastewater				
Monthly Usage Surcharge	3	26.28	27.90	1.62
Monthly Fixed Service Surcharge	3	19.79	21.03	1.24
Total Monthly Wastewater		46.07	48.93	2.86
Total Monthly Water/Wastewater Charges		\$85.92	\$92.30	\$6.38

1. The water usage charge is equal to the water usage (in cubic metres) multiplied by the water rate of \$1.484 per cubic metre.
2. The fixed service charge is to provide water service to a property. This fee does not include any charges for water use and this amount varies depending upon your meter size.
3. The wastewater surcharge is applied to total water charges (usage and fixed service) as there are no meters to measure outflows of wastewater. For 2017 the surcharge is 112.8% of water charges.

How Greater Sudbury’s property taxes compare to other northern municipalities

Greater Sudbury’s taxes are among the lowest for a typical bungalow when compared to other cities with over 100,000 population, and our northern neighbours.

2015 Tax Comparison for a Detached Bungalow - Northern Ontario



* 2015 BMA Data





2017 Budget Introduction



About Greater Sudbury

Far from its origins as a railroad outpost and small mining town, Greater Sudbury has grown into the metropolitan centre of northeastern Ontario.

The City of Greater Sudbury was formed on January 1, 2001, through the amalgamation of the towns and cities which comprised the former Regional Municipality of Sudbury and several unincorporated townships.

The city is centrally located in northeastern Ontario at the convergence of three major highways. It is situated on the Canadian Shield in the Great Lakes Basin and is composed of a rich mix of urban, suburban, rural and wilderness environments, including 330 freshwater lakes, and the largest city-contained lake in the world, Lake Wanapitei.

Greater Sudbury is 3,267 square kilometres in area, making it geographically the largest municipality in Ontario and second largest in Canada.

In 2015, Greater Sudbury was home to approximately 161,900 people. It is a truly bilingual community with more than 26 % of people reporting French as their mother tongue in 2011, and a further 38 % identifying as bilingual. Italian, Finnish, German, Ukrainian and Polish are the top five languages other than French and English spoken in the city. More than 8 % of people living in the city are First Nations.

Mining continues to be a driving force in Greater Sudbury's economy. A century of mining experience has made us a global leader in the industry. This has contributed to the growth of a robust and thriving mining technologies, services and supplies sector, with more than 300 companies generating close to \$4 billion in revenue each year and employing about 10,000 people. The city's mining companies themselves employ approximately 6,000 people.

More than a mining centre, however, Greater Sudbury has become a regional hub for all of northeastern Ontario. The continued strength of its health and education sectors, investment and diversification into research and innovation, a growing arts, tourism and film industry, along with a recent boom in the retail sector, all illustrate the strength of Greater Sudbury's diversified economy and point to a bright future.

Economic Indicators

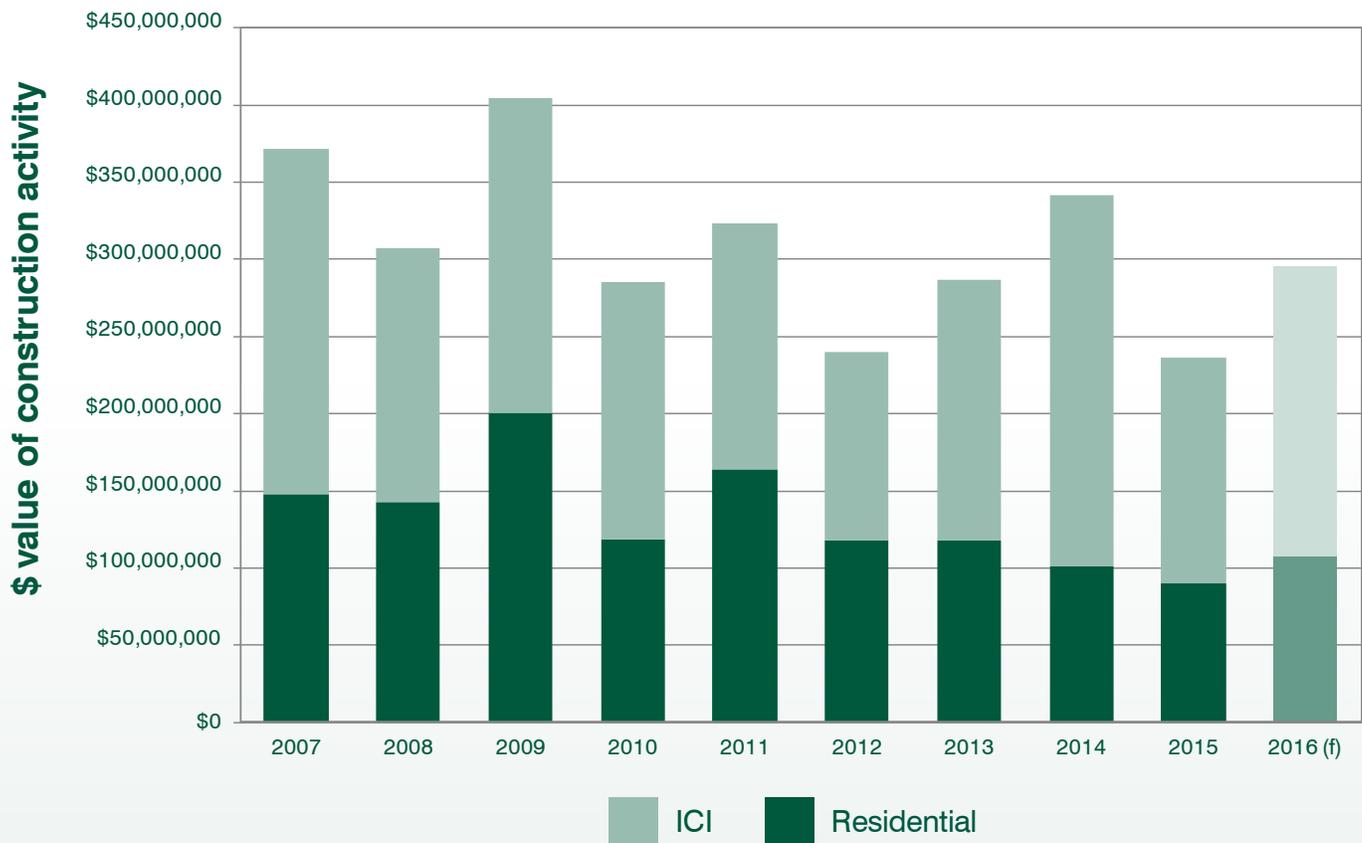
Economic Indicators	2013	2014	2015	2016f	2017f	2018f	2019f	2020f
Real GDP at basic prices (2007 \$ millions)	8,251	8,214	8,147	8,196	8,296	8,399	8,507	8,611
percentage change	-0.6	-0.5	-0.8	0.6	1.2	1.2	1.3	1.2
Total employment (000s)	83	83	82	83	84	83	83	83
percentage change	2.9	-0.4	-0.7	0.8	1.0	-1.1	0.4	0
Unemployment rate (per cent)	7.3	6.5	7.4	8.5	7.5	7.2	6.8	6.8
Personal income per capita (\$)	44,445	44,526	45,427	46,464	47,631	48,530	50,040	51,428
percentage change	0.5	0.2	2.0	2.3	2.5	1.9	3.1	2.8
Population (000s)	166	165	165	165	164	164	164	164
percentage change	0.1	-0.2	-0.3	-0.2	-0.1	-0.1	-0.1	-0.1
Total housing starts	431	271	247	226	344	349	381	412
Retail sales (\$ millions)	1,896	1,924	1,968	1,988	2,046	2,099	2,158	2,207
percentage change	-0.6	1.5	2.3	1.0	2.9	2.6	2.8	2.3
CPI (2002 = 1.0)	1.23	1.259	1.274	1.299	1.328	1.355	1.383	1.412
percentage change	1.1	2.3	1.2	1.9	2.3	2.0	2.1	2.1

f - Forecast

Source: Metropolitan Outlook 2, Summer 2016, Conference Board of Canada

Prepared by the Community and Strategic Planning Section, City of Greater Sudbury

Building Permits



Local Economy

As an economic centre for northeastern Ontario, the growth of Greater Sudbury is affected by the growth of this area of the province. Greater Sudbury is a great place to live, work, shop and play, and plays a key role

in the economic growth of northeastern Ontario. Our medical, retail, business, financial and research services are critical to residents across the northeastern part of the province.

Greater Sudbury

Ontario



UNEMPLOYMENT
RATE
October 2016



Labour Force Survey, October 2016, Statistics Canada



MEDIAN
HOUSEHOLD INCOME
2014

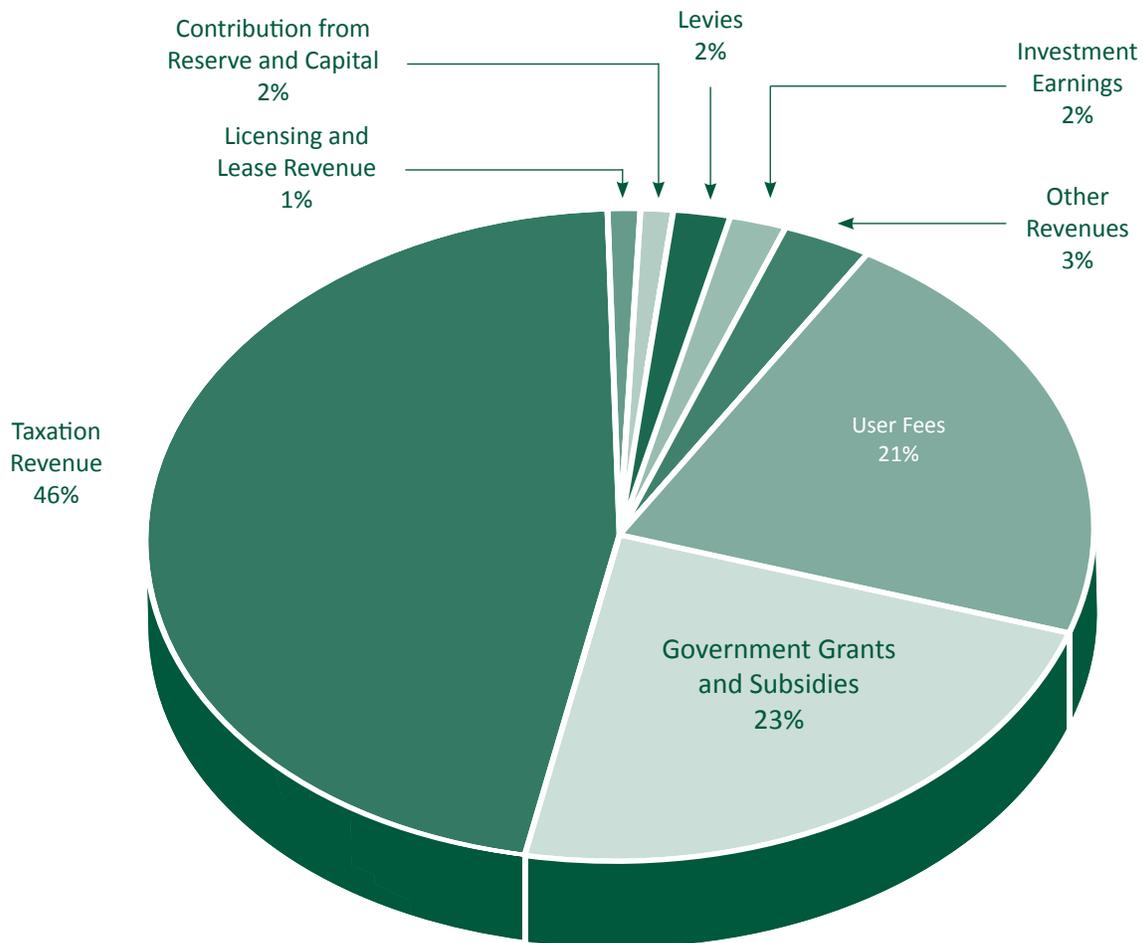


2015 BMA Study

EMPLOYMENT BY SECTOR

Greater Sudbury		Ontario
20.0%	Industrial	19.0%
26.7%	Office	34.4%
9.0%	Education	7.3%
13.6%	Health	10.1%
4.2%	Transportation and Warehousing	4.5%
16.0%	Wholesale and Retail Trade	15.4%
8.5%	Non-Commercial Services	6.7%
2.0%	Other	2.6%

City of Greater Sudbury Revenue Sources



Organizational Profile

The City of Greater Sudbury is a single-tier municipality, which means it is responsible for all municipal services and for maintaining all City infrastructure and assets across 3,267 square kilometres. The operating budget funds the day-to-day operations of the City, such as maintaining services, program delivery, employee salaries and benefits, and more.

Operating Budget

A little less than half of the operating budget comes from property taxes, with the rest coming from other levels of government, user fees, investments, fines, penalties, and other revenues.

Resident Safety:

- Police
- Fire
- Ambulance
- By-Law Enforcement
- Building Inspections
- Animal Control

Public Health:

- Water treatment and distribution
- Drainage and Flood management
- Wastewater collection and treatment
- Sudbury & District Health Unit

Resident transportation:

- Roads and bridges
- Transit
- Winter road maintenance
- Traffic control
- Sidewalks and bike lanes

Resident quality of life:

- Parks and playgrounds
- Recreation programs and facilities
- Land use planning oversight
- Community grants
- Social Services



Greater Together, the 2015-2018 Corporate Strategic Plan

Greater Sudbury’s Planning Framework

City of Greater Sudbury Council approved a Strategic Plan designed to create a fiscally responsible, innovative, and responsive municipal government.

The plan outlines four key pillars that form the foundation of planning and service delivery for the next several years:

- Growth and Economic Development
- Responsive, Fiscally Prudent, Open Governance
- Quality of Life and Place
- Sustainable Infrastructure

Employees are committed to producing results for the community that reflect Council’s desired outcomes. This is why, to support the pillars of Council, a Corporate Implementation Plan was developed. It is a roadmap of some of the larger, more resource-intensive and transformational projects expected to be undertaken during the rest of this Council’s term. The plan’s success depends on staff working collaboratively with Council, other levels of government, community partners, residents and businesses in Greater Sudbury. The performance metrics included help track and report progress to demonstrate accountability.

The Vision:

A growing community, recognized for innovation, leadership, resourcefulness and a great northern lifestyle.

The Mission:

Providing quality municipal services and leadership in the social, environmental and economic development of the City of Greater Sudbury.

The Values:

As stewards of the City of Greater Sudbury, we believe in recognizing the specific needs of all our citizens in urban, rural and suburban areas, and are guided by our belief in:

- Acting today in the interests of tomorrow
- Providing quality service with a citizen focus
- Embodying openness and transparency
- Communicating honestly and effectively
- Creating a climate of trust and a collegial working environment to manage our resources efficiently, responsibly and effectively
- Encouraging innovation, continuous improvement and creativity
- Fostering a culture of collaboration
- Ensuring an inclusive, accessible community for all
- Respecting our people and our places

The Greater Together Corporate Strategic Plan forms the basis for all other plans to be built. This, coupled with the Official Plan, which guides Greater Sudbury’s development over the next twenty years, ensure the responsible growth, financial sustainability, and economic health of our city.

The Official Plan:

The Official Plan (The OP) is a blueprint to help guide Greater Sudbury's development over the next twenty years. It establishes long-term goals, shapes policies and outlines social, economic, natural and built environment strategies for our city.

The OP guides municipal decision-making on important issues that affect the daily life of every City of Greater Sudbury resident. From the location of schools and other community facilities, to the development of residential, commercial and industrial areas, these decisions shape the future of our community.

Focusing on Services and Performance

The details in this budget document focus on the relationship between services, services levels and costs. It incorporates benchmarks to facilitate Greater Sudbury's performance compared to other municipalities.

Annual Business Plans and Budgets

Annual business plans and budgets for different service areas were developed as part of the budget process. The plans reflect the actions and goals defined in the Corporate Strategic Implementation Plan, with summary financial information included. The programs and services outlined in the plan are reflected in their summary budget information.

Each summary business plan includes:

- Financial information
- An overview of the service area and the services provided
- Issues and opportunities
- Key accomplishments for 2016
- Key deliverables for 2017, as defined by the Corporate Implementation Plan

This budget document presents the corporate-wide annual business plan, with details on the services the municipality provides. The financial information provided throughout reflects choices that are in line with resources available, levels of service planned, tax and user fee increases, and other funding sources to ensure that the budget is balanced. That means projected revenues equal projected costs.

Drivers for the 2016 Business Plan and Budget

Strategic Context for 2017

The global economy continues to show signs of moderate growth and is expected to gain strength throughout 2017, driven by China and the United States.

However, the Canadian economy continues to adjust to lower commodity prices, which has resulted in a reallocation of investment and employment from the resource sector to the non-resource sector. For 2017, Gross Domestic Product (GDP) is expected to increase driven by U.S. domestic demand and the Federal infrastructure spending program. The forecasted GDP growth for 2017 is 2.2 %.

For Greater Sudbury, the economy is expected to continue to grow as reflected in the Conference Board of Canada forecasted GDP growth of 1.2 % to 1.3 % over the next few years with steady employment growth. In 2016, nickel prices dipped to \$3.50 per pound but have rebounded and currently trade in the mid \$4 range. The unemployment rate has declined from a high of 8.6 % in January of 2016 to 7.4 % in October, reflecting more confidence in the local economy.

In 2016 and expected in 2017, significant investments in the commercial and institutional sectors will provide stimulus for the local economy. Major construction projects such as Maley Drive and the next phase of Highway 69 will improve opportunities for future connectivity and growth.

Priorities and Issues

Growth Management

Within this economic context, Greater Sudbury's employment and population is expected to grow modestly over the next 20 years. This growth will be driven by labour force turnover and ongoing economic development efforts. At the same time, the population will continue to age. It is expected that this aging and trend toward smaller housing types will generate demand for new housing.

Given our relatively modest growth, the City of Greater Sudbury must find ways to reduce costs and improve revenue growth. Growth management is one way that we can reduce costs, and improve our efficiency and long-term sustainability. Historically, the City used a two-part growth management strategy which saw approximately 80 % of development occur in fully-serviced communities. While this is positive, more can be done through land use planning policies and incentives to encourage continued growth and intensification in our communities. Concentrating jobs and people in fully-serviced urban communities means that we will have to build and maintain less hard and soft infrastructure, thereby reducing our costs.

The City will also need to work with its regional planning partners, such as the Sudbury East Planning Board, to ensure growth in the region is properly planned. Residents in these areas use City services, but do not contribute to the municipal tax base.

Asset Renewal and Financial Viability

In an effort to reduce the annual property taxation increase in past years, the City deferred the renewal of several capital assets and infrastructure. This has resulted in a significant backlog of necessary infrastructure repairs. This includes the renewals and replacements of roads, water and wastewater mains, and City facilities, to name a few.

This is an indicator that describes the risk of service interruption due to asset failure/breakdown. The risk can be managed with Asset Management Plans and an investment strategy for asset replacement that, over time, reduces the likelihood of asset failure.

As identified in a recent Auditor General's report, the City currently has an infrastructure deficit of \$1.4 billion which may impact the City's ability to provide services. Annual maintenance costs are increasing as the infrastructure continues to age past its useful life. The City is completing an asset management plan which will be presented to Council in late 2016. The plan addresses the current infrastructure deficit and provides some strategies to manage the ongoing pressures and mitigate the deficit.

Public Engagement

Enhancing trust and credibility with residents is essential in helping them understand what services they get for their tax dollars and their costs. This will lead to important discussions about the effect changes in service levels have on operational and capital costs.

As the City works to address our growing infrastructure deficit, implement an asset management plan, and embark on other large financial projects, conversations with the public about the appropriate balance between affordability and service delivery will be essential in ensuring the City is successful in managing the long-term needs of our community.

In order to gain the trust of residents, they must believe that the City is effectively and efficiently managing its delivery of services. New tools and methods to clearly evaluate and demonstrate elements of service delivery to the public are being developed. The Corporate Strategic Implementation Plan is one of these tools, which outlines measurable action items, accountability, how they relate to the priorities of Council, and their level of completion. Residents are encouraged to visit our website to take a look at this very important document, which guides key decisions over the next few years.

Employee Engagement and Retention

Forty-five per cent of the City's budget is spent on salaries, but City of Greater Sudbury employees are invaluable to the delivery of the services residents rely on every day. Whether it's a transit operator, a firefighter, a swimming instructor or anyone in between, a city is dependent on the skills and loyalty of its municipal workforce and we believe a great employee experience drives a great citizen experience.

Despite a downturn in sectors important to growth in our community, unemployment remains historically, relatively low. Therefore, some recruiting challenges still exist in certain occupations. For example, the operation of the water and wastewater utility is highly regulated. Some roles require significant training and certification which can be difficult to acquire and even more difficult to recruit.

The City of Greater Sudbury's aging workforce also presents the organization with some challenges planning for succession and retaining talent, especially in key technical and managerial jobs where more senior employees tend to work. Twenty per cent of the City's workforce is eligible to retire in the next five years. Maintaining service levels in the coming years without proactive strategies to improve recruitment, retention, and development of employees with the necessary skills will be critical. Fortunately, not all people who are eligible to retire do so. The City has been able to sustain services and service levels in a competitive labour force environment because many employees choose to remain in the workforce. However, while this trend eases the challenge of recruitment and retention, it also elevates the risk as the number of employees eligible to retire increases every year. To begin to address this risk, the City has implemented various initiatives across the organization aimed at talent management and development, including training to develop future leaders and succession management. The City completed a thorough survey of employee engagement in 2016 and will do so again in 2018. This will identify areas of concern and strength, with the goal of improving engagement, measurable through the results of the second survey in 2018.

Risks

There are a number of risks that, if realized, could affect the City's ability to sustain current service levels. While the following issues have been discussed in the context of strategic drivers, it is also worthwhile to note them as risks with potentially significant impacts.

Asset Condition

The City has an estimated infrastructure deficit of approximately \$1.4 billion as identified in a recent Auditor General's report. The City is in the process of completing an asset management plan that will be presented to Council in late 2016 and includes roads, bridges, water/wastewater linear and facilities, buildings, fleet and transit. Some asset condition is available, such as bridge inspection reports and pavement condition index for roads, both of which are completed every two years, as well as some building condition assessments completed in the past few years.

In the absence of thorough asset condition information on the majority of the City's assets, there is a risk that one or more assets could deteriorate or even fail, resulting in a reduction of service levels to citizens. The development of good asset condition information and plans to address asset weaknesses is a priority for the next few years. The possible additional capital levy of 1.5 % will assist in this risk area to complete necessary condition assessments and capital replacements for several unfunded capital projects within the facilities section.

Base Metal Prices

A recent downturn in the local economy could be partially attributed to the decline in base metal prices, therefore affecting the profitability of mining companies. The base metal prices have been on the rise since the beginning of 2016. However, if base metal prices recede once again, it could affect the capital expenditure of the mining companies, in turn reducing economic growth of the community.

Lack of Assessment Growth

The last three years have reflected somewhat muted assessment growth (less than 1 %) in our city. The cost to provide services to residents continues to increase. With the lack of assessment growth realized, increased pressure on providing services at the same level becomes more difficult without a greater than inflation property tax increase.

WSIB Presumptive Legislation

New legislation related to Post Traumatic Stress Disorder (PTSD) has resulted in potential increased financial obligation to the City. Increased internal WSIB premiums are responsible for approximately a \$550,000 increase in the 2017 operating budget. Additional increases over the next three subsequent years will be required to ensure sufficient funds are available to address new claims.

Ontario Municipal Partnership Fund (OMPF)

In the last three years, the City of Greater Sudbury has seen a reduction in its OMPF annual allocation of \$8.6 million. Based on the current formula in place, it is anticipated that a further reduction of \$2.5 million is expected for 2017, which represents a 1% increase in property taxes. Given this trend, the City is at risk of receiving reduced OMPF allocations in the future, resulting in more pressure on tax rates.

Project Delivery

The scale of the capital plan is larger than it has ever been. Timelines are fixed which leads to exposure to additional costs if not completed on time.

Strategic Priorities

Strategic priorities for the City of Greater Sudbury are outlined in the 2015-2018 Greater Together Corporate Strategic Plan, and further developed with measurable actions in the Implementation Plan. The overall guiding principle of the plan is providing quality municipal services and leadership in the social, environmental and economic development of the City of Greater Sudbury.

The four priorities outlined in the Corporate Strategic Plan are:

Growth and Economic Development

Grow the economy and attract investment

- A. Implement the Downtown Master Plan and development of downtowns, and increase densification by conversion from commercial to residential.
- B. Implement or assist in implementing economic development related plans approved by Council, with the necessary resources to support them.
- C. Provide a welcoming environment that is conducive to investment and reduction of red tape, by removing barriers and attracting new business.
- D. Invest in large projects to stimulate growth and increase conferences, sports and events tourism, and celebrate cultural diversity.
- E. Build on our existing reputation to become the global centre for mining research, environmental restoration and innovation.
- F. Contribute to an economically stronger northern Ontario.

Quality of Life and Place

Strengthen the high quality of life we already know and love

- A. Create programs and services designed to improve the health and well-being of our youth, families and seniors.
- B. Maintain great public spaces and facilities to provide opportunities for everyone to enjoy.
- C. Promote a quality of life that attracts and retains youth and professionals, and encourages seniors to relocate to our community, taking into consideration all of Greater Sudbury.
- D. Focus on clean, green living and the environment, by investing in our future and celebrating how far we've come.

Responsive, Fiscally Prudent, Open Governance

Lead in public service excellence

- A. Focus on openness, transparency and accountability in everything we do.
- B. Improve communications within City hall and between the City and the community at large, by taking steps to get to know the needs of the entire community, including the silent majority, and by meeting them.
- C. Work with management to ensure that all staff are working toward the same goals, with accountabilities for senior staff linked to Council's strategic plan.
- D. Emphasize the relationship between governance, community engagement and information, in support of better decision-making.

Sustainable Infrastructure

Prioritize, build and rebuild our community's foundation

- A. Determine acceptable levels of infrastructure services.
- B. Improve the quality of our roads.
- C. Complete the Transportation Master Plan.
- D. Provide quality multimodal transportation alternatives for roads, transit, trails, paths and sidewalks, and connect neighbourhoods and communities within Greater Sudbury.
- E. Establish subwatershed studies and source water protection plans.
- F. Develop sustainable stormwater funding.





2017 Budget Overview



Budget Overview

The 2017 City of Greater Sudbury Budget describes the City's business plans for the year, along with the related costs and revenues associated with delivering municipal services. It enables readers to build a good understanding about how taxes are used to produce new infrastructure, repair existing assets and provide daily services that significantly influence the quality of life in Greater Sudbury.

This document emphasizes the relationship between services and their costs. More emphasis has been put on describing services, issues and opportunities, and immediate priorities with financial information presented at a summary level. This helps illustrate the effect that changing one element (cost or revenues) can have on the other (services and/or service levels).

Staff have been working on budget estimates since the end of April. These estimates formed the basis of the directions City Council provided regarding its expectations about how the 2017 budget should appear. Council's directions provided staff with guidance for finalizing plans that not only incorporated Council's service expectations, but that also maintained costs within the range Council identified.

The Capital Budget presented in the budget document represents a \$229.7 million investment in municipal assets. The majority of these funds will be invested in roads, assets and water/wastewater infrastructure. This is essential in addressing the infrastructure deficit experienced by municipalities across Canada, and in ensuring the long-term sustainability of our community.

This budget also focuses on key investments in developing tools and methods to identify productivity improvements, which will lead to ongoing affordability:

- Developing and using tools, such as intermunicipal performance benchmarks, to ensure we are delivering services as efficiently and effectively as possible.
- Establishing processes, such as long-range financial planning, to ensure we understand the long-term implication of investment opportunities.
- Improving internal processes, policies and information management systems to work as productively as possible.

Defining Services and Understanding Service Alternatives

It is important to understand how services influence our costs to be able to proactively manage the appropriate balance between managing service levels and affordability. This budget provides narrative information to describe our services and expected results, and uses cost allocation methods that help identify a service's full cost regardless of which division's budget is used to contribute to producing our results. This approach also helps us:

- Identify improvements in operational processes, and program and service delivery.
- Understand service delivery implications of budget reductions or increases.
- Measure and compare service performance annually and in relation to other municipalities.
- Improve business planning processes, in particular to accurately identify capacity constraints and ensure the highest priority work receives sufficient attention.
- Provide clear, accurate information to residents about the services they receive.

Long-Term Financial Plan

The City is currently completing a comprehensive Long-Term Financial Plan. As outlined in the 2015-2018 Corporate Strategic Plan, it is expected to be complete in early 2017 and will be in effect for ten years, from 2017 to 2026. Some of the key areas of focus to be addressed in this comprehensive financial plan include:

- A financial model which will include forecasted operating revenues, expenses and capital requirements. The model will align with the City's existing financial policies and include a list of assumptions and associated risks.
- Recommendations on changes to existing processes, key policies, alternative tax classes and other revenue sources.

A long-term financial plan that incorporates key goals and objectives while being fiscally responsible and sustainable is a priority of the City of Greater Sudbury.

Measuring Performance

By measuring progress toward goals and objectives, Key Performance Indicators (KPIs) enhance the explanation of achieved outcomes in the delivery of municipal services.

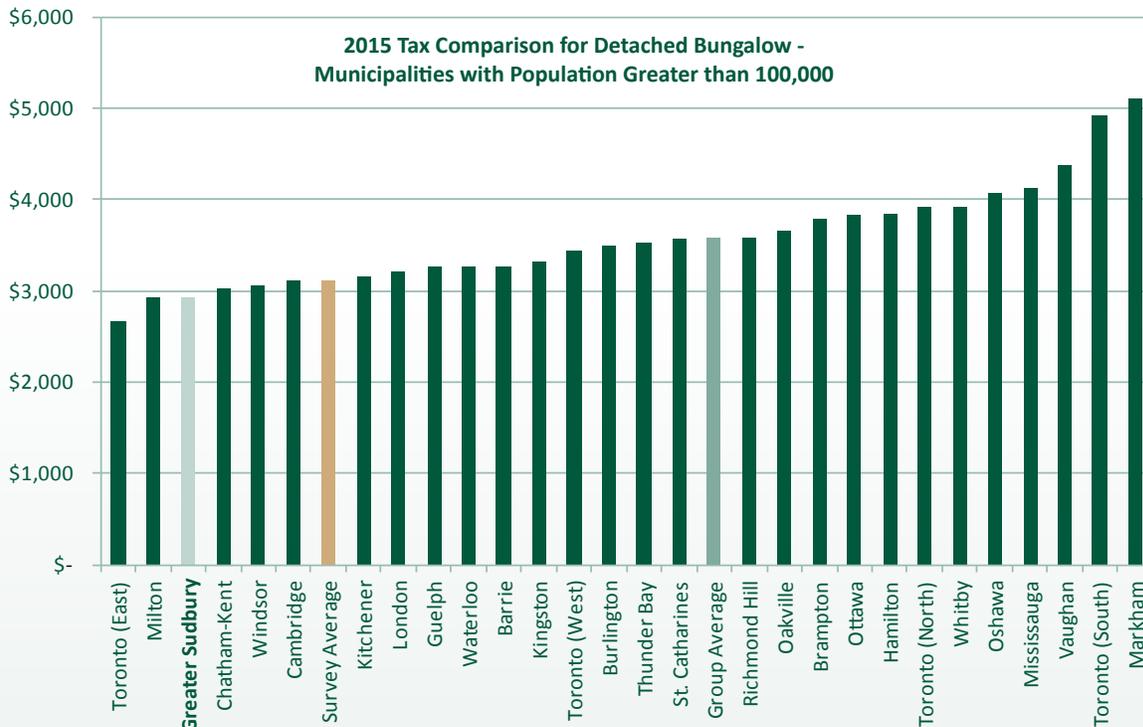
Greater Sudbury participates annually in the BMA Management Consulting Inc. (Ontario) municipal comparative study, more commonly known as the BMA Study. Data from the BMA Study is collected mainly from two reliable sources: Financial Information Returns filed with the Ministry of Municipal Affairs and Housing, and tax roll and assessment data provided by the Municipal Property Assessment Corporation (MPAC). In addition, the City belongs to several industry-specific organizations, which collaboratively compile and analyze benchmarking data to determine service improvements.

Operating Budget

The annual operating budget includes estimated operating expenditures and revenues required to allow the City to deliver service levels approved by Council. Increases to the operating budget are limited to contractual and legislated obligations, inflationary increases, and increased costs associated with maintaining current service levels.

While the overall increase is lower than previous periods, the City is facing significant pressures in some areas:

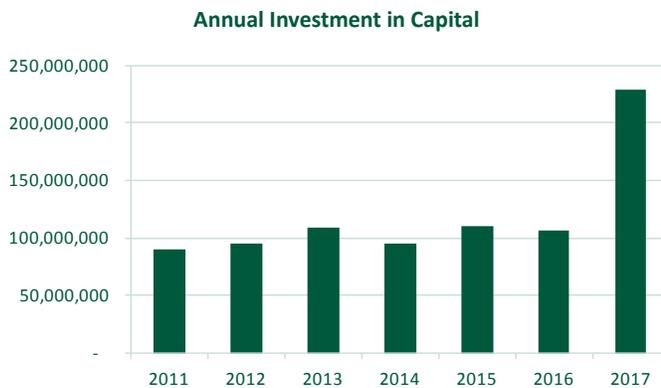
- Anticipated reduction in provincial funding (Ontario Municipal Partnership Fund).
- Lack of Assessment Growth: Minimal increase in the number of new buildings in the community equals minimal change in the number of properties paying taxes, while expenses and costs continue to increase.
- WSIB Presumptive Legislation: New legislation related to the Workplace Safety and Insurance Board puts additional financial obligations on the City.
- Increasing utility rates for electricity and natural gas.
- Higher than expected waste collection contract cost.



* 2015 BMA Study

Capital Budget Highlights

The City's capital budget has focused primarily on the renewal of infrastructure due to the size of the infrastructure deficit, a pressure felt by municipalities across the province and the country.



Renewal:

The renewal of infrastructure relates to existing infrastructure and other assets to maintain business as usual functions. Generally, it's focused on rebuilding or replacing existing assets which have reached the end of their useful lives, or on repairing and rehabilitating existing assets to extend their useful lives. Renewal maintains existing services and service levels versus addressing new capacity needs or enhancing service levels.

Key Deliverables:

- Fixing roadways in our community continues to be one of the top priorities. In 2010, capital envelopes were reallocated, which resulted in additional capital funding toward roads to improve infrastructure. The City continues to spend record levels on road infrastructure, from \$32.8 million in 2009 to \$133.6 million in 2017, which includes the Maley Drive project at a cost of \$80.1 million.
- Significant federal and provincial funding announcements took place in 2016 which will assist the City particularly in the area of roads, water, wastewater and transit:
 - \$26.7 million was announced from each the federal and provincial governments for the construction of the Maley Drive Extension. The City's share of this project is \$26.7 million, which comes from funds previously committed in capital budgets and annually in the capital budget for future years.

- \$2.3 million from the Province for Stormwater Subwatershed Planning capital projects which must be spent by March 2018. The City has, and continues to contribute \$250,000 per year toward this project, which will help to protect our ecological functions.
- \$10.5 million from the Clean Water and Wastewater Fund is being used for stormwater projects, and the replacements of watermains, sewer mains and culverts. These funds must be spent by March 2018. The City is contributing approximately \$3.5 million toward these initiatives. These projects will replace aging assets and improve service quality for residents.
- \$7.4 million from the Public Transit Infrastructure Fund for bus replacements, Transit-related equipment and ridership initiatives, and pedestrian/bike path improvements to access Transit. The City has allocated \$5.3 million from Provincial Gas Tax funds and \$2.1 million in City funds toward these projects, which will provide significant improvements for riders.
- An increase in the Ontario Community Infrastructure Fund from 2017 to 2019 from \$2.2 million per year to a total of \$19 million for the next three years will be spent on various road-related capital projects.
- The City is in the final stages of an asset management plan, expected to be complete by the end of 2016. The preliminary amounts based on financial plans completed in 2012 for roads and in 2011 for water/wastewater, showed a significant infrastructure deficit of approximately \$1.1 billion. The additional government funds announced in 2016 for roads, water/wastewater, drains/stormwater, and transit will help in addressing deficits in their respective areas, however, City facilities are also in need of replacements, renovations and improvements to bring them back to a state of good repair. The majority of City buildings and facilities were constructed in the 1960s and 1970s and are at the end or close to the end of their estimated useful lives. These facilities include arenas, pools, fire and paramedic stations, public works depots, and Tom Davies Square.
- Council directed staff to identify capital projects that can be advanced through funds from a special 1.5 % capital levy in 2017, which would mean a \$3.6 million investment into our capital assets (see Capital section of this document).

Accounting Process

Basis of Presentation

The City of Greater Sudbury uses fund accounting for management reporting purposes in the form of operating and capital budgets.

The operating fund is comprised of transactions relating to operational revenues and expenses such as grant revenues, user fees, salaries and benefits, materials, and purchased contract services. The operating budget funds the day-to-day operations of the City. The annual operating budget is in excess of half a billion dollars.

The capital fund is comprised of revenues and expenses relating to capital projects, as approved in the capital budget. These accounts are maintained until projects are complete, which can be over multiple years.

Basis of Accounting

The City of Greater Sudbury utilizes the modified cash basis of accounting for budgeting purposes, in accordance with the Municipal Act, Budget Preparation Policy and best practices. The annual operating and capital budgets are tools to raise the funds necessary to meet spending requirements. Revenues are recognized as they are earned, and expenses are recognized in the period in which they are expected to be paid.

Revenue recognition policies are classified by major category such as government transfers, taxation revenues, user charges, fines and penalties, other revenue and investment income.

Summary of revenue recognition policies:

- Taxation revenue: recognized when bills are issued.
- Government transfers: recognized when eligibility or stipulation criteria have been met.
- User charges, other revenue and investment income: recognized when services have been provided or the event that has given rise to the revenue has occurred.
- Fines and penalties: recognized on a cash basis as the City is not able to reliably estimate the collection of these revenues.

Revenues with external restrictions, such as grants, which are not earned in the period, are recorded as deferred revenue until the criteria for recognition has been met.

Tangible capital assets are recorded at the cost which includes amounts directly attributable to the acquisition, construction, development or betterment of the asset.

Budget Process

Every year, Council adopts an operating budget and a capital budget. The operating and capital budgets are prepared annually, with the capital budget providing a four-year outlook. City Council is also responsible for funding its share of the three outside boards' budgets: Greater Sudbury Police Service, the Sudbury & District Health Unit, and Conservation Sudbury (Nickel District Conservation Authority).

The first stage of the budget process is prepared in accordance with the Base Budget Preparation Policy. An analysis of inflationary pressures, such as wage adjustments in accordance with collective bargaining agreements, and contract and material price increases, is prepared.

Operating departments and finance staff review projected year end actuals against budgets to identify variances such as overruns, areas in need of more resources to maintain service levels, or items that can be cut or reduced while maintaining service levels. A review of historical trend analysis is performed to verify the accuracy of the budget. Any adjustments are done in accordance with the Base Budget Preparation Policy. The budget also reflects any known funding approvals from senior levels of government or partnerships. Any requests for additional permanent staff must be approved by City Council. The program support allocations and internal recoveries are calculated in accordance with Ontario Municipal Benchmarking Initiative (OMBI) methodology.

A review of provincially-mandated programs and service contracts, costs to service growth, and prior year Council decisions and commitments is also conducted. Assessment growth is applied to total pressures to reduce the impact on property taxes.

New to the process in 2017, operating departments prepared comprehensive business cases for all changes in service levels. The business cases for service level changes requested was reviewed by the Executive Leadership Team, and based on priorities, available funds, and need, a prioritized list is included in this budget document for Council's consideration (see Business Cases section of this document).

Council provides final approval of the operating and capital budgets. Monitoring and amendments to approved budgets must be made in accordance with Operating Budget and Capital Budget Policies.

Budgets are monitored by departments in accordance with the Operating Budget and Capital Budget Policies. These policies provide fiscal control and accountability. On a quarterly basis, the Finance and Administration Committee of Council reviews variance reports including a year-end projection of operating revenues and expenditures. The variance reports provide Council with an overview of potential year-end variances by division or section. Furthermore, the Finance and Administration Committee reviews a Capital Variance Report for completed projects.

The City of Greater Sudbury is constantly looking at ways to improve its financial sustainability through a balanced approach to financial management. Finding ways to save money and improve efficiency is always top of mind.

Changes to the Budget Process for 2017

This year, the budget process has undergone a transformation with three objectives in mind:

- To strengthen understanding of the relationship between services, service levels and cost.
- To engage City Council throughout the budget development process.
- To improve public engagement opportunities.

Understanding the relationship between services, service levels and cost is done through the presentation of additional background details. A general narrative text describes the municipality's operating environment and general financial condition. Standard business plans for each major service areas describes performance objectives, the services they provide, key issues and opportunities, and 2017 deliverables. Financial information that includes historical comparisons is included for context.

Council's Role

Under the new process, Council's direct participation is anticipated at three stages:

At the start of the process, to provide direction on the building of the budget plan for 2017.

In the middle of the process, to receive an update and provide any feedback necessary to help staff prepare a recommended budget that reflects expectations about anticipated services, service levels and costs.

At the conclusion of the process, to review the recommended budget, make any amendments required and approve the budget.

The Public's Role

Increased public engagement opportunities gave interested members of the public the opportunity to review and understand the information staff used to prepare the budget and provide comments and feedback. Public engagement is essential in building trust and credibility with the community.

An interactive, online budget balancing tool provided residents with an opportunity to adjust the proposed 2017 budgets for major service areas. This was an important step in identifying where residents' priorities lie and the level of spending they believe is appropriate.

Several ward budget meetings were held across Greater Sudbury where the City's Chief Administrative Officer and Chief Financial Officer presented the basis of the 2017 budget to attendees and answered questions. The Mayor and Members of Council were also in attendance and were an integral part of the discussions.

Financial Management

The City of Greater Sudbury maintains appropriate systems of internal controls to ensure effective financial management, reliable and relevant financial information, and the safeguarding of assets. Management systems, policies and by-laws are in place for financial management, accounting and budgeting to ensure transactions are appropriately authorized and recorded, and the integrity and completeness of financial records are assured. Key policies and by-laws include the Purchasing By-Law, and the Operating Budget, Capital Budget, and Investment Policies.

Budget Preparation Policy

To ensure that effective policies and procedures governing budget preparation are developed and maintained; to encourage initiative, responsibility, and planning, while ensuring effective budget preparation control.

Capital Budget Policy

To provide fiscal control and accountability related to the preparation and monitoring of the capital budget.

Charity Rebate Policy

To establish responsibilities and guidelines for ensuring that charity rebate applications and recalculations are valid, equitable and completed within the appropriate guidelines.

Debt Management Policy

To set out the parameters for securing debt, managing outstanding debt and provides guidance regarding the timing of debt, type of debt instrument and the purpose for which the debt will be used.

Development Charges By-law

For the imposition of development charges against land within the municipality for growth-related capital costs required because of the need for municipal services arising from development.

Donation Policy

To provide general guidelines for receiving and accounting for donations that are gifts and for which an official income tax receipt will be issued.

Investment Policy

To provide an investment framework that allows the City to invest excess cash resources within statutory limitations; to protect and preserve capital; to maintain solvency and liquidity to meet ongoing financial requirements; and to earn the highest rate of return possible.

Operating Budget Policy

To provide fiscal control and accountability related to the approved operating budget.

Purchasing By-law 2014-1

To encourage competition among suppliers; to maximize savings for taxpayers; to ensure service and product deliver, quality, efficiency and effectiveness; to ensure fairness among bidders; to ensure openness, accountability and transparency while protecting the financial best interests of the City; to have regard to the accessibility for persons with disabilities to the Goods, Services and Construction purchased by the City; and to have regard to the preservation of the natural environment and to encourage the use of environmentally friendly Goods, Services and Construction.

Tax Adjustments under Section 357 and 358 Policy

To establish responsibilities and guidelines for ensuring that tax adjustments under Sections 357 and 358 are valid, necessary and completed within the guidelines of the Municipal Act, 2001, and municipal by-laws.

Tax Adjustments under Section 39.1 and 40 Policy

To establish responsibilities and guidelines for ensuring that tax adjustments under Sections 39.1 and 40 are valid, necessary and completed within the guidelines of the Assessment Act and municipal by-laws.

Travel and Business Expense Policy

To establish responsibilities and guidelines for ensuring that travel, Council and employee expenses are valid, necessary and economical.

Vacancy Rebate Policy

To establish responsibilities and guidelines for ensuring that vacancy rebate applications and recalculations are valid, necessary and completed within the guidelines of the Municipal Act, 2001, and municipal by-laws.

Elderly Property Tax Rebate Policy

To provide guidelines for property tax rebates to eligible low-income seniors owning and occupying residential property.

Financial Condition

The Public Sector Accounting Board has a Statement of Recommended Practice for governments to support discussions about a government's financial condition.

The financial condition of the City is determined using three elements: Sustainability, Flexibility and Vulnerability.

Sustainability

Sustainability is the ability to maintain existing service levels and meet existing requirements without significantly increasing the relative debt or property taxes.

The City shows positive sustainability even with the increase in debt per household, as the City still has a low ratio of debt to revenue.

Sustainability Indicators	2010	2011	2012	2013	2014	2015
Ratio of Financial Assets to Liabilities	1.59	1.70	1.86	1.80	1.54	1.62
Ratio of Debt to Revenue	0.07	0.09	0.08	0.07	0.06	0.16
Debt Per Household	\$532	\$629	\$588	\$502	\$434	\$1,178

Flexibility

Flexibility is the ability the City has to increase its financial resources to address additional commitments and service levels. This is done by increasing property tax revenues or by taking on additional debt.

The City's taxes as a percentage of household income have been slightly decreasing over the last five years. This is a result of the City's efforts to maintain low property taxes, coupled with continuous efforts to be fiscally sustainable.

Flexibility Indicators	2010	2011	2012	2013	2014	2015
Ratio of Debt Charges to Total Revenue	0.01	0.00	0.00	0.01	0.01	0.01
Municipal Taxes as % of Household Income	3.84%	4.49%	4.11%	3.71%	4.01%	3.76%

Vulnerability

Vulnerability is the degree to which the City is susceptible to changes in funding sources outside of the City's control. There is a risk in relying too heavily on funding sources which can be reduced or eliminated without notice.

The City receives several funding grants from senior levels of government, including Provincial and Federal gas taxes, Stewardship Ontario blue box funding, and Ontario Municipal Partnership Fund allocations, to name a few.

Total provincial and federal funding provided to the City has fluctuated over the past few years, while revenues from our own sources, such as taxation revenue and user fees, have increased. This shows the City has the ability to maintain existing services while not relying heavily on other sources of government funding.

Vulnerability Indicators	2010	2011	2012	2013	2014	2015
Ratio of Government Transfers to Total Revenue	0.42	0.30	0.26	0.26	0.26	0.27

Summary

The City of Greater Sudbury's current financial condition is stable and trends show we are headed in the right direction. However, the City is facing several pressures from continuing rising costs of service delivery, and is at a risk of experiencing asset failure/service interruption, potentially leading to higher cost and lower public satisfaction. Staff are currently exploring options for debt financing to help alleviate some of these pressures but a slow economy and minimal growth in the city make it challenging to maintain existing service levels at a low cost to taxpayers.

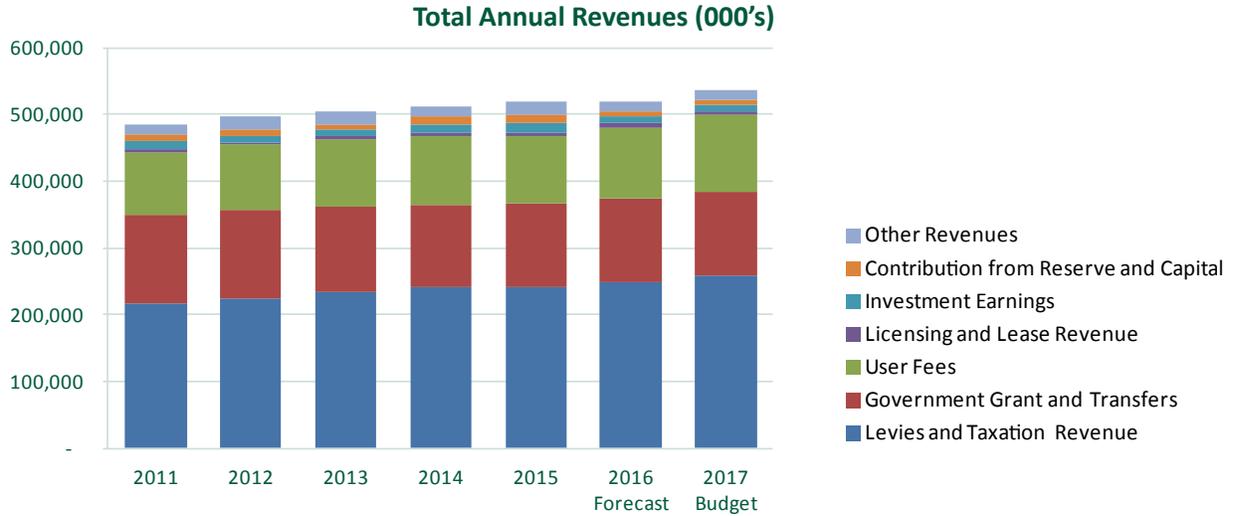
Financial Position

Revenues

The City’s revenues are used to provide and maintain existing service levels, and sustain infrastructure. Revenues are comprised of government transfers, property taxes, user fees, investment earnings, licensing and lease revenues, and other.

Revenues from property taxes and user fees have seen the greatest increase over the years. The 2017 budget proposes that the City will collect 46 % of its total revenues from property taxes.

Increasing other revenues, such as user fees, allows the City to maintain lower property taxes while maintaining service levels.

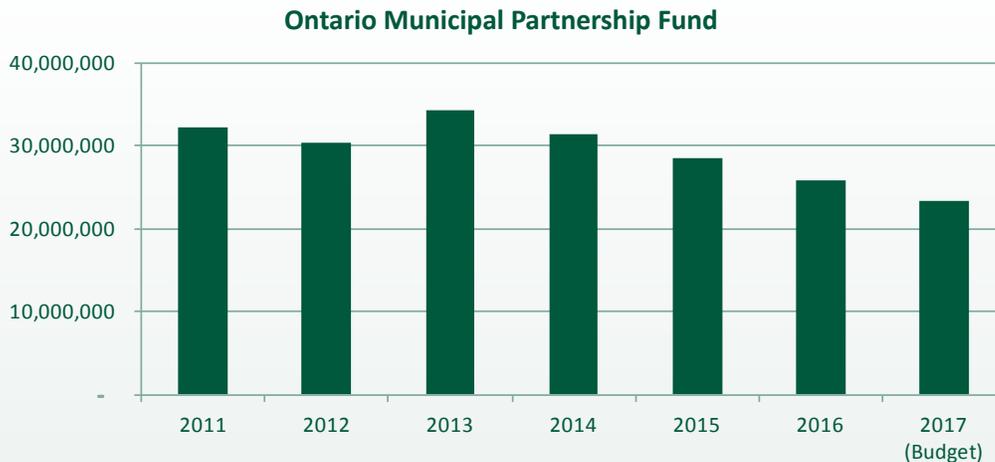


Ontario Municipal Partnership Fund (OMPF)

The OMPF is the Province’s main unconditional transfer payment to municipalities which primarily supports rural and northern communities.

There is no anticipation that the Ontario government will vary from its current practice of allocation of the OMPF based on the municipality’s fiscal health.

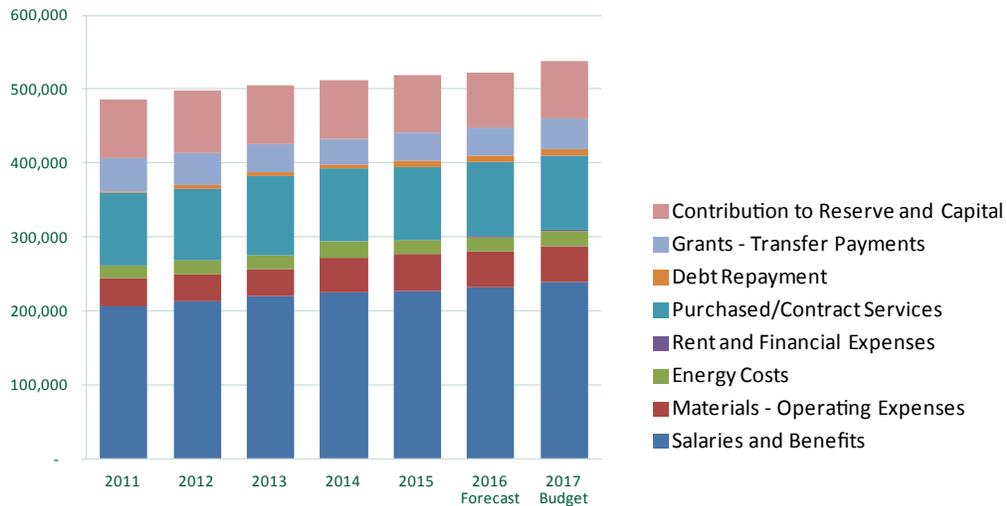
The Municipal Fiscal Circumstances Index, which determines the fiscal health of a municipality, uses trailing indicators, such as data received from the 2011 Census. For this reason, Greater Sudbury will reflect the same fiscal health as in previous years. As a result, staff are using a conservative estimate for loss of OMPF funding similar to 2016. This budget reflects 90.5 % of the 2016 OMPF allocation for 2017. This translates to a loss of \$2.5 million equivalent to a 1 % property tax increase.



Expenses

The City’s expenditures have increased over the past several years to maintain existing service levels.

Total Annual Expenditures (000’s)



Capital Assets

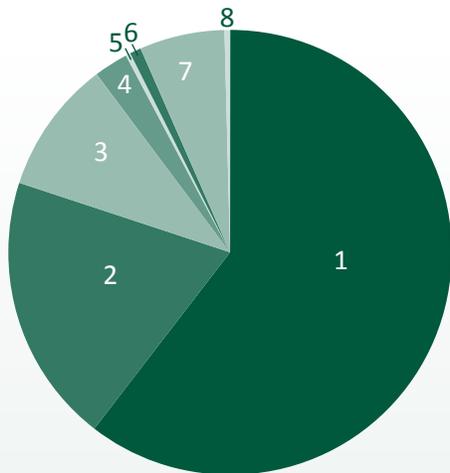
In 2016, senior levels of government announced significant amounts of capital funding from the federal and provincial levels of government, consistent with other municipalities in Ontario. The majority of this capital funding is one time and is required to be spent by March 31, 2018.

Prior to 2016, a reduction in funding from other levels of government meant the City used more of its own financing sources to cover infrastructure costs.

From 2012 to 2016, operating contributions to capital and reserves accounted for 80 % of capital funding. This will decrease to 61 % from 2017 to 2021. Funding from current operating contributions has increased from \$60 million in 2012 to a projected \$70 million in 2021.

In the figure that follows, the larger section of each pie chart represents the percentage of the City’s resources which have been allocated, or are anticipated to be allocated, to capital projects. The No. 3 and 4 areas represent resources received from other levels of government.

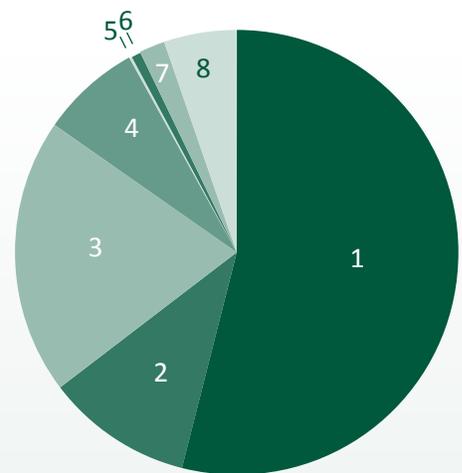
Council directed staff to present options for an additional capital levy of 1.5 % to advance key projects which is explained more thoroughly in the 2017-2021 Capital Budget section of this document.



2012 - 2016

Capital Funding Sources

1. Capital Envelopes
2. City Reserve Funds
3. Federal Grants
4. Provincial Grants
5. Development Charges
6. Obligatory Reserve Funds
7. External Debt Financing/
Future Internal Borrowing
8. Third Party Recoveries



2017 - 2021

Reserves and Reserve Funds

Reserves and reserve funds are a critical component of a municipality’s long-term financing plan. The purpose for maintaining reserves is to:

- Provide stability of tax rates in the face of variable and uncontrollable factors, including consumption, interest rates, unemployment rates and changes in subsidies.
- Provide financing for one-time or short-term requirements without permanently impacting property tax and utility rates.
- Make provisions for replacements and acquisitions of assets and infrastructure currently being consumed and depreciated.
- Avoid spikes in funding requirements of the capital budget by reducing reliance on long-term debt borrowings.
- Provide a source of internal financing.
- Ensure adequate cash flows.
- Provide flexibility to manage debt levels and protect the municipality’s financial position.
- Provide for liabilities incurred in the current year, but paid for in the future.

In 2017, reserves will fund \$33 million in capital projects. The net impact of the 2017 capital budget results in a reduction of City reserves and reserve funds.

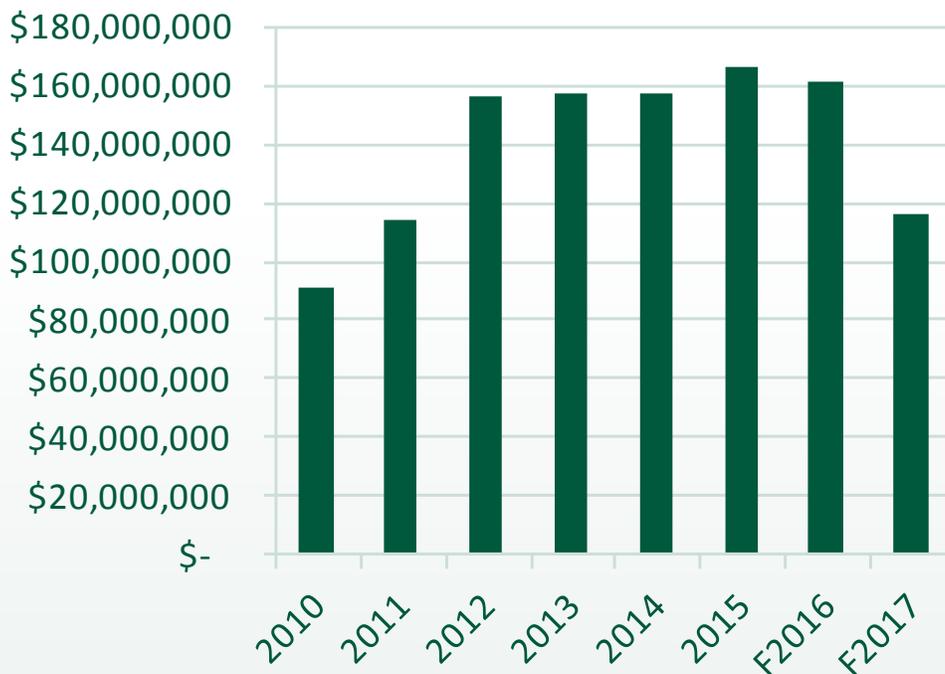
It’s important to note that a significant portion of the reserve funds are committed to previous Council approved capital and other projects. These funds remain in reserves and reserve funds until spent on the related project.

Increased revenues will be required to replace and strengthen reserve balances over the long-term. Alternatively, a service could undergo changes in which it requires less municipal funding, such as public-private partnerships, or service levels could be reduced.

The City has a low debt to reserve ratio in comparison to the median of 0.7 and the average of 1.1.

	Debt to Reserve Ratio
Greater Sudbury	0.2
Median	0.7
Average	1.1

Reserve Fund Balances 2010 – 2017



Debt Financing

The Debt Management Policy, approved by City Council in 2013, states that debt should be affordable and sustainable, and structured in a way that those who benefit from the asset pay for the debt. The policy also sets out the principles of debt financing in accordance with the City’s Long-Term Financial Plan. These principles state that debt financing should only be considered for:

- New, non-reoccurring infrastructure requirements.
- Self-supporting programs and facilities.
- Projects where the cost of deferring expenditures exceeds debt servicing costs.
- Debt with terms no longer than the anticipated life of the funded asset.

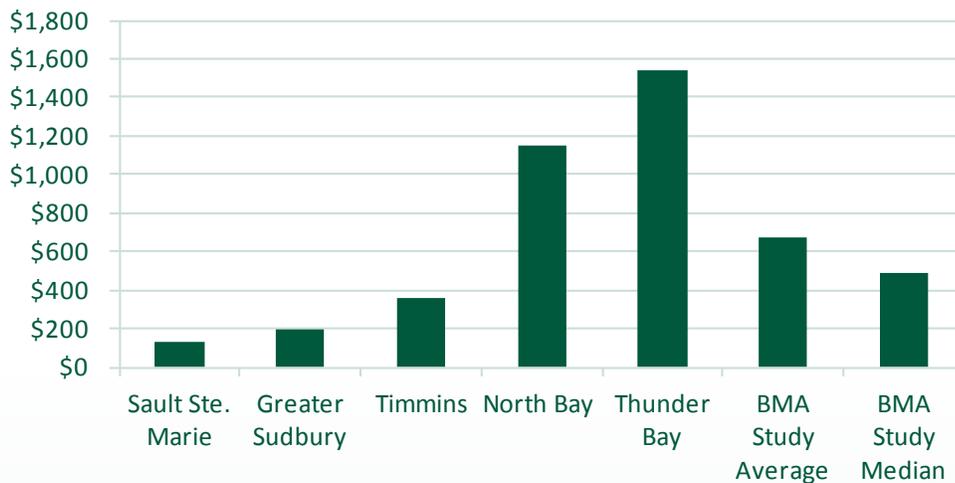
The City’s reliance on its own source of funding for capital investment has also impacted debt levels. While the issuance of debt can provide increased capital funding, the amount owing, plus the related interest must be paid off in future years from operating funds. Debt is a trade-off between increased fiscal flexibility in the short-term, versus reduced fiscal flexibility over the term of the repayment.

While interest costs will add to the total bill, the rapid escalation of construction costs over the past few years indicates that debt financing could lower overall costs in certain circumstances. With interest rates continuing to be near historic lows, more municipalities are turning to debt to finance infrastructure requirements.

The City has an approved debt limit of 5 % of the City’s own purpose revenue. Based on the City’s current external debt, there is approximately \$140 million in debt capacity within the current 5 % debt repayment limit. Increased reliance on debt financing reduces future spending flexibility.

The City’s debt levels are very low compared to those of other municipalities. The chart below compares the City’s debt per capita to other cities in Northern Ontario. In 2015, the City obtained external debt for the Biosolids Management Facility (\$46.8 million) and the Transit/ Fleet Garage (\$14 million), for a total of \$60.8 million.

Debt per Capita 2014



	Tax Debt Interest as percentage of Net Revenues (2015)	Tax Debt Charges as percentage of Net Revenues (2015)
Greater Sudbury	0.3%	1.5%
Median	1.3%	3.2%
Average	1.4%	4.2%

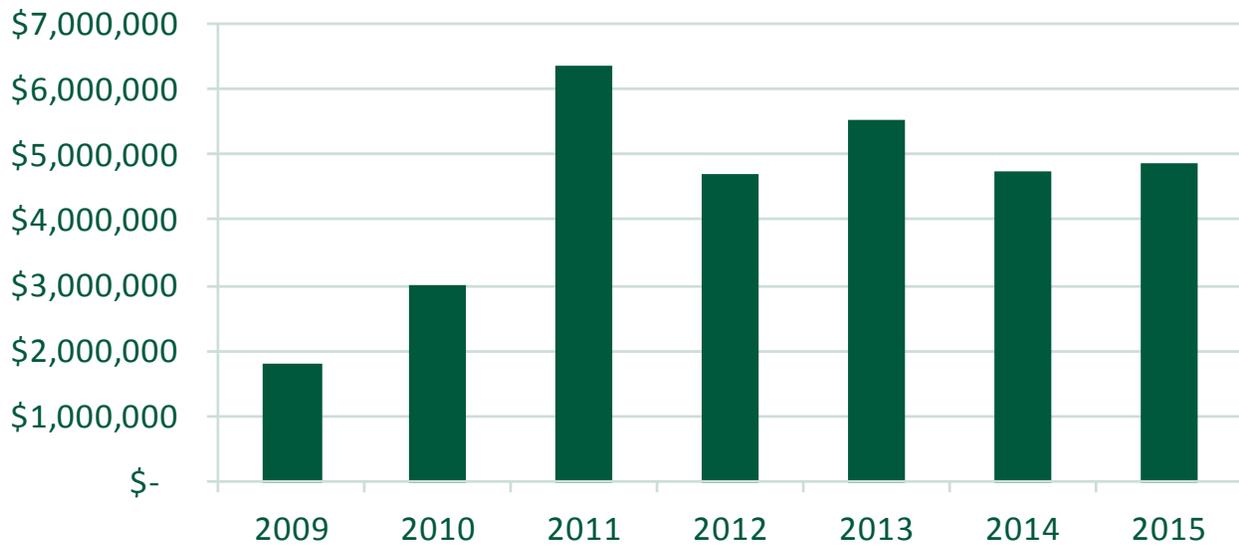
Development Charges (DCs)

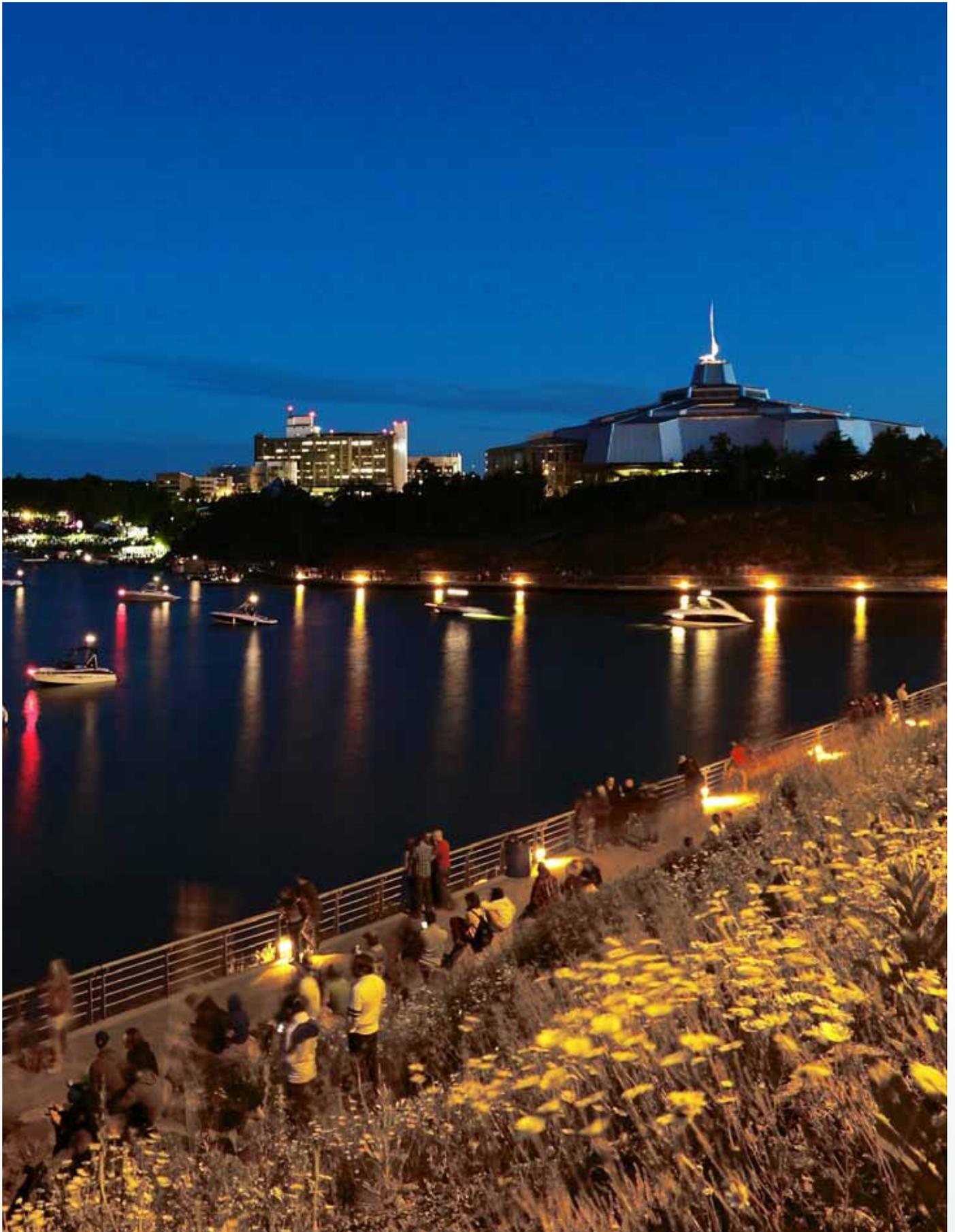
DCs are established by municipalities in accordance with the Development Charges Act. These charges are collected when new development, redevelopment and expansions for residential and non-residential buildings or structures occur.

Most municipalities in Ontario use development charges to ensure the cost of providing the infrastructure to service new development is not carried by existing residents and businesses in the form of higher property taxes. The principle behind development charges is growth pays for growth, meaning development pays a portion of capital costs associated with new growth and development, while taxpayers fund capital infrastructure which benefits the existing population.

Generally, the City finances the growth-related portion of capital projects. At the end of each year, the capital projects are reviewed, and the growth-related portion of the capital costs are identified. The actual development charges revenues collected during the year are then applied to fund any growth-related portion of the project as identified in the current Development Charges Background Study.

Development Charges Collected 2009 - 2015





PLACE
TOM DAVIES
SCULPTURE





2017 Budget
Summary

Category Descriptions

The following definitions relate to the revenue and expense categories used in the presentation of the operating budget.

Revenues:

Levies

This category consists of supplementary taxation and payments-in-lieu of taxation received from government agencies.

Provincial Grants and Subsidies

This category consists of grants received from the Province of Ontario for specific functions such as Ontario Works, Housing Services, Children Services, Emergency Medical Services, and the Ontario Municipal Partnership Fund.

Federal Grants and Subsidies

This category consists of grants received from the Federal government for specific functions funded through agencies such as FedNor and Human Resources Development Canada.

User Fees

This category consists of fees for use of services such as, but not limited to, ice and hall rentals, leisure activities, cemetery fees, library fees, applications for building permits, water/wastewater, and transit.

Licensing and Lease Revenues

This category consists of licensing fees such as business licenses, lottery licenses, taxi licensing and lease revenues.

Investment Earnings

This category accounts for investment income, interest on Greater Sudbury Utility note, interest on tax arrears, and interest earned on internal capital financing.

Contributions from Reserves and Capital

This reflects the contributions from reserves and reserve funds for various projects identified in the operating budget.

Other Revenues

This category includes revenues such as the Ontario Lottery and Gaming Corporation and Provincial Offences Act fines collected.

Expenses:

Salaries and Benefits

This category consists of compensation for all employees such as salaries, benefits, service pay, overtime, car allowance, and boot and tool allowance.

Materials - Operating Expenses

This category includes items such as office supplies, salt and sand, asphalt, gravel and shop supplies, tax write-offs, insurance costs, telephone costs, property taxes and other general expenses.

Energy Costs

This category consists of water, hydro, natural gas, propane, diesel and unleaded fuel.

Rent and Financial Expenses

This category includes bank charges, debit and credit charges, tax interest on penalty write-offs, cost of rental equipment and rent expense.

Purchased/Contract Services

This category consists of items that are outsourced, such as, but not limited to, Housing Services providers, Children Services providers, Ontario Works, roads maintenance contracts, vehicle repairs, hired or rental equipment, and professional services.

Debt Repayment

This category consists of internal and external debt payments.

Grants - Transfer Payments

This category consists of any grants given to community groups and outside boards such as Conservation Sudbury (Nickel District Conservation Authority), Sudbury & District Health Unit, Arts and Culture grants, grants to playgrounds, and transfer payments to Ontario Works recipients.

Contributions to Reserves and Capital

This reflects the contributions to reserves and reserve funds and the transfer to capital fund for capital envelopes.

Internal Recoveries

The line internal recoveries consist of allocations to each department for indirect overhead costs and program support.

As well there are indirect overhead charges for areas such as engineering services which are allocated to water/wastewater, roads and solid waste.

This line also includes the equipment charges and credits predominately in Infrastructure, Parks and Emergency Services area. These equipment charges represent the cost of the maintenance, repairs and a depreciation component which allows for future replacement of equipment and vehicles.

2017 Operating Budget Summary

	Actual			Budget		Budget Change		
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change	
Revenues								
Levies	(241,092,943)	(241,484,352)	(249,358,432)	(10,282,809)	(10,452,932)	(170,123)	-1.7%	
Provincial Grants & Subsidies	(121,748,958)	(123,496,491)	(123,523,037)	(122,699,472)	(125,009,969)	(2,310,497)	-1.9%	
Federal Grants & Subsidies	(936,740)	(1,015,447)	(767,145)	(914,431)	(893,167)	21,264	2.3%	
User Fees	(104,571,568)	(102,502,194)	(108,000,620)	(109,102,751)	(114,287,605)	(5,184,854)	-4.8%	
Licensing & Lease Revenues	(4,967,467)	(4,907,377)	(5,249,691)	(5,121,785)	(5,271,401)	(149,616)	-2.9%	
Investment Earnings	(11,347,787)	(13,041,510)	(10,777,671)	(10,693,611)	(10,607,891)	85,720	0.8%	
Contr from Reserve and Capital	(12,910,419)	(13,546,811)	(8,030,462)	(8,134,357)	(7,021,132)	1,113,225	13.7%	
Other Revenues	(13,156,548)	(18,368,425)	(14,589,267)	(14,587,653)	(14,722,044)	(134,391)	-0.9%	
Total Revenues	(510,732,429)	(518,362,608)	(520,296,325)	(281,536,870)	(288,266,141)	(6,729,271)	-2.4%	
Expenses								
Salaries & Benefits	226,032,378	227,321,852	232,374,123	232,676,054	238,778,452	6,102,398	2.6%	
Materials - Operating Expenses	46,172,769	48,940,964	49,809,021	49,192,084	49,147,018	(45,066)	-0.1%	
Energy Costs	21,426,391	20,273,263	20,281,381	19,784,223	20,796,543	1,012,320	5.1%	
Rent and Financial Expenses	-	-	689,619	718,477	869,358	150,881	21.0%	
Purchased/Contract Services	98,333,947	98,561,812	98,034,411	97,928,491	99,795,187	1,866,696	1.9%	
Debt Repayment	5,617,475	8,750,414	10,017,586	10,017,586	10,154,147	136,561	1.4%	
Grants - Transfer Payments	35,808,293	37,403,365	37,465,422	38,018,903	40,818,477	2,799,574	7.4%	
Contr to Reserve and Capital	77,926,945	77,708,175	73,716,225	72,477,446	77,039,170	4,561,724	6.3%	
Internal Recoveries	(585,769)	(597,237)	(285,682)	(289,773)	(321,798)	(32,025)	-11.1%	
Total Expenses	510,732,429	518,362,608	522,102,106	520,523,490	537,076,554	16,553,064	3.2%	
Net Budget	-	-	1,805,781	238,986,620	248,810,413	9,823,793	4.1%	
Assessment Growth							(0.7%)	
Municipal Property Tax Increase							3.4%	
Recommended Service Level Changes (See Business Cases)							433,611	0.2%
Recommended Municipal Property Tax Increase							3.6%	
Staffing Complement								
Full Time Positions				2016 Budget	2017 Budget			
Part Time Hours				1,992	1,988			
Crew Hours				833,302	856,338			
Overtime Hours				149,601	149,762			
Volunteers				28,638	28,618			
				350	350			

Analysis of Operating Budget Changes – Revenues (\$000)

2016 Revenue Budget	\$281,537
Levies	170
Increase in payments in lieu of taxes	
Provincial Grants and Subsidies	2,310
Reduction in OMPF funding (\$2.5M)	
Increased Social Services Funding \$2M	
Increased funding for Housing \$2M	
Increased Case Mix Index for Pioneer Manor \$0.4M	
Increased funding for Children Services \$0.3M	
Decreased program funding in Economic Development (\$0.2M)	
Increased funding for Emergency Medical Services (\$0.3M)	
Federal Grants and Subsidies	(21)
Reduction in Economic Development program funding (\$135K)	
Increase in Homelessness Initiative funding \$30K	
Increase in Police Services funding \$85K	
User Fees	5,185
Increased Water/Wastewater user fees and general 3% increase on all other user fees, except those adjusted by the department	
Licensing and Lease Revenues	150
Increase in Environmental Services for the sale of landfill gas \$75K	
Increase in Security and By-Law for the new animal pound fees \$50K	
Increase in Aggregate Resources Revenue \$25K	
Investment Earnings	(86)
Reduction in Investment Income (\$200K)	
Increase in interest revenue from tax arrears \$100K	
Contribution from Reserve and Capital	(1,113)
Remove prior year one-time Revenues (\$0.9M)	
Reduction in Transit per the Long-Term Financial Plan (\$0.2M)	
Other Revenues	134
Reduction in funding for the Community Car Flow program (\$400K)	
New revenue from recently installed solar panels \$200K	
Increase in Blue Box funding \$200K	
Increase in miscellaneous recoveries \$130K	
2017 Revenue Budget	\$288,266

Analysis of Operating Budget Changes – Expenses (\$000)

2016 Expense Budget	\$520,523
Salaries and Benefits	6,102
Contractual Increases from CBA and employer benefit costs	
Materials: Operating Expenses	(45)
Decrease in funded programs	
Energy Costs	1,012
Utility increases (Hydro 5%, Natural Gas 10%, Water 7.4%)	
Rent and Financial Expenses	151
Increase in vehicle rental fees \$90K	
Increase in rent expense \$60K	
Purchased/Contract Services	1,867
Increase in contractual obligations and 2% inflation	
Debt Repayment	137
Debt Repayment: Mainly in the following sections: South End Library and Countryside Arena interest (\$14K), Water debt interest (\$40K), Wastewater debt \$206K, LEL Centre (\$15K)	
Grants: Transfer Payments	2,800
Increase in grants for housing programs (funded) \$1.8M	
Increase in social services grants \$0.8M	
2% increase in grant to SDHU \$0.2M	
Contribution to Reserve and Capital	4,562
Increase in capital envelopes	
Internal Recoveries	(32)
Reduction in fuel charges to departments	
2017 Expense Budget	\$537,077

Staffing Changes

The following table provides a summary of the staff complement reflected in the 2016 and 2017 Operating Budgets.

Staff Complement		2016		2017		FT Staff Change	PT Hour Change
		FT Staff	PT Hours	FT Staff	PT Hours		
Department							
Corporate Revenue and Expenses		11	0	2	0	-9	0
Mayor and Council		5	3,654	5	3,654	0	0
Auditor General		0	3,654	0	3,654	0	0
CAO and Communications		10	2,345	10	518	0	-1,827
Administrative Services		78	3,308	78	12,443	0	9,135
Human Resources and OD		21	14,616	21	16,443	0	1,827
Financial Services		71	4,293	71	3,955	0	-338
Economic Development		20	4,538	20	8,172	0	3,634
Assets, Transit and Fleet	GM's Office	1	0	1	0	0	0
	Asset Services	19	10,936	20	12,184	1	1,248
	Transit & Fleet	153	79,834	153	80,179	0	345
Infrastructure	GM's Office	2	0	2	0	0	0
	Engineering	48	12,814	48	12,814	0	0
	Water / Wastewater	135	35,936	135	35,361	0	-575
	Roads	140	50,642	140	51,098	0	456
	Environmental Services	21	20,755	22	21,533	1	778
	Planning and Development	42	15,790	42	15,790	0	0
	Building Services	31	3,500	31	3,500	0	0
Community Development	GM's Office	2	0	2	0	0	0
	Children's Services	13	1,200	13	1,300	0	100
	Housing Services	10	2,457	10	4,284	0	1,827
	Long-Term Care-Senior Services	243	241,078	243	243,650	0	2,572
	Social Services	93	0	93	0	0	0
	Citizen Services	64	48,061	64	48,061	0	0
	Leisure Services	93	319,854	93	322,369	0	2,515
Emergency Services	Emergency Services	12	8,365	14	8,365	2	0
	Emergency Medical Services	122	35,624	120	35,624	-2	0
	Fire Services	129	6,038	129	6,038	0	0
Outside Boards	Airport (CDC)	20	5,408	20	5,408	0	0
	Police Services	383	48,203	386	49,703	3	1,500
Total		1,992	982,903	1,988	1,006,100	-4	23,197

Analysis of Full-Time Equivalent (FTE) Change

Corporate Revenue:

- The reduction in permanent staff is due to the individuals identified through P6M retiring in year.

CAO and Communications

- The reduction in part-time hours relates to a one-year budget option for the Web Content Editor which was approved as part of the 2016 Budget process.

Administrative Services

- The increase in part-time hours is due to the implementation of animal control and pound services approved by Council in late 2016.

Human Resources and Organizational Development

- The increase in part-time hours is for a 3-year health and safety advisor funded from Roads, Environmental Services, and Water/Wastewater.

Financial Services

- The reduction in part-time hours is a result of a funded contract position ending in 2017.

Economic Development

- The increase in part-time hours is due to additional Provincial and Federal funding for the Regional Business Centre and the Mining Supply Assistance Program.

Assets Transit and Fleet

Asset Services

- The increase in full-time staff and part-time hours is a result of an initiative to take over the maintenance at the Provincial Tower at 199 Larch St. as approved by Council in early 2016.

Transit and Fleet

- The increase in part-time hours is based on the number of week days to be worked in 2017.

Infrastructure

Water/Wastewater

- The decrease in part/crew time hours is due to changes in work programs.

Roads

- The increase in part-time hours is based on a full year of the Active Transportation Coordinator. The position was budgeted for $\frac{3}{4}$ of a year in 2016.

Environmental Services

- The increased full-time position and 1,999 part-time hours is a result of the implementation plan the programs associated with reducing the weekly curbside garbage limit as approved by Council in 2016.
- There was also a decrease in the part-time hours of 1,221 as these were repurposed to fund the new Manager of Waste Processing and Disposal Services position.

Community Development

Children Services

- The increased part-time hours are funded through the Healthy Kids Community Challenge program.

Housing Services

- The increased part-time hours are for the Project Development Officer and are funded through the Affordable Housing program.

Long-Term Care Senior Services (Pioneer Manor)

- The increased part-time hours are funded through the Case Mix Index (CMI) allocation.

Leisure Services

- The increased part-time hours in Leisure Services are required to bring the budget in line with actual hours worked at community halls, arenas, pools and other leisure facilities.

Emergency Services

- Full-time positions have been reallocated within Emergency Services and Emergency Medical Services to better align with work requirements.

Police Services

- Police Services have increased their full-time staff and part-time hours as approved by its board.







2017 Budget
Operating Budget

Corporate Revenues and Expenditures

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Levies	(240,570,957)	(241,254,383)	(249,230,524)	(10,223,901)	(10,394,024)	(170,123)	-1.7%
Provincial Grants & Subsidies	(31,456,400)	(28,468,100)	(25,792,100)	(25,792,100)	(23,341,851)	2,450,249	9.5%
User Fees	(285,048)	(85,184)	(61,318)			-	0.0%
Licensing & Lease Revenues	(201,949)	(228,483)	(244,797)	(200,000)	(225,000)	(25,000)	-12.5%
Investment Earnings	(11,040,584)	(12,725,800)	(10,470,046)	(10,367,046)	(10,282,326)	84,720	0.8%
Contr from Reserve and Capital	(2,580,278)	(3,090,625)	(150,000)	(500,025)	(402,637)	97,388	19.5%
Other Revenues	(2,493,180)	(3,753,046)	(2,238,239)	(2,395,000)	(2,542,500)	(147,500)	-6.2%
Total Revenues	(288,628,396)	(289,605,620)	(288,187,024)	(49,478,072)	(47,188,338)	2,289,734	4.6%
Expenses							
Salaries & Benefits	15,791		(92,299)	208,667	299,940	91,273	43.7%
Materials - Operating Expenses	2,719,819	4,467,325	1,988,500	1,987,000	2,015,240	28,240	1.4%
Rent and Financial Expenses			239,316	280,000	280,000	-	0.0%
Debt Repayment	2,000,674	2,450,000	2,100,000	2,100,000	2,100,000	-	0.0%
Grants - Transfer Payments	325,495	326,193	265,200	422,517	365,200	(57,317)	-13.6%
Contr to Reserve and Capital	168,791	1,458,749	214,783	95,000	264,500	169,500	178.4%
Total Expenses	5,230,570	8,702,267	4,715,500	5,093,184	5,324,880	231,696	4.5%
Net Budget	(283,397,826)	(280,903,354)	(283,471,524)	(44,384,888)	(41,863,458)	2,521,430	5.7%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	11	2

Mayor and Council

Overview

City Council is responsible for the governance of the City of Greater Sudbury, subject to provincial legislation. Councillors are elected every four years, with the term of this Council ending in 2018. The Mayor is elected at large, while the 12 Councillors are elected by ward.

The City of Greater Sudbury 12-ward system is used for electing Councillors, with one Councillor elected for each ward.

City Council establishes strategies, policies and budgets for the programs and services delivered by the City of Greater Sudbury. Mayor and City Council include budgets for:

- The Office of the Mayor
- City Council, including Councillor's remuneration, association dues and related travel, expenses, support staff and services, and other costs
- Memberships in various organizations, including the Federation of Northern Ontario Municipalities, the Association of Municipalities of Ontario, the Federation of Canadian Municipalities and Ontario Good Roads

Mayor and Council

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Other Revenues	(3,403)	-	-	-	-	-	0.0%
Total Revenues	(3,403)	-	-	-	-	-	0.0%
Expenses							
Salaries and Benefits	1,150,702	1,171,572	1,245,463	1,245,463	1,231,542	(13,921)	-1.1%
Materials - Operating Expenses	192,044	182,836	221,519	274,366	240,422.00	(33,944)	-12.4%
Purchased/Contract Services	15,656	2,727	-	-	-	-	0.0%
Internal Recoveries	222,261	225,301	218,621	218,621	271,076	52,455	24.0%
Total Expenses	1,580,663	1,582,436	1,685,603	1,738,450	1,743,040	4,590	0.3%
Net Budget	1,577,260	1,582,436	1,685,603	1,738,450	1,743,040	4,590	0.3%
Staffing Complement							
				2016 Budget	2017 Budget		
Full-Time Positions				5	5		
Part-Time Hours				3,654	3,654		

Auditor General's Office

Mandate

The Auditor General reports directly to Council and is responsible for assisting Council in holding itself and its administrators accountable for the quality of stewardship over public funds and for the achievement of value-for-money in municipal operations. By performing duties in an independent manner, and making reports available to the public, the Auditor General's Office plays an important role in promoting transparency, accountability and trust in municipal operations.

Overview:

The Auditor General's Office is responsible for performing a variety of audits, including financial, compliance and information technology audits, and value for money audits. It also supports the Wrongdoing Hotline and Enterprise Risk Management Process.

Services

Financial, Compliance, Information Technology Audits

- Conducts audits to assess adequacy of safeguards over public funds and assets.

Value-for-Money Audits

- Conducts audits to assess the extent of regard for value-for-money, efficiency, effectiveness and economy, within municipal operations.

Wrongdoing Hotline Support

- Supports the hotline by conducting investigations of wrongdoing involving contractors.
- Provides overall coordination and reporting on the status of hotline complaints.

Enterprise Risk Management (ERM) Processes

- Develops, implements and supports ERM processes in conjunction with City managers.

2016 Accomplishments

- Developed and implemented the Wrongdoing Hotline process with senior management and with support from Information Technology, Communications and the City Clerk's office.
- Completed an Annual Report on the status of audit recommendations.
- Completed follow-up audit of Procurement.
- Completed audit of long-term financial planning.
- Completed audit of Risk Management processes.
- Completed investigations of complaints regarding contractors.
- Piloted the ERM process with Paramedic and Fire Services.
- Developed policies and procedures for performance monitoring and reporting, audit protocols and audit oversight in accordance with recommendations in the Shenandoah Report.

Strategic Issues and Opportunities

- Expanding capabilities in investigations and ERM processes to improve service delivery as well as business continuity and succession plans.
- Developing and implementing ERM processes with Executive Leadership Team

Key Deliverables for 2017

- Complete Value-for-Money Audits to assess the extent of regard for efficiency, effectiveness and economy in key programs and operations.
- Complete other audits to assess controls over significant risks in the City.
- Complete Phase One of the Enterprise Risk Management processes.

Auditor General

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Total Revenues	-	-	-	-	-	-	0.0%
Expenses							
Salaries & Benefits	227,536	212,610	284,013	294,618	306,021	11,403	3.9%
Materials - Operating Expenses	17,010	8,098	21,500	14,413	13,973	(440)	-3.1%
Purchased/Contract Services	16,017	26,657	20,000	23,022	24,000	978	4.2%
Internal Recoveries	28,851	21,998	21,353	21,353	21,320	(33)	-0.2%
Total Expenses	289,414	269,364	346,866	353,406	365,314	11,908	3.4%
Net Budget	289,414	269,364	346,866	353,406	365,314	11,908	3.4%
Staffing Complement							
				2016 Budget	2017 Budget		
Full Time Positions				-	-		
Part Time Hours				3,654	3,654		

Office of the Chief Administrative Officer



Mandate

The Office of the Chief Administrative Officer provides corporate leadership and strategic support to all City departments. It is responsible for supporting Mayor and Council, as well as the organization, in achieving priorities and strategic projects and initiatives to enhance citizens' quality of life.

Corporate Communications and French Language Services plans and executes strategic communications activities, building understanding of the City, its people, programs, services and policies. The section also delivers advice and support in the implementation of the City's French Language Services policy.

Overview

The Office of the Chief Administrative Officer leads the City's Executive Leadership Team, and provides strategic leadership to the organization. It includes the Chief Administrative Officer (CAO) Office, Economic Development, and Corporate Communications and French Language Services.

Corporate Communications and French Language Services staff provide strategic communications counsel to internal stakeholders, provide advice on media relations, implement the City's visual identity standards, coordinate special events, conduct issues management, coordinate the City's online presence, including social and new media solutions, and provide marketing and design services. The section also has governance accountability for the implementation of the French Language Services policy to ensure citizens receive excellent service in both languages.

Services

Administration:

- Provides administrative support to the CAO, including scheduling, travel arrangements, conference attendance, meeting management, and office support.

Corporate Leadership:

- Provides leadership and strategic direction to departments to assist in achieving project or program objectives.
- Leads the development of business plans across dozens of service areas within the organization.
- Engages with key stakeholders to advance Council and City priorities.
- Leads a workforce of approximately 2,500 employees in the delivery of excellent public services.

Corporate Communications:

- Leads emergency and crisis communication in the event of municipal emergencies.
- Manages close to 800 media inquiries per year, including issue identification and analysis, key message development, and media training and coaching.
- Works as business partners to departments in planning, developing, and executing strategic communication plans in support of program or service objectives.
- Has governance accountability for the City's overall website presence, including developing and reviewing content, managing the website's promotional focuses, and in conjunction with IT, actively seeking, identifying and implementing solutions to ensure the municipal website is a reliable, user-friendly source of information and services for residents.
- Manages the City's official social media accounts, including content, advertising, marketing, inquiries, Compliments, and complaints. The City's Twitter and Facebook accounts have more than 7,800 followers/likes each and those numbers continue to increase.
- Coordinates more than 30 media events each year.
- Provides creative and design solutions for hundreds of projects every year in accordance with the City's visual identity standards manual.

French Language Services:

- Provides advice and support to departments in the provision of excellent customer service in French, and works directly with francophone stakeholders in the community to ensure French language services are meeting the needs of residents.

2016 Accomplishments:

CAO's Office

- Completed the Council Strategic Plan, Greater Together 2015-2018, and its accompanying Implementation Plan.
- Evaluated municipal roles and responsibilities to streamline service delivery, enhance financial and strategic leadership, and build organizational capacity.
- Redesigned the budget process, and led the organization through building the 2017 budget so that it aligns with Council's stated priorities and objectives.

Communications

- Modernized strategic marketing plan for leisure and recreation, resulting in a redesigned leisure microsite with a focus on customer ease of use. A range of new marketing tools were also developed for more timely, accurate and targeted communication with residents.
- Developed, promoted and executed marketing and social behaviour campaigns for the Healthy Kids Community Challenge that have proven very successful in raising awareness of healthy options for children.
- Completed a comprehensive audit of the municipal website as the first step to creating a more user friendly, customer focused and effective website. Working with a third party consultant, staff undertook public engagement by way of a survey, as well as a large focus group, to help redesign the website. A full content review and website structure audit have been completed, and implementation of recommendations is underway.
- Developed and delivered the 2016 employee engagement survey, in partnership with Human Resources.
- Developed and delivered the City's first citizen survey since 2009.

Strategic Issues and Opportunities:

CAO's Office

- The four Large Projects endorsed in principle by Council require leadership and coordination from the CAO's Office to ensure appropriate project management, strategic and financial oversight, and corporate capacity building.
- There is a need to develop clear and compelling key performance indicators (KPIs) to support staff and Council's decision-making over the coming years. The oversight and support of the CAO's office are vital in ensuring a consistent approach across departments.
- Council's strategic priorities combined with the current infrastructure and asset deficit require a new way of looking at service delivery across the organization.

Communications

- Development and roll-out of an issues management framework for use across the organization to better respond to and anticipate issues.
- Development of a consistent approach to stakeholder relationships, including public engagement, input and consultation for use across the organization, resulting in increased confidence and understanding from residents about municipal affairs, a knowledge and toolkit for staff, as well as enhanced training and support for staff participating in consultative processes.
- Measurement of the success of communication and business objectives by developing evaluation and KPIs that provide areas for enhanced focus.

Key Deliverables for 2017:

CAO's Office

- Develop a clear and compelling set of KPIs for service areas to support Council in making decisions about programs, services, and projects.
- Achieve deliverables outlined in Council's Strategic Plan.
- Make significant progress in moving forward the four Large Projects endorsed in principle by Council.

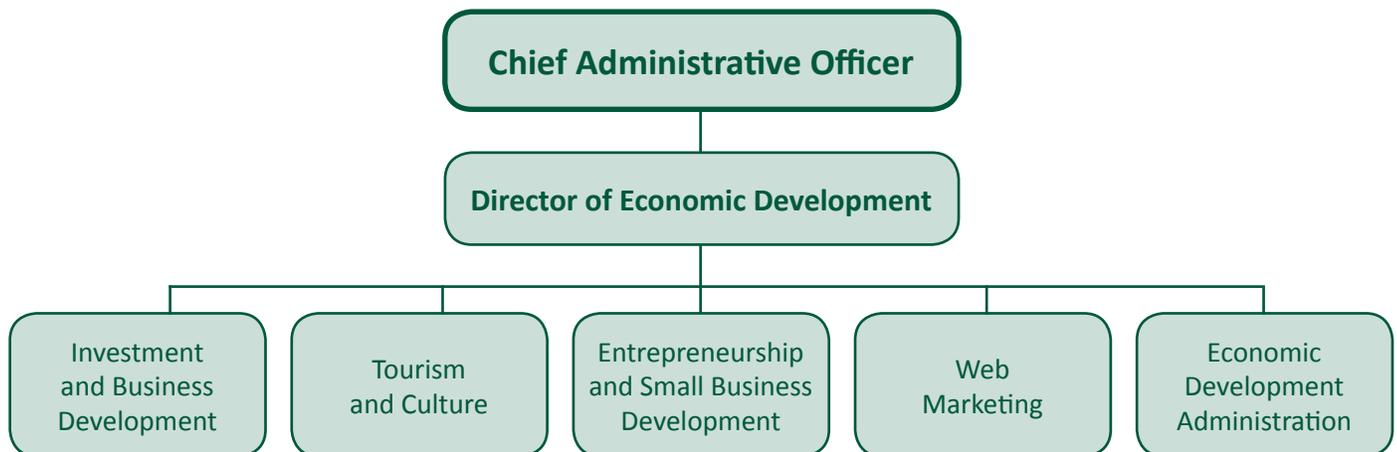
Communications

- Update and renew the Strategic Communication Plan for the organization with a focus on strong employee and citizen engagement.
- Plan and implement improvements to the City's website with a focus on user-friendliness, relevance and accessibility.
- Develop a set of policies, procedures and standards for services related to communications for increased trust with stakeholders both internal and external.
- Develop a communication strategy for elections 2018.
- Develop and implement an issues management framework for the organization.
- Develop a public engagement toolkit for employees and residents allowing for a consistent approach to stakeholder relationships, with a result of increased trust, confidence, and knowledge related to municipal government.

CAO and Communications

	Actual		2016 Projected Actuals	Budget		Budget Change	
	2014 Actuals	2015 Actuals		2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Contr from Reserve and Capital	-	-	(91,525)	(145,000)	(55,475)	89,525	61.7%
Other Revenues	(38,987)	(16,890)	(360)	-	-	-	0.0%
Total Revenues	(38,987)	(16,890)	(91,885)	(145,000)	(55,475)	89,525	61.7%
Expenses							
Salaries & Benefits	1,142,642	1,266,414	1,238,043	1,186,019	1,226,014	39,995	3.4%
Materials - Operating Expenses	263,981	243,133	296,924	315,978	263,722	(52,256)	-16.5%
Purchased/Contract Services	3,136	3,176	2,000	2,500	2,550	50	2.0%
Internal Recoveries	85,211	83,748	75,680	75,680	75,023	(657)	-0.9%
Total Expenses	1,494,970	1,596,471	1,612,647	1,580,177	1,567,309	(12,868)	-0.8%
Net Budget	1,455,983	1,579,581	1,520,762	1,435,177	1,511,834	76,657	5.3%
Staffing Complement							
				2016 Budget	2017 Budget		
Full Time Positions				10	10		
Part Time Hours				2,345	518		
Overtime Hours				173	173		

Economic Development



Mandate

Economic Development is focused on investment attraction, community promotion, improved quality of life and support for local business. Staff achieve goals through the creation and coordination of strategic partnerships with internal stakeholders, community institutions, local businesses, and regional, provincial and federal government agencies. Economic development is guided by the strategic plan *From the Ground Up*. They also provide support to, and receive guidance from, the 18-member community board of the Greater Sudbury Development Corporation (GSDC).

Overview

Economic Development has five operational area which have specific responsibilities and also provide due diligence and support to the GSDC Board as it determines strategic investments in projects of economic significance

Investment and Business Development works with existing businesses through its Business Retention and Expansion efforts and attracts prospective investors to encourage expansion or new operations in the city. They coordinate the City's Primary Care Recruitment Program, the Local Immigration Partnership and the Northern Ontario Exports Program.

Tourism and Culture promotes Greater Sudbury as a great place to see, stay, shop and enjoy. They support the tourism and cultural sectors in capacity building, marketing, and development support for businesses and not-for-profit organizations. They provide the City's direct support for arts and culture, and work to implement the community's Cultural Plan. They manage the Sudbury Tourism Partnership and fulfill the role of liaison for the film and television sector.

Entrepreneurship and Small Business Development delivers direct services and educational programming to support and develop small businesses and encourage entrepreneurship. These services and programs are delivered through the Regional Business Centre, which is largely funded by a community partnership.

Web Marketing provides assistance to Economic Development by maintaining and developing, in-house, promotional websites, video, print and web-based materials.

Economic Development Administration coordinates the activities and business processes for the Division, as well as the Greater Sudbury Development Corporation, including financial tracking, corporate reporting, communications and outreach.

Services

Investment and Business Development

- Conducts outreach to local businesses and organizations to provide information and assistance in accessing government funding programs, and help with municipal process concerns.
- Promotes Greater Sudbury for business investment and expansion, and physician attraction.
- Maintains and grows strategic partnerships for Mining Supply and Services and Local Immigration.
- Provides analysis and due diligence support to the GSDC Board as it manages community economic development grants.
- Works with post-secondary, health and business association institutions to support priorities and engage their leadership to advance the community's development goals.
- Manages and coordinates small and large events including the Northern Leadership Summit, the Federation of Ontario Municipalities Conference and Naturallia.
- Plays a leadership role in regional economic development initiatives.
- Maintains strong relationships with legislative representatives and ministries at the provincial and federal level.
- Performs management for corporate initiatives like Project 6 Million and Large Projects

Tourism and Culture

- Manages the Sudbury Tourism Partnership.
- Promotes tourism in Greater Sudbury through media visits, group tour stakeholders, marketing and promotions, and partnerships.
- Manages the arts and culture grants process annually.
- Manages and coordinates events and conferences.
- Provides event support through in-kind or financial contributions to events and festivals in the city.
- Leads regional tourism initiatives.
- Coordinates the downtown Market operations.

Entrepreneurship and Small Business Development

- Manages the Regional Business Centre Partnership.
- Provides services to small business and entrepreneurs including one-on-one consultations, guidance on licenses, permits, registration and regulations, market research, a business resource library, seminars, networking and mentoring opportunities, business plan support, funding and finance guidance, and referrals.
- Hosts the annual Bridges to Better Business Conference.
- Administers mandated programs, including Summer Company, Starter Company and Aboriginal Women Business Day.

Web Marketing

- Advises on new approaches in web, marketing and social media.
- Supports divisional efforts through graphic design, video production and photography.
- Maintains and develops all Economic Development websites and computer/web-related support software.

Economic Development Administration

- Performs all administrative duties for Economic Development.
- Performs coordination, communication and administrative tasks for the Greater Sudbury Development Corporation Board and meetings, including planning, agendas, minutes and reports.

2016 Accomplishments

- Completed staff analysis and review of 16 large projects presented to Council, assisted with prioritization of four projects and led steps toward implementation.
- Opened Regional Business Centre on Tuesday evenings and initiated outreach program for small business support services at eight designated Greater Sudbury Libraries and Employment Options offices.
- Secured almost \$2 million from NOHFC and Fednor to continue success of Northern Ontario Exports Program into 2018.
- Supported local business expansions such as Hardrock-Vertex and assisted with TTRction of investments such as Boart Longyear R&D facility in Onaping.
- Coordinated the 2021 Canada Summer Games bid process, including submission of technical specifications package and hosting of Technical Review Committee.

Strategic Issues and Opportunities

- Realign staff responsibilities and develop work plans to more effectively communicate the City's successes, and better report on key metrics to improve Greater Sudbury's reputation on the local, regional and national levels.
- Establish and maintain strong strategic partnerships within the entrepreneurial ecosystem to reduce the duplication of services, and ensure the right mix of products and services for the small business community.
- Leverage existing partnerships to increase revenue generation opportunities for Economic Development to advance marketing, promotions and capacity building efforts and address financial gaps faced by projects and initiatives.
- Develop technical solutions (such as online permitting systems for film permits and special event organizers) and increase interdepartmental communication and cooperation to ensure a more efficient approach to effective investment attraction and retention efforts. A higher level of customer service will be achieved for example through an expedited permitting process for the film and television sector, more timely collaboration with Planning and Building Services for business expansions, and support for organizers coordinating special events.

Key Deliverables for 2017

- Deliver inaugural GSDC Annual Report on From the Ground Up strategic plan, and outline of Economic Development Work Plan for 2017 including sector specific investment targets and key performance indicators to measure activity and achievements.
- Advance the Business Incubator program that graduate confident, successful entrepreneurs that are well grounded financially and secure in their knowledge of how to run a successful business independently.
- Develop and implement an online film permitting system, an enhanced online event calendar and a web-enabled facility inventory of venues for cultural occasions, meetings and sporting events.
- Refresh the existing tourism strategy and action plan in From the Ground Up, including enhancement of the Sudbury Tourism Partnership and development of revenue generation for marketing tactics.
- Advance Council's four large projects to the point where each has a clearly identified scope, potential costing, business plan and timeline.
- Support the creation of a one-stop referral centre for newcomer services.

Economic Development

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Levies						-	0.0%
Provincial Grants & Subsidies	(415,210)	(862,645)	(644,288)	(721,497)	(490,283)	231,214	32.0%
Federal Grants & Subsidies	(563,713)	(668,662)	(438,248)	(585,535)	(452,243)	133,292	22.8%
User Fees	(80,216)	(38,035)	(51,300)	(30,000)	(30,000)	-	0.0%
Licensing & Lease Revenues	(8,400)	-				-	0.0%
Contr from Reserve and Capital	(197,170)	(51,565)	(331,732)	(173,689)	(216,233)	(42,544)	-24.5%
Other Revenues	(589,339)	(1,433,426)	(804,371)	(601,389)	(600,898)	491	0.1%
Total Revenues	(1,854,048)	(3,054,333)	(2,269,939)	(2,112,110)	(1,789,657)	322,453	15.3%
Expenses							
Salaries & Benefits	2,498,977	2,592,102	2,585,478	2,366,594	2,448,818	82,224	3.5%
Materials - Operating Expenses	1,212,485	1,088,411	1,306,577	1,155,261	839,117	(316,144)	-27.4%
Energy Costs	9,894	6,737	3,166	3,460	2,849	(611)	-17.7%
Rent and Financial Expenses			700			-	0.0%
Purchased/Contract Services	198,648	255,142	180,393	290,000	237,144	(52,856)	-18.2%
Grants - Transfer Payments	1,992,113	2,312,337	2,191,186	2,353,186	2,368,458	15,272	0.6%
Contr to Reserve and Capital	212,394	1,180,477	406,611	406,611	410,943	4,332	1.1%
Internal Recoveries	414,354	391,921	385,710	380,220	327,692	(52,528)	-13.8%
Total Expenses	6,538,866	7,827,128	7,059,821	6,955,332	6,635,021	(320,311)	-4.6%
Net Budget	4,684,819	4,772,795	4,789,882	4,843,222	4,845,364	2,142	0.0%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	20	20
Part Time Hours	4,538	8,172
Overtime Hours	250	250

Administrative Services



Mandate

Administrative Services provides governance, legal and legislative, and technological advice and support to the organization.

Overview

Administrative Services is comprised of five service areas:

Clerk's Services provides governance leadership and is responsible for fulfilling a number of statutory responsibilities as described in the Municipal Act, the Municipal Election Act, the Municipal Freedom of Information and Protection of Privacy Act, the Vital Statistics Act, the Marriage Act, and others.

Court Services works under a Memorandum of Understanding to administer matters under the Provincial Offences Act and the Courts where those matters are tried.

Legal Services provides legal advice and services to City Council, staff and local boards and corporations.

Security and By-Law Services ensures a safe and secure environment for staff and citizens through the provision of security services and advice and the enforcement of provincial and municipal legislation.

Information Technology provides hardware, software, business applications and web services critical to municipal operations and manages telecommunications and mobile device services.

Services

Clerk's Services

- Manages all processes related to Council and Committee meetings.
- Conducts Municipal and School Board Elections.
- Responds to Freedom of Information requests.
- Provides advice to the organization on records management and privacy matters.
- Provides mail delivery and print shop services to the organization.

Court Services

- Administers the process for payment of Provincial Offences and municipal fines
- Coordinates court proceedings for Provincial Offences.
- Administers collections of outstanding or defaulted fines.

Legal Services

- Provides litigation, real estate, agreement preparation and review, and general legal advice on all topics relevant to the City and its local boards and corporations.
- Assists in the identification and management of risk and liability.

Security and By-Law Services

- Provides public education, investigation and enforcement of municipal by-laws and specific provincial legislation.
- Provides security advice and support to the organization, including investigation of threats to staff and facilities, management of similar risks and direct supervision of contract security staff.
- Provides licensing services to support municipal and provincial licensing requirements such as business, vehicle for hire and lottery licenses.
- Administers animal control and shelter services for the City.

Information Technology

- Provides services in business applications, including Geographic Information Systems (GIS), Enterprise Resource Planning and Business Intelligence support.
- Provides technical support to websites, e-government and open data.
- Provides maintenance and security of networks, hardware, data, software, mobile and telecommunications devices.
- Responsible for printers, copiers, scanners and all other hardware devices.

2016 Accomplishments

- Reviewed and implemented new service delivery models for Animal Control and Mail Delivery.
- Prepared new Vehicle for Hire, Noise, Records Retention and Animal Care and Control by-laws.
- Implemented Open Data Policy and web portal, and monthly release of new datasets.
- Completed major upgrades to multiple existing software applications including GIS Infrastructure, PeopleSoft Human Capital Management Software, Computerized Maintenance Management System, Mobile network access, Cyber Security and Software Asset Management.
- Enhanced public access to Council and Committee meetings through live video streams, advance public release of agendas, and online access to resolutions and by-laws the day after meetings.

Strategic Issues and Opportunities

- Bill 8 Municipal Elections Modernization presents new opportunities for election management and public engagement.
- A provincial review of the Municipal Act and anticipated new legislation will be reviewed for impacts on service delivery and municipal governance.
- The introduction of Ombudsman oversight of municipalities, supported by new complaint management tools, will assist in understanding and managing expectations for service.
- Ministry of the Attorney General review of the online system for Administrative Monetary Penalties will assist in increasing Provincial Offences Administration efficiency and collection rates.
- Cyber security, security of electronic and print data, personal information and maintaining compliance to industry standards for data transfer and information sharing creates new opportunities for shared responsibilities and better information management practices.

Key Deliverables in 2017

- Develop an Enterprise IT Strategy.
- Develop an Enterprise GIS Strategy.
- Complete regular reviews of the Council Procedure By-Law and work with Corporate Communications on standardized framework for Council and Committee meeting report writing.
- Develop an updated Multi-year Accessibility Plan in consultation with the Accessibility Advisory Panel.
- Update or implement policies for Lobbyists, Vote Casting and Counting and other Election related activities.
- Perform business case analysis of Print Shop services, Administrative Monetary Penalty Systems and Animal Shelter services.
- Implement pilot projects for Trap, Neuter, Release (TNR) and Spay, Neuter programs as part of Animal Care and Control programs.
- Upgrade various systems, including PeopleSoft Financials software, Virtual Machine Servers, Data Centre, City website, Supervisory Control and Data Acquisition software, and Leisure Program and Facility Management software.

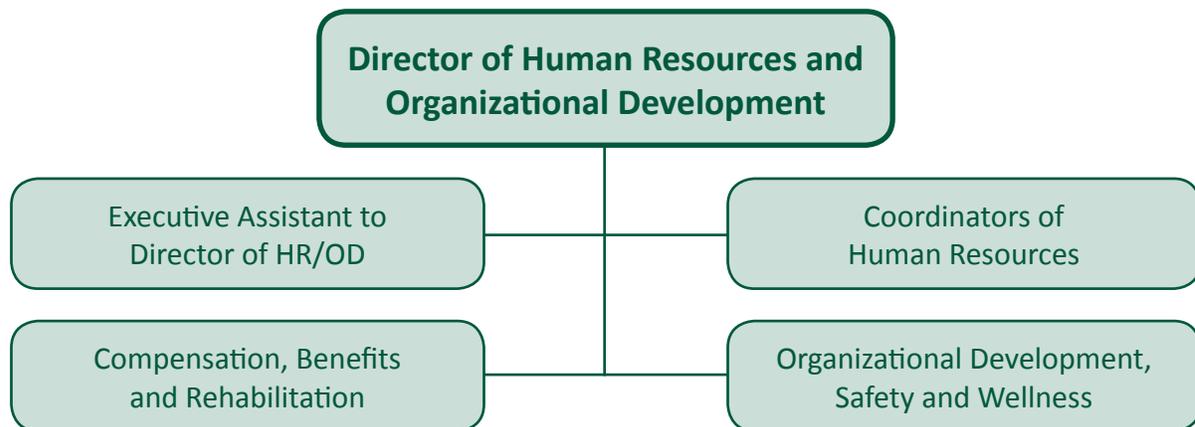
Administrative Services

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Provincial Grants & Subsidies		(13,405)				-	0.0%
User Fees	(931,064)	(844,888)	(914,307)	(1,006,698)	(990,158)	16,540	1.6%
Licensing & Lease Revenues	(796,338)	(821,173)	(823,628)	(896,628)	(946,628)	(50,000)	-5.6%
Contr from Reserve and Capital	(523,416)	(27,334)	(102,798)	(102,798)	-	102,798	100.0%
Other Revenues	(2,833,983)	(2,824,220)	(2,715,076)	(2,893,628)	(2,895,850)	(2,222)	-0.1%
Total Revenues	(5,084,800)	(4,531,020)	(4,555,809)	(4,899,752)	(4,832,636)	67,116	1.4%
Expenses							
Salaries & Benefits	7,515,448	7,364,741	7,775,256	7,929,652	8,346,556	416,904	5.3%
Materials - Operating Expenses	2,633,019	2,328,123	2,457,680	2,550,282	2,550,540	258	0.0%
Energy Costs	13,565	10,598	11,192	9,059	29,946	20,887	230.6%
Rent and Financial Expenses			90,094	97,480	149,480	52,000	53.3%
Purchased/Contract Services	2,450,542	2,547,538	2,605,555	2,670,272	2,117,197	(553,075)	-20.7%
Grants - Transfer Payments		180				-	0.0%
Contr to Reserve and Capital	1,035,015	1,007,015	778,453	778,453	765,022	(13,431)	-1.7%
Internal Recoveries	(7,015,627)	(7,089,542)	(6,870,233)	(6,870,233)	(6,850,312)	19,921	0.3%
Total Expenses	6,631,963	6,168,653	6,847,997	7,164,965	7,108,429	(56,536)	-0.8%
Net Budget	1,547,163	1,637,633	2,292,188	2,265,213	2,275,793	10,580	0.5%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	78	78
Part Time Hours	3,308	12,443
Overtime Hours	1,125	1,125

Human Resources and Organizational Development



Mandate

Human Resources and Organizational Development delivers human resources support and services to the City of Greater Sudbury. They are stewards of all corporate human resources activities to ensure employee efforts are focused on producing the right results, and the City can attract and retain the right skills, values and behaviours in the workforce.

Overview

Human Resources and Organizational Development professionals provide support and services to help the organization deliver essential services to the community. More than 80 % of City of Greater Sudbury employees are unionized, therefore in addition to human resources related policy in the Employee Handbook and Recruitment Guidebook, section staff provides day-to-day advice to management on a number of unique collective agreements. The employees in this section also steward various Human Resources processes, such as job analysis and description, job posting, recruitment and selection assistance, and employee grievance and complaint management.

Human Resources and Labour Relations provides human resources services for management and employees, as well as Collective Bargaining Agreement and union relations. More than 80 % of City of Greater Sudbury employees are Unionized, therefore in addition to human resources related policy in the Employee Handbook and Recruitment Guidebook, section staff provides day-to-day advice to management on a number of unique collective agreements. The employees in this section also steward various Human Resources processes, such as job analysis and description, job posting, recruitment and selection assistance, and employee grievance and complaint management.

Compensation, Benefits and Rehabilitation provides administrative support, coordination and advice to employees on matters related to these areas. They manage a comprehensive compensation philosophy with reviewable safeguards on employee pay, maintain and administer pay and benefits in accordance with employee agreements and contracts with benefits providers, and assist line management with return to work, absence management and employee rehabilitation.

Organizational Development, Safety and Wellness coordinates, manages and supports health, wellness and workplace safety initiatives for the organization, including training and education. Health and Safety staff work closely with rehabilitation to analyze and report on hazards in the workplace and assist with return to work and job coaching. Organizational Development manages the City of Greater Sudbury's performance planning and development, succession and human capital planning processes, and leadership education and competency management.

Services

Human Resources and Labour Relations

- Provides general labour relations and human resources support to City management and employees.
- Interprets and applies relevant Ontario and Canadian labour and employment legislation, and related case law.

Compensation, Benefits and Rehabilitation

- Coordinates employee lifecycle changes, the functionality of the Human Capital Management system, and administers total compensation, including Group Insurance and Pension Benefit Plans.
- Oversees WSIB Claims, Early Intervention Programs, Return to Work, Accommodations and Disability Claims.
- Ensures the integrity of the City's compensation systems including salary administration, job evaluation and pay equity.

Organizational Development, Safety and Wellness

- Enhances organizational effectiveness and development through leadership of recruitment and selection, leadership development, performance planning and development, talent evaluation and succession planning, and workforce management.
- Provides leadership and direction regarding occupational health and safety.
- Supports and coordinates employee wellness programming.

2016 Accomplishments

- Completed the collective bargaining process with the two primary and largest Unions: CUPE Local 4705 Inside and Outside Workers.
- Completed a major system upgrade of PeopleSoft Software in order to maintain and improve ability to use the pay and employee records systems.
- Continued investments in talent development with the Northern Leadership Program and pilot projects for various leadership resources, including Harvard ManageMentor, an online, on-the-job, leadership education service.
- Implemented the Peer Support Network for Emergency Services.

Strategic Issues and Opportunities

- The retirement of more than 20 % of the City's workforce by 2020 means a new demographic of employees entering the City's workforce. This presents the opportunity for improved organizational reputation and impact on existing employees and prospective employees in the labour market.
- Increases in Presumptive Workplace Safety and Insurance Board legislation presents the opportunity for proactive management practices.
- Continued efforts with other municipalities and the province will lead to improved interest arbitration processes and negotiations with Police and Fire.
- Utilizing additional technology to alleviate and streamline administrative tasks will enhance Human Resources service delivery by allowing staff more time to focus on strategic priorities.

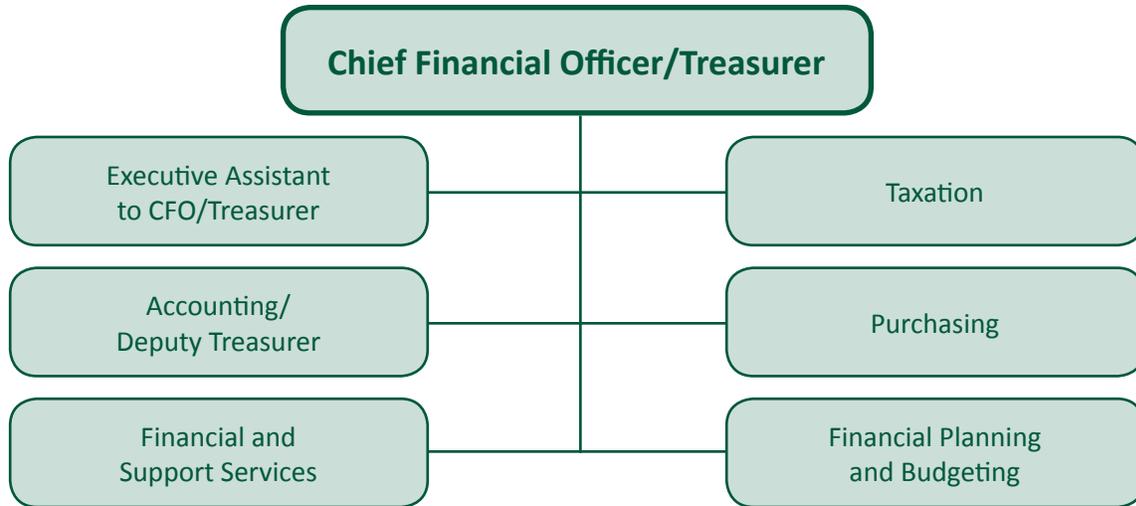
Key Deliverables for 2017

- Complete competitive bid solicitation for Employee Benefits provider.
- Complete supervisory education on the new Employee Code of Conduct and supporting Policy and by-laws.
- Begin full Performance Planning and Development cycle for managerial employees and hold Talent Benchmarking forums for managers in the organization.
- Introduce new measures of accountability for occupational health and safety.

Human Resources and Organizational Development

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
User Fees	(520)	(1,721)	(208)			-	0.0%
Contr from Reserve and Capital	(1,879,607)	(1,120,330)	(581,902)	(526,663)	(471,581)	55,082	10.5%
Other Revenues	1,451,044	(362,294)	(37,562)	(39,102)	(39,814)	(712)	-1.8%
Total Revenues	(429,084)	(1,484,346)	(619,672)	(565,765)	(511,395)	54,370	9.6%
Expenses							
Salaries & Benefits	5,721,421	2,997,494	4,528,878	4,549,743	4,585,231	35,487	0.8%
Materials - Operating Expenses	573,606	555,178	607,984	524,804	513,519	(11,285)	-2.2%
Energy Costs	485	339	373	373	367	(6)	-1.6%
Purchased/Contract Services	(2,148,924)	286,333	(285,452)	(495,452)	(511,452)	(16,000)	-3.2%
Contr to Reserve and Capital	1,045,243	2,379,017	598,460	800,000	816,000	16,000	2.0%
Internal Recoveries	(4,993,276)	(4,842,548)	(4,800,321)	(4,801,726)	(4,892,270)	(90,544)	-1.9%
Total Expenses	198,555	1,375,813	650,122	577,743	511,395	(66,348)	-11.5%
Net Budget	(230,528)	(108,533)	30,450	11,978	-	(11,978)	-
Staffing Complement							
				2016 Budget	2017 Budget		
Full Time Positions				21	21		
Part Time Hours				14,616	16,443		

Financial Services



Mandate

Finance provides tax billing and collection services, accounting, payroll and financial information system support services, purchasing and procurement services, budgeting, financial planning, risk management and insurance services, and financial and support services.

Overview

Finance delivers financial services within a framework of sound policies and internal controls. All five sections provide financial advice, develop financial policies and procedures, and provide support for fiscal governance.

Services

Tax Billing and Collection

- Ensures all lands and buildings are taxed appropriately and expedites tax collection for these properties.
- Ensures valuation of property assessments are maximized and picked up in a timely fashion by the Municipal Property Assessment Corporation.
- Manages the collection efforts on Failed Tax Sale Properties.

Accounting

- Oversees general accounting activities, internal control systems and financial benchmarking.
- Processes Accounts Receivable invoices, collections and customer inquiries.
- Manages contract with Greater Sudbury Utilities for Water and Wastewater billing and collection.
- Processes vendor invoices through Accounts Payable and ensures timely payment.
- Oversees the City's Payroll processing, including all statutory reporting and payments.
- Coordinates internal and external reporting including the City's Annual Consolidated Financial Statements and Annual Financial Report.
- Coordinates program audits.
- Manages PeopleSoft Finance, the City's financial information system.
- Develops sound policies and procedures for strong internal controls, including compliance monitoring.

Purchasing

- Plans, develops and coordinates the City's procurement activities in conjunction with operating departments.

Financial Planning and Budgeting

- Leads the City's annual operating and capital budget process, including the budget document and ongoing monitoring and reporting.
- Develops Property Tax Policy and tax rates.
- Manages the City's financing strategies, including Development Charges Background Studies, Asset Management Plans and the Long-Term Financial Plan.
- Manages the City's insurance and risk management program.
- Manages, develops and implements investment plans for the City.
- Oversees capital asset accounting and reserve funds.
- Provides financial support and analyses related to internal and external reporting, such as Annual Financial Statements.

Financial Support Services

- Provides financial support to Infrastructure Services, including timekeeping, budgeting and inventory management.
- Manages the City's activity-based Computerized Maintenance Management System.

2016 Accomplishments

- Redesigned the budget development process, resulting in a new budget document that emphasizes the relationship between service levels and costs.
- Completed the upgrade of PeopleSoft Human Capital Management software to Version 9.2.
- Completed the conversion for the Computerized Maintenance Management System.
- Updated a variety of internal policies and procedures.
- Implemented public reporting of employee travel and related expenses.

Strategic Issues and Opportunities

- Preparation of Asset Management Plans and a New Long-Term Financial Plans will become the foundation for future financial decisions. The asset management plan will be presented to Council prior to year end. The Long-Term Financial Plan will be presented to Council in the first quarter of 2017 and will describe the long-term needs to support and enhance services, and the costs and choices associated with the decisions made by Council.
- Continue to develop and deliver timely transparent financial information to the organization and the public to build trust with the community.
- Review and modify the debt management policy to ensure maximum benefit for leveraging funds from the continued Federal infrastructure stimulus funding.

Key Deliverables in 2017

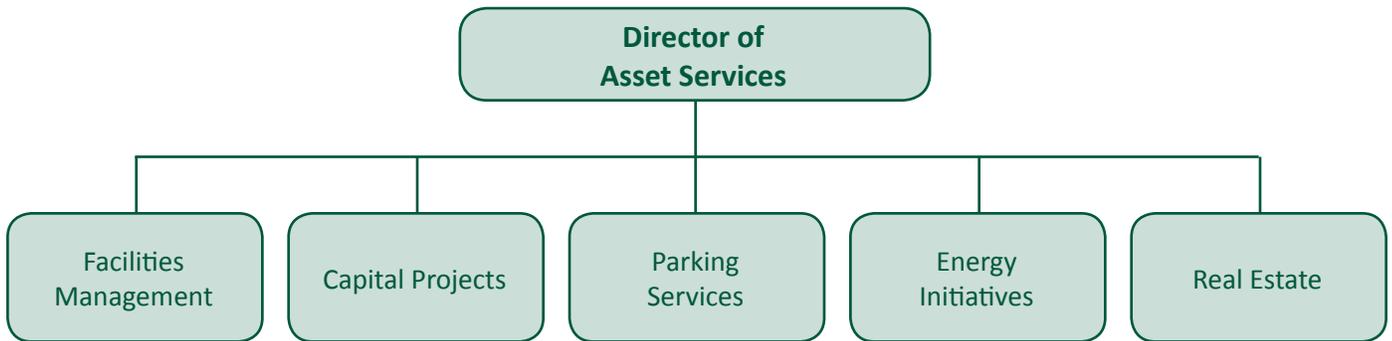
- Develop and implement pilot project for Payroll Punch Card Time for selected department.
- Perform fit gap analysis and upgrade of PeopleSoft Finance to Version 9.2.
- Establish processes and procedures to enable data collection and reporting of Key Performance Indicators based on developed business plans.
- Deliver the Long-Term Financial Plan to guide Council in developing future strategies.
- Utilize the contract management module in PeopleSoft to track spending on multi-year contracts.
- Review of Capital Budget Policy including reallocation of the capital envelopes to meet significant priorities for asset management replacements as well as other policy and procedural changes.
- Review of Reserves and Reserve Funds and Trust Funds By-Law to ensure the funds are applicable and appropriate.

Financial Services

	Actual		Budget		Budget Change		
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
User Fees	(658,306)	(738,533)	(660,000)	(621,650)	(688,350)	(66,700)	-10.7%
Investment Earnings	(13,371)	(46,360)				-	0.0%
Contr from Reserve and Capital	(1,288,218)	(1,168,512)	(1,382,076)	(1,367,826)	(1,366,828)	998	0.1%
Other Revenues	(149,850)	(288,855)	(387,761)	(266,870)	(323,045)	(56,175)	-21.0%
Total Revenues	(2,109,744)	(2,242,260)	(2,429,837)	(2,256,345)	(2,378,223)	(121,878)	-5.4%
Expenses							
Salaries & Benefits	6,593,633	6,658,446	6,631,270	6,658,263	6,701,281	43,018	0.6%
Materials - Operating Expenses	1,591,130	1,672,125	1,884,271	1,739,756	1,808,944	69,188	4.0%
Energy Costs	1,116	591				-	0.0%
Purchased/Contract Services	3,704,860	3,678,718	3,592,677	3,693,542	3,927,043	233,501	6.3%
Contr to Reserve and Capital	1,562,644	1,361,275	1,396,661	1,396,661	1,322,320	(74,341)	-5.3%
Internal Recoveries	(4,242,645)	(4,188,723)	(4,203,871)	(4,212,688)	(4,448,207)	(235,519)	-5.6%
Total Expenses	9,210,738	9,182,432	9,319,514	9,315,384	9,340,381	24,997	0.3%
Net Budget	7,100,994	6,940,173	6,889,677	7,059,038	6,962,158	(96,880)	-1.4%

Staffing Complement		
	2016 Budget	2017 Budget
Full Time Positions	71	71
Part Time Hours	4,293	3,955
Overtime Hours	1,514	1,514

Asset Services



Mandate

Assets is responsible for the maintenance of City-owned buildings, including capital expenditures, energy efficient initiatives, land inventory and acquisitions, sales and leasing, and management of municipal parking lots and meters. It provides services to manage the City's real estate and property assets.

Overview

The Asset Services division is comprised of five sections:

Facilities Management is responsible for the operation and maintenance of City facilities, preventative maintenance of equipment and janitorial and grounds maintenance.

Capital Projects is responsible for the coordination and implementation of major capital projects for City-owned buildings.

Energy Services provides leadership, advice and a strategic focal point for corporate and departmental energy efficiency expertise and planning.

Parking Services operates 14 municipal lots within the downtown Sudbury area as well as downtown metered parking.

Real Estate is responsible for transactions required to manage all municipal real estate assets.

Services

Facilities Management

- Responsible for the day-to-day operation and maintenance of 200 Brady, 190 Brady, 199 Larch, Lorne Street Transit Garage, the downtown Transit Terminal and other facilities.
- Responsible for preventative maintenance of equipment, janitorial and grounds maintenance and compliance to various legislation and regulation as it relates to facility management.

Capital Projects

- Oversees the planning, design and management of capital projects required to preserve municipal facilities, including roof repair and replacement, renovations, heating/ventilation renewals, elevator replacements, and other, which entails approximately 3.5 million square feet, including immediate, 5-year and 10-year cost forecasting.
- Provides risk mitigation involving health and safety matters related to structural mechanical and designated substances.

Energy Initiatives

- Reviews the energy management plan and administers energy and emission monitoring and reporting.
- Oversees energy audits, develops business cases for energy retrofits and new projects, and obtains financial incentives.

Parking Services

- Operates Pay and Display lots, monthly permit parking, a metered lot at the Centre for Life and 446 on-street metered spaces within the downtown Sudbury area.
- Collects coins from parking meters, pay and display machines, pay on foot and pay on exit stations and replenishes machines and pay stations with change.
- Manages parking lots during special events.

Real Estate

- Performs appraisals, terms of reference and negotiates acquisition of property.
- Acquires and expropriates lands and buildings for roads, parks, administrative offices and other municipal purposes.
- Administers leases, licenses of occupation and land use permits.
- Sells property no longer required for municipal purposes.

2016 Accomplishments

- Sold eight properties generating \$260,000 in gross revenue and managed more than 150 lease agreements.
- Leveraged incentives for energy projects worth approximately \$175,000.
- Completed two solar projects (Fit contracts) expected to generate approximately \$200,000 annually and completed energy audits and retrofit projects on various City facilities.
- Completed upgrades to Tom Davies Square security system.
- Assumed the maintenance of 199 Larch St. resulting in operational savings of \$20,000 annually.

Strategic Issues and Opportunities

- Balancing the mix of in-house skills with the use of contractors for performing routine maintenance and repairs to create efficiencies and cost savings.
- Incorporating Accessibility for Ontarians with Disabilities Act (AODA) requirements into building renovations as they occur.
- Compiling data for an Asset Management Plan for the City's 400 buildings.

Key Deliverables in 2017

- Perform energy retrofits and audits to identify and implement saving initiatives.
- Conduct Designated Substance Surveys on various municipal holdings.
- Perform engineering studies on water/wastewater plants to implement system upgrade.
- Standardize maintenance services to maximize the life cycle of building systems.
- Install new elevators at Tom Davies Square.
- Enhancement of the public courtyard space at Tom Davies Square.

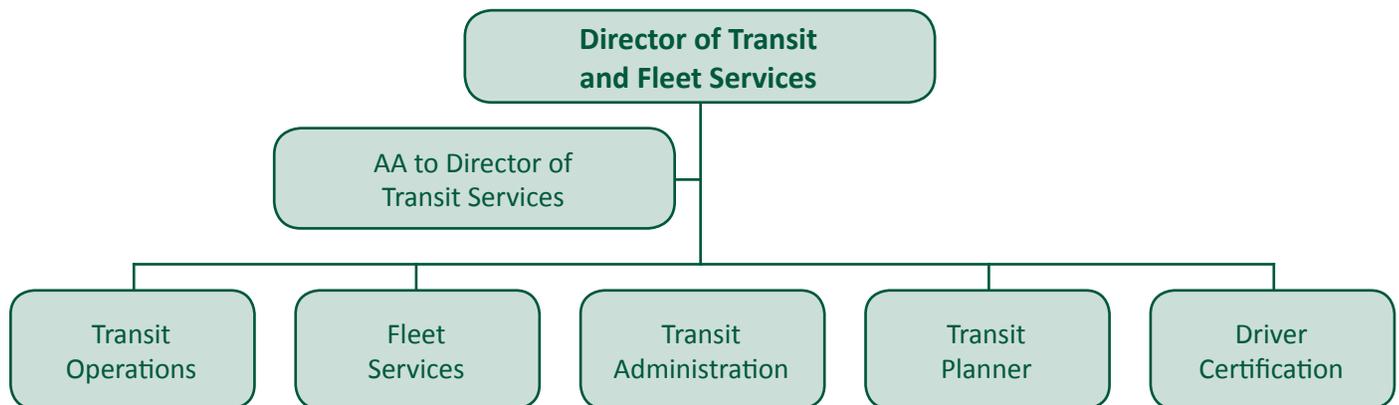
Assets, Transit and Fleet - Asset Services

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
User Fees	(1,828,679)	(1,871,964)	(1,921,689)	(1,953,186)	(2,049,791)	(96,605)	-4.9%
Licensing & Lease Revenues	(3,460,126)	(3,385,044)	(3,223,323)	(3,216,168)	(3,216,168)	0	0.0%
Contr from Reserve and Capital	(605,462)	(72,779)				-	0.0%
Other Revenues	(565,404)	(1,139,556)	(338,448)	(338,448)	(338,448)	0	0.0%
Total Revenues	(6,459,670)	(6,469,344)	(5,483,460)	(5,507,802)	(5,604,407)	(96,605)	-1.8%
Expenses							
Salaries & Benefits	2,148,974	2,142,975	2,137,423	2,125,503	2,281,616	156,113	7.3%
Materials - Operating Expenses	2,745,997	2,693,891	2,824,936	2,817,087	2,742,482	(74,605)	-2.6%
Energy Costs	1,286,956	1,385,960	1,390,538	1,361,246	1,427,529	66,283	4.9%
Rent and Financial Expenses			41,245	41,245	41,245	(0)	0.0%
Purchased/Contract Services	701,518	171,811	132,733	132,733	74,750	(57,983)	-43.7%
Debt Repayment	1,455,630	1,455,630	1,455,630	1,455,630	1,455,630	0	0.0%
Contr to Reserve and Capital	3,269,083	4,104,339	3,064,033	3,098,104	3,145,632	47,528	1.5%
Internal Recoveries	(765,570)	(843,745)	(692,712)	(693,086)	(701,379)	(8,293)	-1.2%
Total Expenses	10,842,588	11,110,860	10,353,826	10,338,461	10,467,505	129,044	1.2%
Net Budget	4,382,918	4,641,516	4,870,366	4,830,659	4,863,098	32,439	0.7%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	19	20
Part Time Hours	10,936	12,184
Overtime Hours	50	50

Transit and Fleet



Mandate

Greater Sudbury Transit delivers conventional and accessible transit services which link people, jobs and communities. Conventional transit service is supplemented with a Trans Cab Service, which provides door-to-door service for passengers in areas of reduced travel demand. Greater Sudbury Transit also manages a contract to provide door-to-door transportation to persons with physical disabilities.

Fleet develops vehicle and equipment specifications, purchases fleet assets, repairs, maintains and disposes of City fleet assets, and provides gasoline and diesel fuel storage and dispensing. While the bus fleet is a key focus area for Fleet Services, its services are provided to all City departments.

Overview

Transit is responsible for all functions associated with the delivery of transit services and is organized in four sections: Operations, Administration, Planning, and Training. There are currently 38 routes, serviced by 59 conventional low flow accessible buses. These routes cover more than 4.2 million kilometres annually, and provided 4.7 million passenger trips in 2015.

Fleet supplies vehicles and equipment, gasoline and fuel, licensing, and repairs and maintenance to City departments. The services are delivered within a framework of federal and provincial legislation and regulations, as well as City policies and procedures.

Services

Transit

Operations

- Administers and oversees the service delivery of all conventional bus services.
- Monitors operator performance, including safety, adherence to schedules and customer satisfaction.
- Manages the Handi-Transit service contract.
- Responds to customer needs and concerns.
- Provides charter services.

Planning

- Designs, plans and monitors new routes and existing services based on approved Transit Service Standards.
- Creates efficient work schedules for operators.

Training

- Provides testing of new City employees requiring use of vehicles.
- Provides in class training to new hires.
- Manages and reviews the City's Commercial Vehicle Operator's Registration.
- Manages the Collision Review process.

Fleet

- Vehicle/Equipment Procurement
- Prioritizes annual asset replacements.
- Develops specifications for new assets in cooperation with departments.
- Prepares specifications for quotations, tenders and request for proposals.
- Purchases new assets in accordance with Purchasing Bylaws.

Repairs and Maintenance

- Performs scheduled preventative maintenance, as per internal policies and in accordance with provincial legislation and regulations.
- Performs vehicle and equipment repairs at the depot and in the field.
- Provides after hours support for winter control activities and other departments.

Body Shop

- Performs auto body repairs and painting for vehicles owned by the City.

Services

Fuel Storage and Dispensing

- Operates six fueling sites in compliance with Provincial legislation and regulations.
- Manages fuel charges for all departments accessing fuel sites, including Sudbury Hydro, the Sudbury Housing Authority and Greater Sudbury Police Services.

Welding and Fabrication

- Operates a fabrication shop.
- Performs welding and fabrication work on City vehicles and equipment.
- Identify and dispose of surplus assets
- Disposes of assets through online auction site.

2016 Accomplishments

Transit

- Reviewed and updated the Transit Long-Term Financial Plan.
- Developed a reporting strategy to communicate and track the performance of Transit Routes (Key Performance Indicators).
- Developed a new application form and criteria for the annual Transit Fare and Transportation Grant.
- Developed and implemented a series of fare pilot projects, including family pass, day pass, affordable monthly pass, free senior Mondays and employee pass.
- Developed and implemented a Transit Wayfinding strategy.

Fleet

- Completed transition of contracting out all Fire/EMS repairs and maintenance to the Transit Centre.
- Increased annual revenues for sale of surplus assets.
- Realigned Fleet Supervision so that supervisors are now responsible for a specific division area.

Strategic Issues and Opportunities

Transit

- Complete system enhancements worth in excess of \$7 million in accordance with the timelines and funding provided by the Public Transit Infrastructure Fund (PTIF).

Fleet

- The replacement of the current Fleet management program will provide better reporting and a paperless shop environment for 2017.
- Continue to monitor vehicle and equipment usage with a goal of rationalization and reduction of fleet size.

Key Deliverables for 2017

Transit

- Undertake a Route Optimization study to analyze transit service delivery, recommend a new route network and identify infrastructure gaps and opportunities.
- Plan and implement all infrastructure projects approved under the PTIF.
- Complete the Handi-Transit review process and implement changes to the service based on the three recommendations presented to Council in January 2016.
- Implement a strategy to monitor and assess customer satisfaction and introduce Active Citizen Request (ACR) software as a complaint management process.

Fleet

- Streamline various fleet processes, such as parts procurement.
- Replace Fleet Management System software.

Assets, Transit and Fleet - Transit and Fleet

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
User Fees	(8,390,125)	(8,234,441)	(8,355,374)	(8,557,449)	(8,683,099)	(125,650)	-1.5%
Contr from Reserve and Capital	(1,272,538)	(1,835,855)	(1,816,223)	(1,750,095)	(1,452,837)	297,258	17.0%
Other Revenues	(168,314)	(205,405)	(156,000)	(156,000)	(182,500)	(26,500)	-17.0%
Total Revenues	(9,830,977)	(10,275,702)	(10,327,597)	(10,463,544)	(10,318,436)	145,108	1.4%
Expenses							
Salaries & Benefits	15,656,586	15,733,735	16,094,370	16,232,231	16,545,165	312,934	1.9%
Materials - Operating Expenses	6,748,177	7,640,457	7,449,034	6,477,333	6,590,202	112,869	1.7%
Energy Costs	3,459,533	3,055,493	2,561,205	2,809,080	2,821,470	12,390	0.4%
Rent and Financial Expenses			2,100	2,100	2,100	-	0.0%
Purchased/Contract Services	3,712,156	3,577,515	3,585,700	3,801,400	3,752,500	(48,900)	-1.3%
Debt Repayment		558,475	940,156	940,156	940,156	(0)	0.0%
Grants - Transfer Payments	49,804	49,969	50,000	50,000	50,000	-	0.0%
Contr to Reserve and Capital	3,067,352	2,693,240	2,800,972	2,700,847	2,802,864	102,017	3.8%
Internal Recoveries	(7,721,394)	(8,050,643)	(8,342,392)	(8,338,036)	(8,627,443)	(289,407)	-3.5%
Total Expenses	24,972,214	25,258,241	25,141,145	24,675,111	24,877,014	201,903	0.8%
Net Budget	15,141,237	14,982,539	14,813,548	14,211,567	14,558,578	347,011	2.4%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	153	153
Part Time Hours	79,834	80,179
Overtime Hours	4,600	4,580

Community Development

Community Development is comprised of the following areas: Children Services, Housing Services, Long-Term Care Senior Services (Pioneer Manor), Social Services, Citizen Services, Libraries and Heritage Resources and Leisure Services.



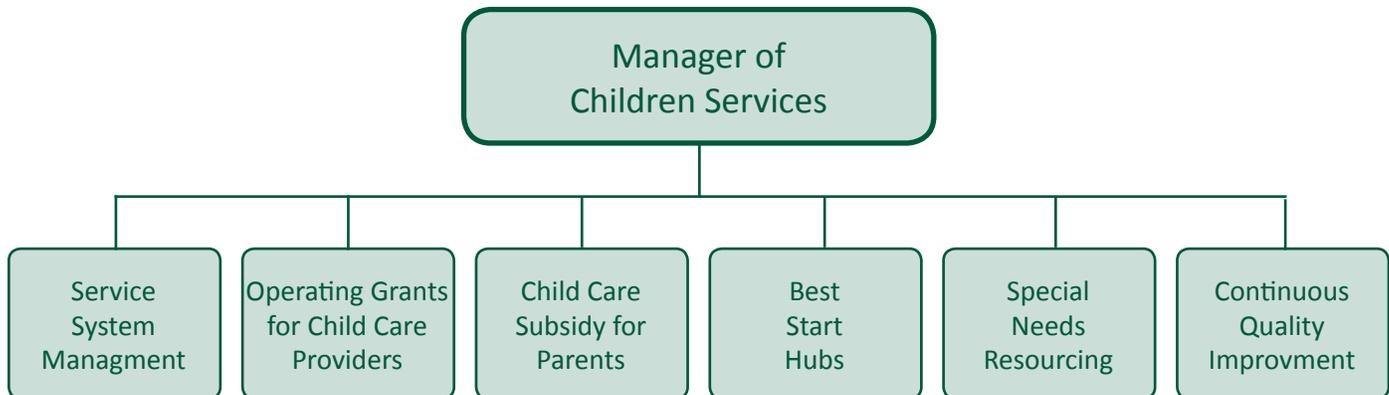
Community Development

	Actual		Budget		Budget Change		
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Provincial Grants & Subsidies	(76,806,208)	(79,532,704)	(81,964,136)	(81,803,945)	(86,461,227)	(4,657,282)	-5.7%
Federal Grants & Subsidies	(372,039)	(343,707)	(315,405)	(315,404)	(343,651)	(28,247)	-9.0%
User Fees	(18,342,689)	(18,328,632)	(18,758,508)	(18,822,516)	(19,461,265)	(638,749)	-3.4%
Licensing & Lease Revenues	(328,833)	(276,951)	(657,943)	(608,988)	(608,605)	383	0.1%
Investment Earnings	(293,832)	(269,350)	(307,625)	(326,565)	(325,565)	1,000	0.3%
Contr from Reserve and Capital	(689,996)	(799,829)	(930,414)	(1,121,191)	(785,765)	335,426	29.9%
Other Revenues	(1,456,888)	(1,731,231)	(1,779,427)	(1,632,415)	(1,714,239)	(81,824)	-5.0%
Total Revenues	(98,290,484)	(101,282,404)	(104,713,458)	(104,631,025)	(109,700,317)	(5,069,292)	-4.8%
Expenses							
Salaries & Benefits	58,191,874	59,238,734	59,162,829	58,877,998	60,213,122	1,335,121	2.3%
Materials - Operating Expenses	9,487,772	9,451,948	9,523,666	9,683,659	10,036,763	353,104	3.6%
Energy Costs	5,974,105	5,901,033	5,873,054	5,878,111	6,238,303	360,192	6.1%
Rent and Financial Expenses	-	-	114,831	73,848	145,847	71,999	97.5%
Purchased/Contract Services	49,893,866	51,131,720	52,001,447	52,034,561	53,173,589	1,139,028	2.2%
Debt Repayment	1,253,056	1,239,217	1,224,716	1,224,716	1,209,522	(15,194)	-1.2%
Grants - Transfer Payments	26,996,035	28,187,559	28,270,313	28,498,352	31,225,716	2,727,364	9.6%
Contr to Reserve and Capital	1,126,550	2,030,098	5,877,398	5,833,073	5,508,556	(324,517)	-5.6%
Internal Recoveries	7,340,771	7,097,437	7,015,427	7,001,045	6,994,654	(6,391)	-0.1%
Total Expenses	160,264,027	164,277,745	169,063,681	169,105,366	174,746,072	5,640,706	3.3%
Net Budget	61,973,543	62,995,341	64,350,223	64,474,341	65,045,755	571,414	0.9%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	518	518
Part Time Hours	526,853	533,131
Crew Hours	85,797	86,533
Overtime Hours	3,152	3,152

Children Services



Mandate

Children Services is the provincially-designated early years service system manager responsible for planning and managing licensed child care services and family support programs in Greater Sudbury, through an integrated, high quality child care and early years' system.

Overview

Children Services provides strategic leadership to initiate, sustain and monitor local planning processes according to current child care legislation, regulations and policies/directives to achieve Ontario's vision for the early years. This includes high quality child care, parent engagement, supports for early learning, and help for families navigating the system. Children Services is also responsible for the core service delivery of child care fee subsidies, special needs resourcing funding, family support program funding and other special purpose funding as prescribed by the Province.

Services

Service System Management:

- Leads a comprehensive local service system planning network of partners, to plan, coordinate and deliver integrated, seamless and quality early years programs to the community.

Operating Grant for Child Care Providers:

- Ongoing contract management of early years funding through the general operating grant, wage enhancement grant, repairs and maintenance funding, capital funding and other special purpose funding, as required under the provincial service agreement.

Family Support Programs:

- Ongoing contract management to support a system of programs which provide parents and caregivers early years resources and supports for children 0 to 6 years.

Child Care Subsidy:

- Administration of financial assistance program for eligible parents and guardians to access licensed child care programs based on provincial guidelines and local policy.
- Case management of applicants to ensure ongoing eligibility and assistance in meeting their child care needs.

Program Quality:

- Evaluation and support of continuous quality improvement in licensed early years programs and Best Start Hubs.
- Facilitation and/or delivery of professional development opportunities for all community child care and early years staff and other partners.

Special Needs Resourcing:

- Ongoing contract management to support the inclusion of children with special needs in licensed child care settings.

Child Care Registry:

- Management of the centralized wait list for licensed child care spaces in the City of Greater Sudbury.

2016 Accomplishments

- Completed strategic planning and visioning exercise with Planning Network for Sudbury families (local service system planning network).
- Began the development of the 2017-2020 Early Learning and Child Care (ELCC) Plan in conjunction with the Ontario Early Years Child and Family Centres Needs Assessment. A report will be prepared for Council in 2017.
- Launched a Learning Management System for professional development of early learning professionals in the community.
- Launched assessment of current child care registry (centralized wait list for licensed child care spaces).

Strategic Issues and Opportunities

- A review of child care subsidy policies will be undertaken in 2017. This process includes input and feedback from a representative group of local child care providers, as well as other municipalities. This review will ensure that policies are reflective of the community's needs, and are in line with provincial guidelines.
- The assessment of our current child care waiting list software will ensure that we are benefiting from the most up-to-date technological resources to assist families in choosing licensed child care programs that meet their needs. There is the potential for further integration of this system into the current fee subsidy application process, which could streamline department procedures, and improve customer service experiences.
- The release of the Province's guidelines for Ontario Early Years Child and Family Centres (OEYCFC) will direct the integration and transformation of child and family programs, which will become part of the service system management responsibilities of Children Services effective January 2018. A report will be prepared for Council in 2017 regarding the changes.
- Funding for data analysis services will be transferred to Children Services from the Province effective January 2017. Data analysis services are intended to support the initial planning efforts for OEYCFC and enable the collection of data to build capacity, awareness and understanding of early years research. This funding will be used to support Planning services provided to Children Services and the Community Development department, allowing for a broader scope of data available for service system planning and ensuring that local service decisions are responsive to community needs and priorities.

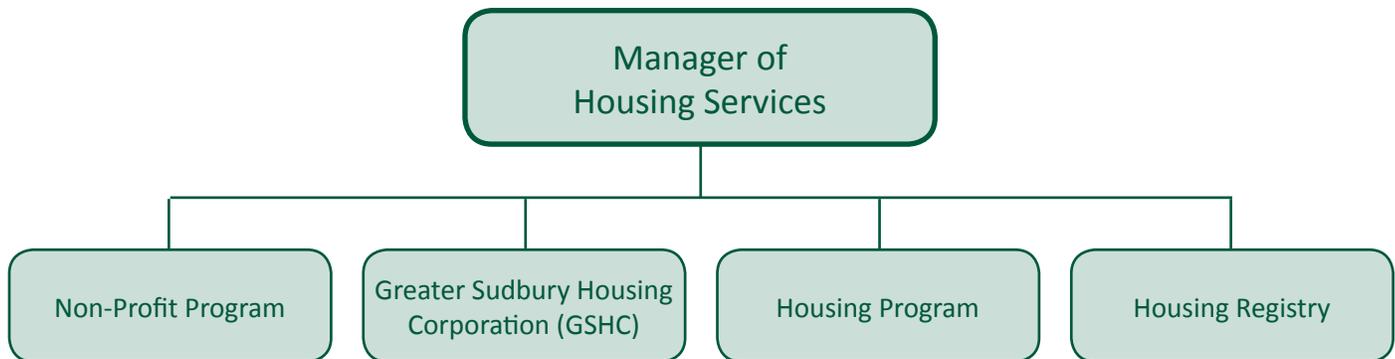
Key Deliverables for 2017

- Complete the child care policy review.
- Present the 2017-2020 Early Learning and Child Care Plan to Council for approval.
- Complete the Ontario Early Years Child and Family Centres needs assessment and community planning process. Development of new contracts and/or or the modification of existing contracts to reflect new OEYCFC model for January 2018.

Community Development - Children Services

	Actuals		2016 Projected Actuals	Budget		Budget Change	
	2014 Actuals	2015 Actuals		2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Provincial Grants & Subsidies	(16,522,838)	(17,565,658)	(19,197,723)	(18,976,876)	(19,236,340)	(259,464)	-1.4%
User Fees	(129,450)	(36,389)				-	0.0%
Investment Earnings			(55,000)	(56,000)	(55,000)	1,000	1.8%
Contr from Reserve and Capital	(49,642)	(237,470)				-	0.0%
Other Revenues	(18,470)	(43,387)	(30,000)	(5,000)	(25,000)	(20,000)	-400.0%
Total Revenues	(16,720,400)	(17,882,903)	(19,282,723)	(19,037,876)	(19,316,340)	(278,464)	-1.5%
Expenses							
Salaries & Benefits	2,372,225	1,865,901	1,188,953	1,228,060	1,235,678	7,618	0.6%
Materials - Operating Expenses	239,002	164,478	44,518	58,931	58,419	(512)	-0.9%
Energy Costs	274	250	250	211	234	23	10.9%
Purchased/Contract Services	15,147,465	16,737,698	19,206,939	18,910,261	19,180,245	269,984	1.4%
Grants - Transfer Payments	908,159	920,702	605,000	605,000	605,000	-	0.0%
Internal Recoveries	328,470	277,801	273,873	273,833	273,573	(260)	-0.1%
Total Expenses	18,995,595	19,966,830	21,319,533	21,076,296	21,353,149	276,853	1.3%
Net Budget	2,275,194	2,083,927	2,036,810	2,038,420	2,036,809	(1,611)	-0.1%
Staffing Complement							
				2016 Budget	2017 Budget		
Full Time Positions				13	13		
Part Time Hours				1,200	1,300		

Housing Services



Mandate

Housing Services administers social housing programs for the City of Greater Sudbury, which are mandated by the Ministry of Housing. The City's primary role is program delivery and administration. Housing Services is also responsible for the operation of a central social housing wait list registry for Rent-Geared-to-Income (RGI) applicants.

Overview

Greater Sudbury Housing Corporation (GSHC)

The City of Greater Sudbury is the sole shareholder of the corporation, which manages 1,848 social housing units spread over 30 projects. They are also responsible for the management of the City's commercial rent supplement program.

Housing Programs

The City is the local service manager responsible for the administration of housing programs and initiatives including overseeing the 44 non-profit housing and cooperative corporations, which operate 2,600 social housing units, along with the GSHC.

Housing Registry

The Housing Registry operates the City of Greater Sudbury Centralized Wait List Registry, which impacts 4,500 households in Greater Sudbury.

Services

GSHC

- Acts as the Landlord for the 1,848 public housing units owned by the City, including housing individuals and families seeking affordable housing, ensures eligibility for RGI assistance for its tenants, and maintains the properties in accordance with property standards.

Housing Program

- Ensures that local non-profit and cooperative housing providers complies with all applicable legislation, regulations and program requirements.
- Ensures the City's Local Housing Corporation meets their mandate and comply with all applicable legislation, regulations and program requirements.
- Develops and implements local social housing policies and provides direction, training and education to stakeholders, housing providers and the public.
- Delivers provincially and federally funded housing programs.

Housing Registry

- Operates the City's Social Housing centralized waitlist registry to ensure eligibility for RGI assistance.
- Ensures low income households are housed in accordance with provincial legislation and local requirements.

2016 Accomplishments

- Completed energy efficiency improvements at the social housing project located at 720 Bruce Ave., through funding from the Ontario Green Investment Fund for Social Housing Apartment Retrofit Program (SHARP). Energy retrofits are anticipated to produce operational efficiencies and reduce greenhouse gas emissions.
- Assisted 57 households through the Investment in Affordable Housing for Ontario Housing Allowance, a shared-delivery program with the Province.
- Assisted eight housing projects and the GSHC with funds to improve energy efficiency.
- Housed 345 households to date using the City of Greater Sudbury Centralized Wait List Registry.
- Assisted 26 households through the Housing Allowance Program and assisted 103 households through the Rent Supplement Program.

Strategic Issues and Opportunities

- Funding programs announced by provincial and federal governments for increased capital investment in social housing programs such as the Social Infrastructure Fund (SIF) and the Social Housing Improvement Program (SHIP) will be invested in upgrades and energy retrofits to existing infrastructure. New capital funding for social housing can be utilized to extend the useful life of the City's aging infrastructure.
- An aging population is placing higher demands on the centralized wait list. Programs and initiatives for seniors, and partnerships with other senior's organizations, including the City's age-friendly community initiative, will be explored in order to properly identify the specific housing needs of this population.

Key Deliverables for 2017

- Update the City of Greater Sudbury Affordable Housing Strategy and 10-year Housing and Homelessness Plan.
- Participate in the Province's SIF initiative to develop new affordable housing units.
- Participate in the Province's SHIP initiative to address capital needs and improve energy efficiency of existing social housing units.
- Participate in the Province's Investment in Affordable Housing for Ontario Housing Allowance Program to address shortage of affordable housing units and to bridge households as they wait for permanent social housing units.
- Work collaboratively with northeastern Ontario partners to develop and implement strategies from the Innovative Housing with Health Supports in Northeastern Ontario Strategic Plan.

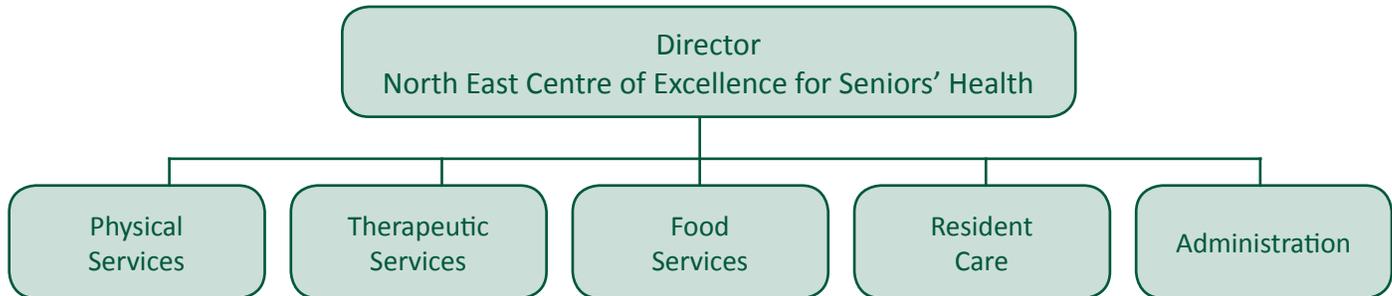
Community Development - Housing Services

	Actual		2016 Projected Actuals	Budget		Budget Change	
	2014 Actuals	2015 Actuals		2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Provincial Grants & Subsidies	(5,334,737)	(5,429,939)	(5,301,165)	(5,436,132)	(7,400,261)	(1,964,129)	-36.1%
Contr from Reserve and Capital	(7,657)	-	(73,571)	(200,000)	(200,000)	-	0.0%
Total Revenues	(5,342,395)	(5,429,939)	(5,374,736)	(5,636,132)	(7,600,261)	(1,964,129)	-34.8%
Expenses							
Salaries & Benefits	994,728	954,036	955,919	1,065,746	1,107,638	41,892	3.9%
Materials - Operating Expenses	23,409	20,506	28,749	28,252	29,456	1,204	4.3%
Purchased/Contract Services	24,159,959	23,722,227	23,042,680	23,254,348	23,828,349	574,001	2.5%
Grants - Transfer Payments	-	64,785	76,955	90,000	1,931,000	1,841,000	2045.6%
Internal Recoveries	304,846	296,542	283,604	283,604	284,207	603	0.2%
Total Expenses	25,482,942	25,058,096	24,387,907	24,721,950	27,180,650	2,458,700	9.9%
Net Budget	20,140,547	19,628,157	19,013,171	19,085,818	19,580,389	494,571	2.6%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	10	10
Part Time Hours	2,457	4,284

Long-Term Care Senior Services (Pioneer Manor)



Mandate

Pioneer Manor is a 433-bed Long-Term Care Home owned and operated by the City of Greater Sudbury. The Home's mandate is the provision of care to individuals whose care needs can no longer be met in the community. It is accountable under the Long-Term Care Homes Act, 2007, and to the North East Local Health Integration Network and the Ministry of Health and Long-Term Care for funding and compliancy with the Act.

Overview

Pioneer Manor is a Long-Term Care Home that provides nursing and residential care to individuals 18 years of age and older, 24 hours a day, seven days a week. Of its 433 beds, 406 are approved permanent long-stay and 27 are temporary licensed. Medical services are provided by the Home's Medical Director and two attending physicians. The Home employs more than 500 staff and carries an admission wait list of approximately 550 people. Pioneer Manor is divided into five sections:

Resident Care Services delivers 24-hour front-line nursing care.

Therapeutic Services provides recreational therapy, occupational therapy and physiotherapy, oversees volunteer services, and assists with family and resident councils.

Food Services provides clinical nutrition services to residents, including catering and retail services.

Administrative Services provides scheduling, payroll, accounting, reception, purchasing and government reporting services.

Physical Services provides maintenance of facilities as well as laundry and housekeeping services.

Services

Resident Care Services

- Provides regular physician visits, and Nursing and Personal Support Worker care 24 hours a day.
- Provides supervised bathing by resident care staff, skin care program, advanced wound care and alternate pain therapies.
- Provides a unique dementia care program and environment.
- Provides a Palliative Care Program.
- Provides audiology, optometry, podiatry and pharmacy services.
- Provides onsite blood work, ECGs, assessment and monitoring of oxygen levels, and provision of oxygen concentrators and portable oxygen.

Therapeutic Services

- Provides wheelchair, walker, transfer and range of motion assessments.
- Provides a walking program.
- Provides recommendations for safety equipment.
- Provides wheelchair and walker repair clinics.
- Provides daily activity and events programming for residents.
- Oversees the volunteer program.
- Provides educational sessions for residents and family.

Food Services

- Provides clinical nutrition services to residents.
- Operates the Bistro for residents, visitors and employees.
- Provides catering services to facilitate events.

Administrative Services

- Provides scheduling, payroll, accounting, reception, purchasing and government reporting services.

Physical Services

- Provides maintenance of facilities, laundry and housekeeping services, and labeling of personal clothing items.

2016 Accomplishments

- Completed LEAN management process review of high cost, high volume and high risk areas which produced savings in the overall cost per pound of laundry, per diem cost for tube feeds and raw food costs, as well as a reduction in the per diem cost for continence products and medical supplies. Total cost savings arising from the improvement projects are approximately \$285,000 per year.
- Implemented the Quality Council to track and monitor home-wide performance metrics. Metrics are reported to the Quality Council, the Committee of Management and Health Quality Ontario through an annual Quality Improvement Plan.
- Completed the final stages of procurement for implementation of a new Nurse Call system.
- Revised documentation and tracking process regarding the acuity of residents resulted in increased Case Management Index (CMI) funding from the Province.

Strategic Issues and Opportunities

- Continue to work with staff to improve scheduling and work/life balance, therefore improving overall resident satisfaction.
- Use research data to support redevelopment initiatives and the potential for ancillary services to help off-set costs.
- The potential redevelopment of 122 beds in an older section of the building will assist in the modernization and quality of care.

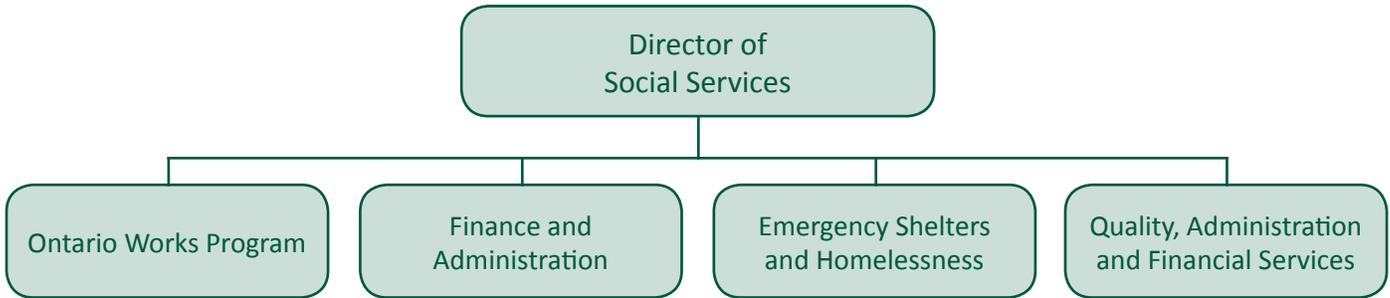
Key Deliverables for 2017

- Achieve further efficiencies, and cost savings by implementing a review of scheduling systems and procedures.
- Continue to improve the quality of resident care, maintain compliance with legislative requirements and ensure a safe and healthy environment for residents and staff.

Community Development - Long-Term Care-Senior Services (Pioneer Manor)

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Levies						-	0.0%
Provincial Grants & Subsidies	(20,265,553)	(20,573,104)	(21,376,651)	(21,171,400)	(21,615,800)	(444,400)	-2.1%
User Fees	(8,943,034)	(9,101,582)	(9,292,998)	(9,289,215)	(9,654,754)	(365,539)	-3.9%
Licensing & Lease Revenues	(50,250)	(51,128)	(51,341)	(51,000)	(51,000)	-	0.0%
Investment Earnings	(18,877)	(2,750)	(60)			-	0.0%
Contr from Reserve and Capital	(39,466)	(77,506)				-	0.0%
Other Revenues	(279,406)	(298,180)	(288,324)	(260,700)	(274,394)	(13,694)	-5.3%
Total Revenues	(29,596,586)	(30,104,249)	(31,009,374)	(30,772,315)	(31,595,948)	(823,633)	-2.7%
Expenses							
Salaries & Benefits	26,121,604	26,856,499	27,442,922	27,278,264	27,926,388	648,124	2.4%
Materials - Operating Expenses	3,118,172	3,002,500	3,152,166	3,277,580	3,356,043	78,463	2.4%
Energy Costs	1,005,725	1,028,388	999,395	996,871	1,061,228	64,357	6.5%
Rent and Financial Expenses			545	750	750	(0)	0.0%
Purchased/Contract Services	1,028,678	878,322	944,856	955,600	973,439	17,839	1.9%
Debt Repayment	817,758	817,758	817,758	817,758	817,758	(0)	0.0%
Contr to Reserve and Capital	3,067	4,742	8,116	6,500	6,432	(68)	-1.0%
Internal Recoveries	1,353,371	1,339,926	1,328,951	1,328,951	1,325,318	(3,633)	-0.3%
Total Expenses	33,448,374	33,928,133	34,694,709	34,662,274	35,467,355	805,081	2.3%
Net Budget	3,851,788	3,823,884	3,685,335	3,889,959	3,871,407	(18,552)	-0.5%
Staffing Complement							
				2016 Budget	2017 Budget		
Full Time Positions				243	243		
Part Time Hours				241,078	243,650		

Social Services



Mandate

Social Services provides services to the community’s most vulnerable population. They are responsible for the administration and delivery of the Ontario Works program, which includes the financial and employment assistance components. With help from community partners, Social Services actively coordinates programs and initiatives. The division is also responsible for emergency shelters and homelessness initiatives in the community.

Overview

Social Services includes the following areas:

Ontario Works

Ontario Works is a provincially-mandated program which is cost-shared by the Ministry of Community and Social Services and the City of Greater Sudbury. The intent of this program is to help people in temporary financial need find sustainable employment and achieve self-reliance through integrated employment services and financial assistance.

Homelessness and Emergency Shelters:

In cooperation with the federal and provincial governments, Social Services funds services and programs aimed at preventing and reducing homelessness in the City.

Emergency Management:

Social Services coordinates emergency social services to evacuees including but not limited to shelter, food, clothing and registration.

Services

Social Services Administration:

- Administers the Feel Free to Feel Fit program in partnership with Leisure Services.
- Administers the Affordable Transit Pass Pilot Program.
- Coordinates the Community Safety and Wellbeing Planning Committee.

Ontario Works:

- Administers all aspects of the Ontario Works program, including financial and employment assistance to eligible clients.
- Provides clients with a variety of support resources.

Homelessness and Emergency Shelters:

- Manages contracts for homeless shelters, including the Out of the Cold Shelter.
- Coordinates homelessness initiatives.
- Coordinates with the Homelessness Network and the Elgin Street Mission on Extreme Cold Weather Alerts.

Emergency Management:

- Works with community partners, such as the Red Cross, during emergencies.
- Helps coordinate alternate essential services to vulnerable populations in the event of emergencies.
- Works with City departments to make facilities available to vulnerable populations during emergencies including responsibility for emergency evacuation centres.

2016 Accomplishments

- Implemented the Affordable Transit Pass Pilot Program for residents living with a low income or in receipt of Ontario Works/Ontario Disability Support Program.
- Provincial Local Poverty Reduction Fund grant provided funding for two Client Navigator positions. The Client Navigators supported 46 people who had experienced chronic or episodic homelessness to access the health and housing supports they needed to get permanent housing. Lessons learned from the Client Navigator Program have been adopted by the ongoing homelessness service providers in our community to provide greater accessibility to people with multiple barriers to housing.
- Implemented the co-location of the Out of the Cold Program and the Canadian Mental Health Association's Harm Reduction program at 200 Larch St. The Out of the Cold Emergency Shelter Program acts as a gateway to the Harm Reduction Home, by allowing people experiencing chronic homelessness with active addictions to have a safe, warm place to stay, develop trusting relationships, and move seamlessly to the Managed Alcohol Program in order to stabilize their health and welfare.
- Received additional Federal Homelessness Partnering Strategy Funding , in addition to the annual allocation, for the next two fiscal years in the amount of \$113,095 annually for the Out of the Cold Program and a Housing First Program.

Strategic Issues and Opportunities

- Continued improvements will be made to the provincial Social Assistance Management System (SAMS), which provides opportunities to improve client services, evaluate internal processes, and collect useful data in identifying program needs.
- The continued implementation of recommendations from a province-wide review to transition social assistance delivery in the province provides the opportunity to work with the Ministry of Community and Social Services and other delivery agents to improve delivery of the Ontario Works program and look at potential service integration with other programs.
- Submitted application in partnership with Rainbow District School Board and Leisure Services for a Poverty Reduction Fund Grant to address recreational opportunities for low income children and youth.

Key Deliverables for 2017

- Evaluate the Affordable Transit Bus Pass Pilot Program to measure its success and identify areas for improvement.
- Collaborate with community partners to open a Low Barrier Emergency Shelter and a Managed Alcohol Program.

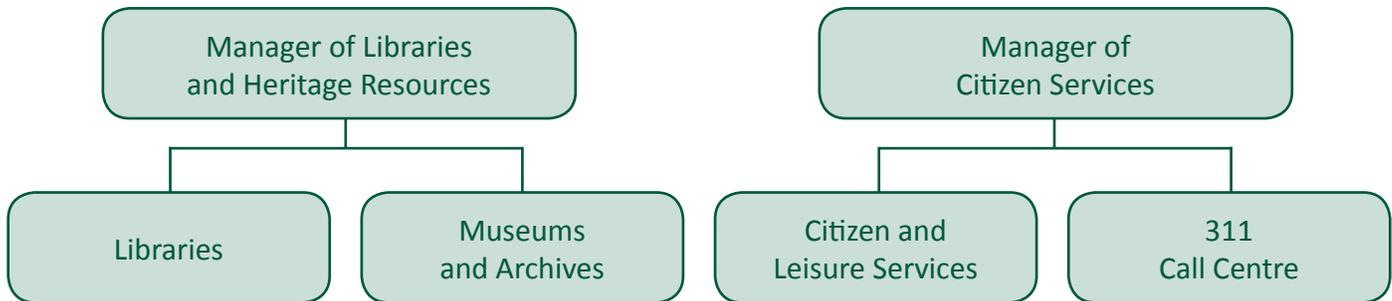
Community Development - Social Services

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Levies						-	0.0%
Provincial Grants & Subsidies	(34,161,855)	(35,369,601)	(35,569,512)	(35,709,489)	(37,711,978)	(2,002,489)	-5.6%
Federal Grants & Subsidies	(300,350)	(281,037)	(302,764)	(302,763)	(331,010)	(28,247)	-9.3%
Contr from Reserve and Capital		(32,323)	(6,088)	(196,742)	(194,000)	2,742	1.4%
Other Revenues	(1,049,448)	(1,207,811)	(1,307,787)	(1,219,384)	(1,219,384)	-	0.0%
Total Revenues	(35,511,653)	(36,890,773)	(37,186,151)	(37,428,378)	(39,456,372)	(2,027,994)	-5.4%
Expenses							
Salaries & Benefits	7,340,024	7,862,855	7,967,965	8,030,482	8,095,980	65,498	0.8%
Materials - Operating Expenses	403,026	312,240	348,262	351,282	361,345	10,063	2.9%
Energy Costs	2,245	544	1,671	1,671	373	(1,298)	-77.7%
Rent and Financial Expenses			5,500	4,500	5,500	1,000	22.2%
Purchased/Contract Services	7,722,108	8,217,188	7,325,068	7,441,647	7,754,352	312,705	4.2%
Grants - Transfer Payments	25,560,241	26,650,381	27,000,780	27,215,774	28,102,138	886,364	3.3%
Internal Recoveries	1,820,297	1,791,166	1,766,103	1,736,103	1,745,422	9,319	0.5%
Total Expenses	42,847,940	44,834,373	44,415,349	44,781,459	46,065,110	1,283,651	2.9%
Net Budget	7,336,288	7,943,600	7,229,198	7,353,081	6,608,738	(744,343)	-10.1%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	93	93

Citizen Services, and Libraries and Heritage Resources



Mandate

Citizen Services provides in person access to municipal services at seven Citizen Service Centres located throughout the city, and by telephone through the 311 Call Centre housed at Tom Davies Square. Citizen Services operates 13 Greater Sudbury Public Library branches where residents can access a wide range of resources and programs, for minimal or no cost. Greater Sudbury Museums operates four facilities, which offers residents opportunities to explore the history of Greater Sudbury. The City Archives preserves and provides public access to historical city artifacts and records.

Overview

Citizen Service Centres

Utilizing the motto “At Your Service,” seven Citizen Service Centre locations throughout the city provide bilingual, one stop municipal Town Hall service access to citizens.

311 Call Centre

311 offers non-emergency, accessible customer service via telephone and email. The 311 Call Centre answers inquiries about City services and programs. 311 is available 24/7 through a third party answering service.

Greater Sudbury Public Library

Greater Sudbury has 13 public library locations, providing a broad range of services including free access to resources and technology. Libraries host a wide range of workshops, events and clubs for all ages and provide meeting space for community groups.

Museums and Archives

Greater Sudbury Heritage Museums operates four museums, Anderson Farm, Copper Cliff, Flour Mill and Rayside Balfour, which offer residents opportunities to explore the city’s history. The Greater Sudbury Archives acquires and conserves artifacts and records of historical value and provides public access to these records.

Services

Citizen Services:

- Accepts payments for property taxes, water and wastewater and Greater Sudbury Hydro bills, parking fines and more.
- Sells parking and transit passes, lottery, business and animal licenses, garbage bag tags, and more.
- Registers citizen for sports and recreation programs, and book city facilities, including ice time, and more.
- Answers inquiries on city services and programs.

311 Call Centre:

- Tracks, logs and resolves or escalates more than 1,200 inquiries per day.
- Registers citizen for sports and recreation programs, and books city facilities, including ice time.

Libraries:

- Provides no-charge access to information resources including books, eBooks, digital video, magazines, newspapers, online databases, and tools such as language learning software.
- Provides no-charge access to technology, including computers and the internet, and offers technology support and instruction for users.
- Provides access to new technologies, such as 3D printers and Makerspace resources.
- Delivers workshops, information sessions, events and programs.
- Delivers specialized services, including a homebound service which delivers library materials to residents with mobility concerns.

Museums:

- Operates four museums across the city for public use.
- Produces public exhibitions, site tours and programming.

Archives:

- Acquires and preserves historical records from City of Greater Sudbury departments or donated by members of the public.
- Provides public access to records at its Falconbridge facility, including genealogical resources.

2016 Accomplishments

- Libraries expanded public access to resources promoting active living with the successful launch of lending programs, including fishing rods and tackle, snowshoes, and other sports equipment.
- The Library's Graphic-Con event, northern Ontario's largest pop-culture expo, drew approximately 5,000 participants and vendors to the Sudbury Arena, a new economic and tourism opportunity.
- The local history department of the Greater Sudbury Public Library has acquired the rights to digitize several local newspapers including the Northern Life, which will make these resources available online and accessible to the public.

Strategic Issues and Opportunities

- The library will continue to grow its collection of high quality materials in a variety of formats and platforms to support these changing demands and ensure the continued relevance of public libraries by diversifying services and becoming a leader in technology and technology support and promoting its programming.
- A new Main Library facility in partnership with the Art Gallery of Sudbury will be explored to ensure the Library can continue to meet the needs of the community while establishing a new cultural hub for Greater Sudbury.
- A recent study of the heritage buildings at the Anderson Farm Museum by the Canadian Conservation Institute will facilitate the development of a thorough building maintenance plan for the site and ensure the preservation of these important historical assets. The long-term planning report will be presented to the Greater Sudbury Museum Board in 2017.

Key Deliverables for 2017

- A media campaign will be developed with guidance from the Communications and French Language Services section to make the “At Your Service” message more recognizable and educate residents on the services available in their own communities.
- Libraries will implement a Radio Frequency Identification system at five locations to decrease theft, improve the efficiency of customer transactions, reduce costs and allow frontline staff to have more in-depth, quality customer service experiences with residents.
- The Greater Sudbury Public Library will adopt a formal Customer Service Philosophy.
- Completion of the business case for the proposed New Main Library/Art Gallery.

Community Development - Citizen Services, and Libraries and Heritage Resources

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Provincial Grants & Subsidies	(434,482)	(454,708)	(446,173)	(430,148)	(430,148)	0	0.0%
Federal Grants & Subsidies	(39,778)	(15,836)				-	0.0%
User Fees	(142,376)	(153,696)	(157,146)	(166,104)	(166,908)	(804)	-0.5%
Contr from Reserve and Capital	(270,773)	(155,847)	(234,111)	(167,285)	(143,439)	23,846	14.3%
Other Revenues	(3,695)	(42,567)	(30,880)			-	0.0%
Total Revenues	(891,104)	(822,655)	(868,310)	(763,537)	(740,495)	23,042	3.0%
Expenses							
Salaries & Benefits	6,271,366	6,267,793	6,114,564	6,059,643	6,194,303	134,657	2.2%
Materials - Operating Expenses	1,714,940	1,770,717	1,707,845	1,746,013	1,780,760	34,747	2.0%
Energy Costs	337,303	365,565	303,149	305,766	324,398	18,632	6.1%
Purchased/Contract Services	96,814	127,365	115,000	115,000	105,000	(10,000)	-8.7%
Debt Repayment	161,615	155,847	149,793	149,793	143,439	(6,354)	-4.2%
Grants - Transfer Payments	3,500	6,000	6,070	6,070	6,070	-	0.0%
Contr to Reserve and Capital	168,000	168,000	168,000	168,000	168,000	-	0.0%
Internal Recoveries	1,153,358	1,132,951	1,072,391	1,090,224	1,088,556	(1,668)	-0.2%
Total Expenses	9,906,896	9,994,238	9,636,812	9,640,512	9,810,526	170,014	1.8%
Net Budget	9,015,792	9,171,584	8,768,502	8,876,975	9,070,031	193,056	2.2%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	64	64
Part Time Hours	48,061	48,061

Leisure Services



Mandate

Leisure Services builds and promotes a healthy community through the development and delivery of recreation and leisure activities for residents, and through the support of volunteers and community groups.

Overview

Recreation develops and delivers recreational and leisure services offered by the City, including aquatics, parks and playgrounds, outdoor rinks, waterfronts and beaches, special events, summer programming and ski hills.

Community Partnerships provides leadership and guidance to 16 Community Action Networks and various community groups and sports organizations. They support new projects, oversee volunteer initiatives and manage the Healthy Community Initiative funds.

Arenas operates and maintains 14 facilities throughout Greater Sudbury and manages all programming, tournaments and special events within them. They are also responsible for the management and recruitment of special events at the Sudbury Arena.

Park Services provides inspection and maintenance of 189 playground and park sites, and 63 field houses. They provide maintenance and landscaping of sports fields, ski hills, splash pads and trails throughout the City.

Cemetery Services is responsible for preserving 25 cemeteries on behalf of the community.

Services

Community Partnerships

- Manages the Healthy Community Initiative.
- Coordinates community engagement initiatives and Community Action Networks.

Recreation Programming

- Recreation programming for pools, ski hills, arenas and summer programs.
- Coordinates programming and events at Bell Park and Memorial park, including Grace Hartman Amphitheatre.
- Manages contracts for three seasonal trailer parks across the City.

Parks

- Provides inspection and maintenance of recreation facilities including parks, playgrounds, fields, trails, waterfront beaches and community halls.

Arenas

- Manages all of the facilities and ice time for 14 arenas.
- Manages and works with promoters for major concert attractions and events at the Sudbury Community Arena.

Cemeteries

- Manages and maintains all plots and burials throughout the city.
- Manages and maintains the Sudbury Mausoleum at Civic Cemetery on Second Avenue.

2016 Accomplishments

- Installed digital advertisement board at Bell Park.
- Completed the installation of solar panels at the Gerry McCrory Countryside Sports Complex, which will help alleviate hydro costs for the double icepad arena.
- Opened the DJ Hancock Memorial Park, a fully community sponsored splash pad.
- Began construction of the Morel Family Foundation Park, a 100 % donated park, playground and splash pad in the Minnow Lake area.
- Hosted the grand opening of the Northern Water Sports Centre, a facility partly owned by the City.

Strategic Issues and Opportunities

- Declining ice rental revenues present an opportunity to re-evaluate current promotional avenues and develop new opportunities for advertising.
- Increasing utility costs presents the opportunity for capital budget funds to be leveraged to apply for available grants and programs with the installation and upgrade of energy efficient technology across the full spectrum of Leisure facilities. The long-term reduction in utility costs will lead to increased savings in the operating budget.
- Installation of the digital advertising board at Bell Park has lead to expanded revenue opportunities for advertising. The strategy surrounding advertising can be explored further.

Key Deliverables for 2017

- Host the 2017 All Ontario Midget AAA championships at Gerry McCrory Countryside Sports Complex.
- Develop improved ice rental marketing, programming and incentives.
- Complete major capital projects including the Chelmsford Family Health Team site, the Adanac chair lift and the St. Joseph's parking lot.

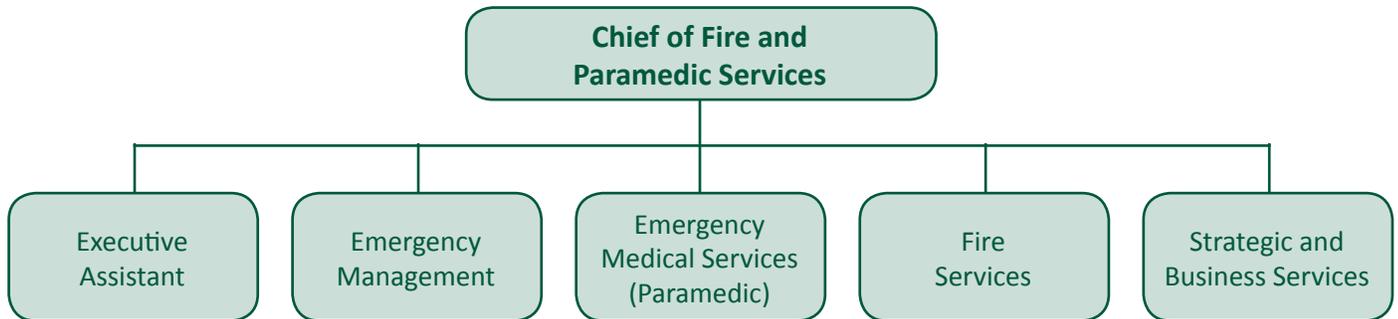
Community Development - Leisure Services

	Actual		Budget		Budget Change		
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Provincial Grants & Subsidies	(86,743)	(139,695)	(72,912)	(79,900)	(66,700)	13,200	16.5%
Federal Grants & Subsidies	(31,911)	(46,834)	(12,641)	(12,641)	(12,641)	-	0.0%
User Fees	(9,127,829)	(9,036,965)	(9,308,364)	(9,367,197)	(9,639,603)	(272,406)	-2.9%
Licensing & Lease Revenues	(278,583)	(225,824)	(606,602)	(557,988)	(557,605)	383	0.1%
Investment Earnings	(274,955)	(266,599)	(252,565)	(270,565)	(270,565)	(0)	0.0%
Contr from Reserve and Capital	(309,420)	(291,721)	(616,644)	(557,165)	(248,326)	308,839	55.4%
Other Revenues	(105,828)	(137,124)	(119,674)	(147,331)	(195,461)	(48,130)	-32.7%
Total Revenues	(10,215,270)	(10,144,761)	(10,989,402)	(10,992,788)	(10,990,901)	1,887	0.0%
Expenses							
Salaries & Benefits	14,767,867	15,169,534	15,183,564	14,867,006	15,299,083	432,077	2.9%
Materials - Operating Expenses	3,967,269	4,164,384	4,219,480	4,197,032	4,425,988	228,956	5.5%
Energy Costs	4,628,558	4,506,286	4,568,589	4,573,592	4,852,070	278,478	6.1%
Rent and Financial Expenses	-	-	108,786	68,598	139,597	70,999	103.5%
Purchased/Contract Services	1,668,952	1,412,993	1,330,726	1,321,527	1,295,303	(26,224)	-2.0%
Debt Repayment	273,683	265,612	257,165	257,165	248,326	(8,839)	-3.4%
Grants - Transfer Payments	524,134	545,691	581,508	581,508	581,508	-	0.0%
Contr to Reserve and Capital	955,483	1,081,379	1,475,400	1,432,691	1,023,724	(408,967)	-28.5%
Internal Recoveries	2,457,819	2,378,447	2,444,501	2,442,326	2,431,574	(10,752)	-0.4%
Total Expenses	29,243,764	29,524,326	30,169,719	29,741,445	30,297,173	555,728	1.9%
Net Budget	19,028,495	19,379,565	19,180,317	18,748,658	19,306,272	557,614	3.0%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	93	93
Part Time Hours	234,057	235,836
Crew Hours	85,797	86,533
Overtime Hours	3,152	3,152

Emergency Services



Overview

Emergency Services includes the following areas: Emergency Management, Emergency Medical Services, Fire Services, and Strategic and Business Services.

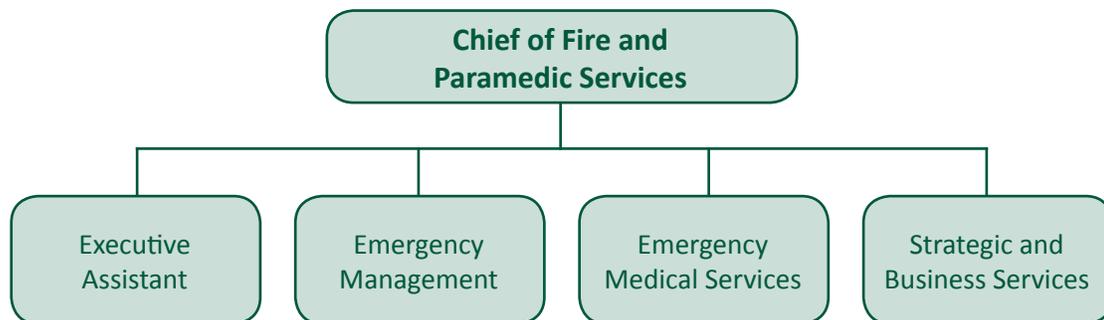
Emergency Services

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Provincial Grants & Subsidies	(9,908,637)	(10,564,951)	(10,811,696)	(10,698,366)	(11,016,638)	(318,272)	-3.0%
User Fees	(215,412)	(267,650)	(404,148)	(494,340)	(489,037)	5,303	1.1%
Contr from Reserve and Capital	(694,060)	(313,319)	(353,234)	(219,041)	(204,140)	14,901	6.8%
Other Revenues	(489,725)	(542,867)	(149,166)	(519,521)	(97,761)	421,760	81.2%
Total Revenues	(11,307,834)	(11,688,786)	(11,718,244)	(11,931,268)	(11,807,576)	123,692	1.0%
Expenses							
Salaries & Benefits	35,591,152	36,578,520	36,709,082	37,122,443	38,204,214	1,081,771	2.9%
Materials - Operating Expenses	2,928,325	2,936,580	3,356,061	3,322,746	3,437,243	114,497	3.4%
Energy Costs	1,355,746	1,088,839	1,095,883	1,057,650	1,088,936	31,286	3.0%
Rent and Financial Expenses	-	-	759	-	-	-	0.0%
Purchased/Contract Services	679,546	501,880	658,076	789,010	753,603	(35,407)	-4.5%
Debt Repayment	127,996	114,351	100,091	100,091	85,190	(14,901)	-14.9%
Grants - Transfer Payments	30,000	30,000	20,000	20,000	20,000	-	0.0%
Contr to Reserve and Capital	2,484,301	2,524,255	2,670,351	2,670,351	2,715,133	44,782	1.7%
Internal Recoveries	1,986,851	2,390,967	2,289,646	2,297,165	2,252,434	(44,731)	-1.9%
Total Expenses	45,183,918	46,165,393	46,899,949	47,379,457	48,556,753	1,177,296	2.5%
Net Budget	33,876,084	34,476,607	35,181,705	35,448,188	36,749,177	1,300,989	3.7%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	263	263
Part Time Hours	50,027	50,027
Overtime Hours	11,329	11,329
Volunteers	350	350

Emergency Management and Emergency Medical Services



Mandate

Emergency Services is responsible for the delivery and funding of Fire, Paramedic and Emergency Management services as mandated by their respective provincial legislation to improve the safety and well-being of the community.

Overview

Emergency Services includes the following areas: Emergency Management, Emergency Medical Services, Fire Services, and Strategic and Business Services.

Paramedic Services

Paramedic Services is responsible for the delivery of performance-based Paramedic Service in compliance with legislative and regulatory requirement, while ensuring pre-hospital emergency medical care and transportation to those individuals suffering injury or illness. Performance-based Paramedic Service focuses on clinical excellence, response time performance, patient outcomes and satisfaction, continuous quality improvement, and a healthy work environment conducive to professional growth.

Emergency Management

Emergency Management provides leadership, guidance and direction to ensure the safety of the city. They are governed by the Emergency Management and Civil Protection Act. Emergency Management is a 24/7 service with the primary focus of contributing to the safety of citizens through the effective management of community risks and emergencies.

Strategic and Business Services

Strategic and Business Services provides essential support by leveraging business best-practice technology, tools and methodologies to assist in achieving operational goals. This section consists of Strategic Planning, Continuous Improvement, Finance, Contract Management, Project Management and Facility Management for the Lionel E. Lalonde Centre.

Services

Paramedic Services

- Provides pre-hospital emergency medical care and transportation and non-urgent transportation between health care facilities, airport and residences.
- Provides orientation, operational, medical and remedial education to staff and coordinates with educational institutions for the placement of paramedic students.
- Manages the electronic patient care record system and oversee quality assurance, compliant handing of patient medical records and overall compliance with various legislative and regulatory requirements.
- Conducts patient care investigations and coordinates legal proceedings.
- Represents Paramedic Services in the community to ensure it is integrated into the health care framework
- Reports on metrics and conducts audits to ensure medication is tracked and accounted for.
- Manages and maintains the paramedic vehicle fleet, city heliports, specialized vehicles, and patient care equipment, including repairs and maintenance, ensuring vehicles and equipment are sanitized and stocked, and all legislative requirements are met.
- Orders, receives, controls and coordinates the distribution of all medical supplies and equipment.
- Provides administrative, business, strategic and operational support.

Emergency Management

- Provides operational support to First Responders during major incidents.
- Ensures municipal and citizen preparedness to emergencies by liaising with City departments and community organizations and providing public education, emergency preparedness planning and risk assessment activities.
- Oversees and maintains the City's Emergency Management Program.
- Develops and executes training for City staff and partner agencies that manage, support and respond to emergencies.
- Regularly tests the effectiveness of the Emergency Response Plan to allow for continuous improvement.

Strategic and Business Services

- Provides support and advice on strategic, business improvement and change management initiatives.
- Identifies and advises on critical and emerging municipal issues, trends and best practices.
- Advises on the development of risk management programs, workload management, quality assurance, and key performance indicators.
- Processes time and attendance reports, invoices, billing advices and financial transactions.
- Analyzes and reviews reports to plan, develop and prepare the department's operating and capital budgets.
- Provides governance for projects involving interdepartmental staff teams and external consultants.
- Manages the Lionel E. Lalonde facility and business unit to ensure its overall effective operations.

2016 Accomplishments

- Implemented a Peer Support Network to help provide mental health support for staff.
- Implemented employee engagement tools, including digital sign boards to improve communication, an improved work schedule and upgraded scheduling software.
- Secured \$313,000 in one-time funding to support the ongoing Community Paramedic Programs until the end of March 2017.
- Hosted and participated in emergency Tabletop Exercise Stalwart Responder, a 10-day exercise to develop professional relationships between civilian emergency services and the Canadian Armed Forces.
- Developed and directed the testing of the Vale Hazardous Material Standard Operating Procedure and implemented identified enhancements.
- Renewed 3-year grant to the Canadian Red Cross for the provision of Personal Disaster Assistance, which includes the delivery of emergency supplies and services to the victims of personal emergencies.
- Provided financial improvement and project management support for the Optimization Project.
- Researched, sourced and implemented new maintenance and asset management software and conducted a comprehensive review of Fire and Lionel E. Lalonde Centre inventory, which was input into the new system.

Strategic Issues and Opportunities

- Expand outreach and public education using various social media platforms.
- Consult with vulnerable occupancies (any care occupancy, care and treatment occupancy, or retirement home regulated under the Retirement Homes Act, 2010) as it relates to their emergency plans.
- Develop strategies to analyze and assess the City's and residents' overall state of preparedness, and implement strategies and priorities based on public education needs assessment.
- Complete website enhancements to allow for better engagement and collaboration, as part of the City of Greater Sudbury website revitalization project.
- Improve efficiency and communication amongst agencies in the Emergency Operations Centre.
- Pursue funding through the National Disaster Mitigation Program to create a disaster resilient community.

Key Deliverables in 2017

- Produce recommendations via the optimization report.
- Purchase and implement a mass notification system to allow the City to issue public safety messages regarding imminent danger from extreme weather, biohazards or any other life threatening event.
- Implement Incident Management System in the Emergency Operations Centre to provide a consistent and standardized approach to incident response.
- Implement a Fuel Management Plan to ensure fuel supply during an emergency or disaster.
- Develop a business continuity plan for Emergency Services to provide a proactive planning process to ensure critical services can be maintained during a disaster or disruption.
- Design and implement a new security system and protocols for the Lionel E. Lalonde Centre.

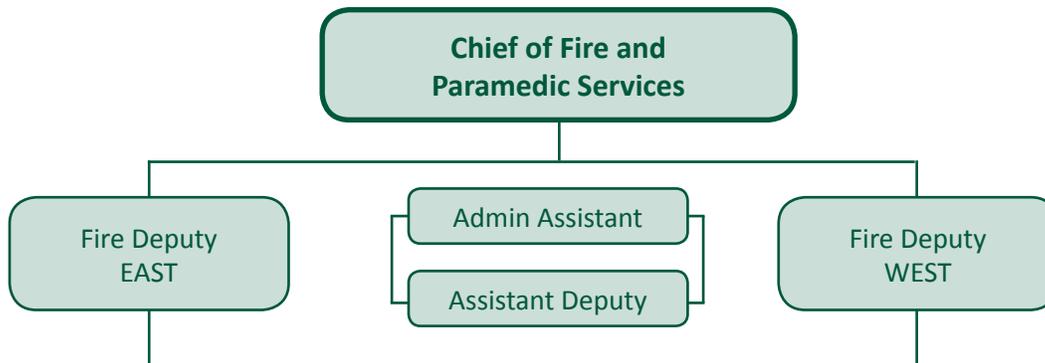
Emergency Management and Emergency Medical Services

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Provincial Grants & Subsidies	(9,908,637)	(10,564,951)	(10,811,696)	(10,698,366)	(11,016,638)	(318,272)	-3.0%
User Fees	(154,912)	(168,664)	(292,435)	(269,522)	(269,874)	(352)	-0.1%
Contr from Reserve and Capital	(14,434)	(75,305)	(100,091)	(100,091)	(85,190)	14,901	14.9%
Other Revenues	(448,280)	(514,232)	(119,799)	(470,369)	(48,000)	422,369	89.8%
Total Revenues	(10,526,263)	(11,323,151)	(11,324,021)	(11,538,348)	(11,419,702)	118,646	1.0%
Expenses							
Salaries & Benefits	16,414,591	17,052,156	17,179,766	17,303,047	17,667,798	364,751	2.1%
Materials - Operating Expenses	1,449,105	1,878,625	1,990,178	1,946,751	2,027,597	80,846	4.2%
Energy Costs	850,403	645,586	626,499	647,282	663,087	15,805	2.4%
Rent and Financial Expenses	-	-	759	-	-	-	0.0%
Purchased/Contract Services	502,544	326,928	369,289	628,574	576,264	(52,310)	-8.3%
Debt Repayment	127,996	114,351	100,091	100,091	85,190	(14,901)	-14.9%
Grants - Transfer Payments	30,000	30,000	20,000	20,000	20,000	-	0.0%
Contr to Reserve and Capital	1,252,237	1,292,217	1,414,433	1,414,433	1,434,097	19,664	1.4%
Internal Recoveries	564,932	581,292	547,529	581,890	387,171	(194,719)	-33.5%
Total Expenses	21,191,809	21,921,155	22,248,544	22,642,068	22,861,204	219,136	1.0%
Net Budget	10,665,546	10,598,004	10,924,523	11,103,720	11,441,502	337,782	3.0%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	134	134
Part Time Hours	43,989	43,989
Overtime Hours	4,371	4,371

Fire Services



Mandate

Fire Services is responsible for delivering proactive public safety and response programs to prevent emergencies wherever possible and to preserve and enhance life, property and the environment where response is required.

Overview

Fire Services is divided into five areas:

Administration and Communications oversees administrative, business improvement and communications services to support Fire Services, and provides emergency communications services for sustained operations.

Operations delivers emergency response services, including fire suppression, technical rescue, hazardous materials response and Medical Tiered Response. Medical Tiered Response is the process of activating Fire Services for specific medical emergencies in support of Paramedic Services. Operations also participates in public education activities, performs in-service commercial inspections, prepares pre-incident planning and completes risk assessment.

Training provides professional training, education and development to meet legislated requirements and industry standards for firefighting, and maintains succession planning initiatives. They establish industry best practices for equipment, service delivery, quality assurance and post incident analysis.

Fleet Services oversees the procurement and distribution of equipment and supplies. They establish and administer apparatus and equipment repair, and maintenance scheduling.

Fire Prevention and Public Education delivers public programs, such as education activities and fire inspections, to proactively support a safe community. They ensure Fire Code compliance using a balanced approach of plan review, occupancy inspections, compliance orders and, where necessary, litigation.

Services

Preparedness:

- Develops, maintains and exercises emergency management and business continuity plans.

Prevention:

- Conducts investigations and inspections, and enforces various sections of municipal by-laws and provincial government acts and legislation.
- Delivers fire prevention programs to reduce the possibility and severity of fire or explosion, by providing tools, resources and leadership to the community, with a focus on disadvantaged and vulnerable citizens.

Education:

- Delivers directed and focused fire safety education programs to reduce risk where fire code enforcement has a diminished impact and where emergency response is delayed due to the city's geography.
- Delivers education for other response types, such as technical rescue due to natural and manmade disasters, HAZMAT incidents related to commercial, industrial and mining infrastructure, and medical responses with Paramedic Services.

Response:

- Receives and processes requests for service to mitigate emergent and non-emergent events within the scope of Fire Services.
- Provides the City of Greater Sudbury with emergency response including fire suppression, Medical Tiered Response, and hazardous materials handling, as well as rescue and incident mitigation.
- Responds to major emergency incidents through coordination with provincial and federal response agencies.

2016 Accomplishments

- Initiated a Fire Services Optimization Project to generate a continuous improvement plan based on the current and future needs of the community.
- Requested and received a Fire Underwriter's Service (FUS) review of current prevention and response capabilities, the first update to the city's FUS ratings in 30 years.
- Developed and implemented an in-house risk assessment tool. The Comprehensive Occupancy Risk Evaluation (CORE) tool is integrated with the Fire Services Database, and serves to identify and assess the risk for all of the occupancies in the city, in real time.
- Initiated a review of its response and non-response fleet and procured three Custom Engines, three Commercial Pumpers and four Command Response vehicles. These procurements significantly reduce the age and maintenance cost of the fleet, and bring the age of the response vehicles in line with the recommendations of the National Fire Protection Association and the FUS.
- Recruited, hired, trained and graduated a class of eight career firefighters to replace retiring firefighters on an attrition basis.

Strategic Issues and Opportunities

- The Greater Sudbury Fire and Paramedic Services Optimization Project will recommend significant changes to service levels, station locations and deployment of resources, to better service the citizens of the city. It will also recommend innovative approaches to service delivery, including partnerships with other levels of government, and Public Private Partnerships. The project has identified significant challenges in capital funding for building maintenance and apparatus replacement, as well as substantial gaps in Fire Services support staffing.

Key Deliverables in 2017

- Initiate the first phase of the Greater Sudbury Fire and Paramedic Services Optimization Project.
- Complete the Collective Bargaining process with the Sudbury Professional Fire Fighters Associations and the Christian Labour Association of Canada to establish a framework for employee relations in 2017.
- Continue developing Service Level Agreements with stakeholders and cooperating agencies to enhance transparency and accountability for both non-emergent and emergency response.

Emergency Services - Fire Services

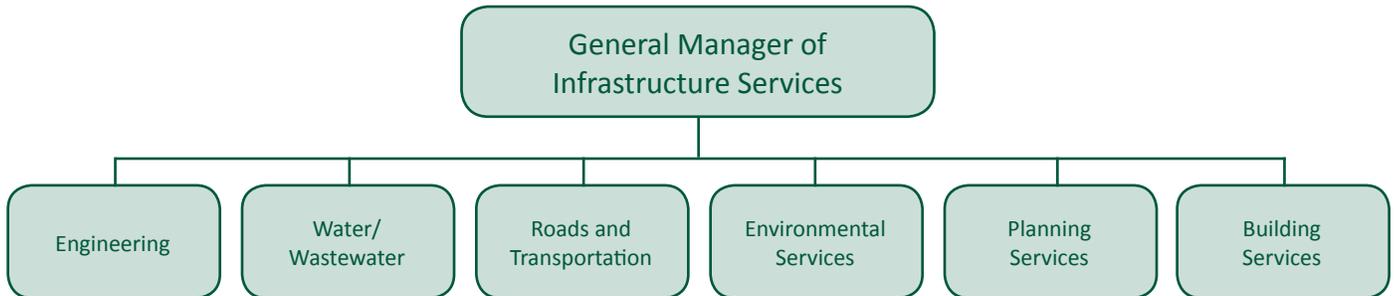
	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
User Fees	(60,500)	(98,986)	(111,713)	(224,818)	(219,163)	5,655	2.5%
Contr from Reserve and Capital	(679,626)	(238,014)	(253,143)	(118,950)	(118,950)	-	0.0%
Other Revenues	(41,446)	(28,635)	(29,367)	(49,152)	(49,761)	(609)	-1.2%
Total Revenues	(781,571)	(365,635)	(394,223)	(392,920)	(387,874)	5,046	1.3%
Expenses							
Salaries & Benefits	19,176,561	19,526,364	19,529,316	19,819,396	20,536,416	717,020	3.6%
Materials - Operating Expenses	1,479,221	1,057,955	1,365,883	1,375,995	1,409,646	33,651	2.4%
Energy Costs	505,343	443,252	469,384	410,368	425,849	15,481	3.8%
Purchased/Contract Services	177,002	174,952	288,787	160,436	177,339	16,903	10.5%
Contr to Reserve and Capital	1,232,063	1,232,038	1,255,918	1,255,918	1,281,036	25,118	2.0%
Internal Recoveries	1,421,919	1,809,675	1,742,117	1,715,275	1,865,263	149,988	8.7%
Total Expenses	23,992,109	24,244,237	24,651,405	24,737,389	25,695,549	958,160	3.9%
Net Budget	23,210,538	23,878,603	24,257,182	24,344,468	25,307,675	963,207	4.0%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	129	129
Part Time Hours	6,038	6,038
Overtime Hours	6,958	6,958
Volunteers	350	350

Infrastructure Services

Infrastructure Services includes the following areas: Engineering Services, Water/Wastewater, Roads and Transportation, Environmental Services, Planning Services and Building Services.



Please note that detailed financial information for Water/Wastewater can be found within the Water/Wastewater section of this document.

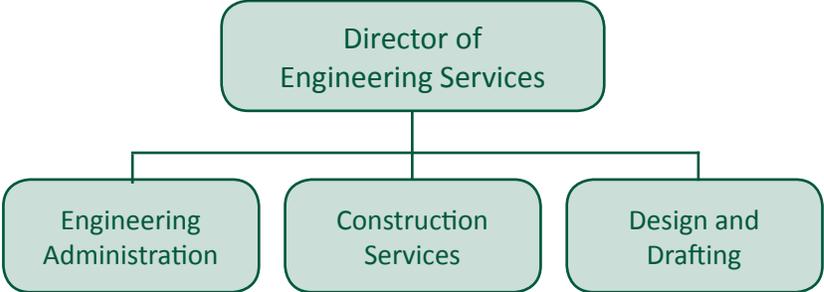
Infrastructure Services

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Levies	(521,986)	(229,969)	(127,908)	(58,908)	(58,908)	-	0.0%
Provincial Grants & Subsidies	(26,996)	(22,463)	(40,000)	(40,000)	(40,000)	-	0.0%
User Fees	(72,886,097)	(71,082,158)	(75,734,444)	(76,862,655)	(81,136,179)	(4,273,524)	-5.6%
Licensing & Lease Revenues	(171,821)	(195,726)	(300,000)	(200,000)	(275,000)	(75,000)	-37.5%
Contr from Reserve and Capital	(2,697,056)	(4,762,406)	(1,898,454)	(1,896,825)	(1,614,432)	282,393	14.9%
Other Revenues	(3,311,911)	(3,915,325)	(3,784,328)	(3,552,008)	(3,773,361)	(221,353)	-6.2%
Total Revenues	(79,615,868)	(80,208,048)	(81,885,134)	(82,610,396)	(86,897,880)	(4,287,484)	-5.2%
Expenses							
Salaries & Benefits	40,511,915	40,910,223	41,739,883	42,488,806	43,136,839	648,033	1.5%
Materials - Operating Expenses	11,442,768	11,544,641	13,805,405	14,492,818	14,055,002	(437,816)	-3.0%
Energy Costs	8,752,961	8,383,463	8,918,783	8,208,335	8,734,701	526,366	6.4%
Rent and Financial Expenses	-	-	119,501	133,024	154,724	21,700	16.3%
Purchased/Contract Services	38,303,150	35,972,900	34,879,118	34,407,071	35,653,484	1,246,413	3.6%
Debt Repayment	540,337	2,719,262	4,010,789	4,010,789	4,177,445	166,656	4.2%
Grants - Transfer Payments	83,370	59,450	50,975	57,100	69,600	12,500	21.9%
Contr to Reserve and Capital	57,020,647	52,470,361	53,128,361	51,918,204	56,293,703	4,375,499	8.4%
Internal Recoveries	12,809,149	12,913,229	13,356,901	13,379,485	13,973,304	593,819	4.4%
Total Expenses	169,464,297	164,973,530	170,009,716	169,095,631	176,248,802	7,153,171	4.2%
Net Budget	89,848,429	84,765,482	88,124,582	86,485,235	89,350,922	2,865,687	3.3%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	419	420
Part Time Hours	75,633	76,867
Crew Hours	63,804	63,229
Overtime Hours	4,115	4,115

Engineering Services



Mandate

Engineering Services provides engineering and technical expertise for the City’s infrastructure system including roads, bridges, storm and sanitary sewers, water and wastewater treatment plants, water distribution systems, and municipal buildings and facilities, as well as design, drafting, and technical assistance to other departments in the course of their work.

Overview

Engineering Services is comprised of three sections.

Engineering Administration provides administration, document control and quality control for Engineering Services.

Design and Drafting Services provides detailed design, drafting, construction supervision, surveying and materials testing on all capital and maintenance projects.

Construction Services provides technical assistance to the Planning department and the Development Engineering department on all proposed subdivisions and site plan control agreements, building permit applications, minor variances, severances, and letters of tolerance.

Services

Engineering Administration

- Manages administration of Engineering Services.
- Performs document control for Engineering Services.
- Initiates and manages the review, approval and distribution of documents.

Design and Drafting Services

- Provides professional engineering services including technical, supervisory, planning and co-ordination of design and drafting to assist in the development and implementation of long-term plans and studies.
- Develops capital budgets for projects.
- Collects pre-engineering baseline data through surveying, locates, property searches and geotechnical studies in preparation of project engineering.
- Perform internal preliminary engineering of capital projects prior to detailed engineering and construction.
- Collaborates with Supplies and Services department to execute and manage the tendering and contracting process for capital projects.
- Reviews designs of infrastructure assets for construction of projects by developers that will be transferred to the City.

Construction Services

- Establishes and monitors the budget for capital projects, baseline schedules, scope and quality of deliverables to ensure all capital projects are delivered as planned.
- Provides inspection services and coordination of materials testing as a component of overall quality assurance of City construction projects.
- Provides project coordination and contract administration to ensure prompt progress payments, the resolution of disputes, the clearance of lien hold backs and the closure of all legal issues.
- Engages consultants, contractors, developers, City staff, property owners and other community stakeholders to minimize negative impacts of capital projects and resolve issues in a mutually beneficial manner to assure quality customer service.

2016 Accomplishments

- Completed the engineering and tendering process for the first phase of the Maley Drive Extension and began construction work.
- Launched the Roads and Traffic Restrictions application which allows residents and local businesses to identify areas where road work is being undertaken by the City, contractors, utility companies, rail companies, private companies, and others.
- Collaborated with the operational divisions of Infrastructure Services to provide engineering services and manage \$70 million in capital projects.
- Helped secure funding for capital projects, including Maley Drive, in collaboration with other City departments.

Strategic Issues and Opportunities

- The need for improved information collection for surveying, locates and field inspections will align with the City's GIS initiative and provide data quality and availability for engineering.
- The use of 3D scanning surveys will collect baseline data and as-built data for infrastructure assets, and property and natural structures, which can be used for engineering, quality assurance and asset management.
- The move to electronic collection and approval of employee work hours per capital project will help determine the actual costs of project engineering and delivery and will identify where efficiencies can be implemented.
- The development of policies and procedures for strong project controls, including quality assurance monitoring, cost control, scheduling and earned value metrics will improve departmental processes and budgetary efficiencies.

Key Deliverables for 2017

- Continue the development of project management standards and business processes toward consistency with industry best practices for management of capital projects.
- Continue the development of project execution plans for key functions within the department which will outline the policies, processes, procedures, workflows, instructions and forms required to successfully engineer and deliver a capital project.
- Work collaboratively with Legal, Finance and Procurement to revise General Conditions used for tendering and contracts to reflect identified changes needed in current process.

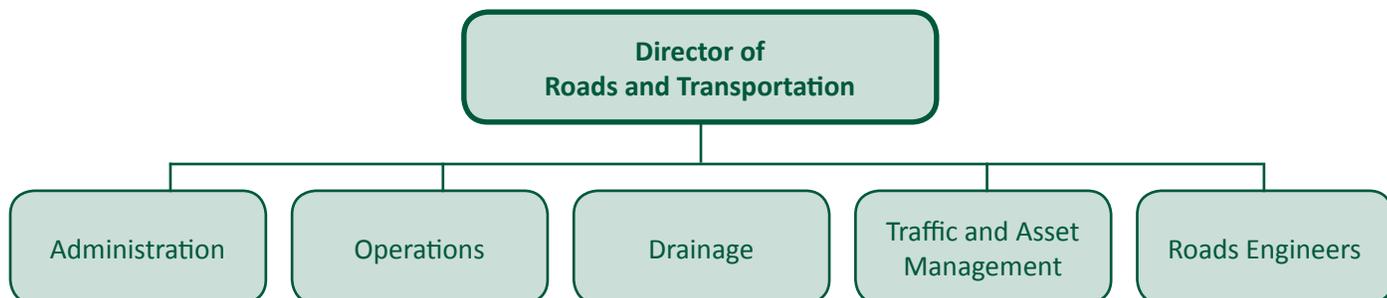
Infrastructure Services - Engineering

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
User Fees	(87,796)	(32,519)	(52,943)	(61,231)	(62,107)	(876)	-1.4%
Contr from Reserve and Capital	(57,065)	(69,824)	(85,518)	(84,888)	(89,304)	(4,416)	-5.2%
Other Revenues	(74)	(3,654)				-	0.0%
Total Revenues	(144,934)	(105,997)	(138,461)	(146,119)	(151,411)	(5,292)	-3.6%
Expenses							
Salaries & Benefits	5,028,442	5,029,909	4,983,441	5,188,851	5,252,355	63,504	1.2%
Materials - Operating Expenses	255,472	296,211	219,140	270,900	225,881	(45,019)	-16.6%
Energy Costs	46,405	36,124	27,359	45,696	46,080	384	0.8%
Rent and Financial Expenses			30,538	45,426	38,449	(6,977)	-15.4%
Purchased/Contract Services	13,370	535				-	0.0%
Grants - Transfer Payments	-	12,964				-	0.0%
Contr to Reserve and Capital	25,200	25,704				-	0.0%
Internal Recoveries	(5,223,954)	(5,295,450)	(5,122,017)	(5,407,580)	(5,411,354)	(3,774)	-0.1%
Total Expenses	144,934	105,997	138,461	143,293	151,411	8,118	5.7%
Net Budget	-	-	-	(2,826)	-	2,826	-

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	48	48
Part Time Hours	12,814	12,814
Overtime Hours	4,015	4,015

Roads and Transportation



Mandate

Roads and Transportation is responsible for depot maintenance, building and maintaining roadways and sidewalks, stormwater management and surface drainage, bridges, forestry, and traffic and safety devices to provide a safe, affordable, and environmentally responsible multimodal transportation system for the movement of people and goods.

Overview

Roads and Transportation operates the following areas:

Administration and Supervision provides leadership and technical support to operational, traffic and drainage personnel.

Summer Maintenance provides maintenance of loose and hard top roadways, sidewalks, stormwater systems, forestry, and traffic and safety devices.

Winter Maintenance performs a prescribed level of service to provide a safe and reliable winter transportation network.

Drainage coordinates and administers municipal and agricultural drainage programs for existing and new drains.

Traffic and Transportation is responsible for transportation planning to address the present and future needs of the community.

Roads Engineering develops and implements the Roads Capital Budget.

Depots maintains buildings and facilities at five public works depots.

Services

Administration and Supervision

- Provides leadership and technical support to operational, traffic and drainage personnel.
- Develops, implements and monitors work plans intended to maintain the transportation network throughout the four seasons.
- Ensures work is carried out according to policies and procedures.

Summer Maintenance

- Provides maintenance of loose and hard top roadways, sidewalks and stormwater systems.
- Performs forestry services.
- Maintains traffic and safety devices.

Winter Maintenance

- Performs snowplowing, snow removal, sanding and salting, opening of drainage ditches, sweeping, and pothole patching.

Drainage

- Coordinates and administers municipal and agricultural drainage programs for existing and new drains.
- Develops and implements the Drainage Capital Budget.
- Provides stormwater technical support on development applications.
- Conducts drainage studies.

Traffic and Transportation

- Performs planning to address the present and future needs of the community.
- Evaluates, designs and installs traffic devices.
- Collects annual traffic data.
- Reviews and issues permits dealing with traffic movement on city roads.
- Provides technical support for development applications.
- Collects and compiles condition data on roads assets.
- Provides safe, efficient flow of traffic via management of traffic signalization, public permitting of traffic flow and the use of signage.

Roads Engineering

- Develops and implements the Roads Capital Budget.
- Provides technical support for development applications.
- Develops long-term strategies to support the viability of assets and systems within the road network.

Depots

- Maintains buildings and facilities at five public works depots.
- Produces and installs signs for all City departments and various other public entities.

2016 Accomplishments

- Prepared reports, consulted with the public, received funding from senior levels of government, tendered the first contract for and began construction on the Maley Drive Extension.
- Launched the Computerized Maintenance Management System (CMMS), including restructuring the Operational Organizational Structure.
- Received \$2.3 million in funding for nine watershed studies and began work on these studies.
- Began Bridge Rehabilitation Program capital projects.
- Implemented new pedestrian crossings to comply with changes in provincial legislation.

Strategic Issues and Opportunities

- The implementation of the new CMMS will assist in capturing corporate knowledge and help with talent development and retention, succession planning, and pending retirements.
- Funding from senior levels of government has helped address the City's infrastructure gap. Funding applications for operating and capital programs would benefit from best practices.
- The completion of watershed studies will provide guidance for the environmentally sustainable development of the community.
- The completion of the Transportation Master Plan will help establish several policies to guide sidewalk and roads construction, and improve active transportation.

Key Deliverables for 2017

- Begin implementation of the Transportation Master Plan.
- Update the long-term financial needs for roads to incorporate findings into the City's Long-Term Financial Plan and update the Asset Management Plan.
- Continue to develop CMMS and Automatic Vehicle Location software.
- Manage the projects that have received Provincial and Federal funding to meet the approved budget and schedule, including the Maley Drive Extension, watershed studies, Clean Water and Wastewater Fund and Public Transit Infrastructure Fund.

Infrastructure Services - Roads and Transportation

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Provincial Grants & Subsidies	(23,784)	(22,463)	(40,000)	(40,000)	(40,000)	-	0.0%
User Fees	(618,584)	(368,788)	(410,500)	(383,981)	(425,900)	(41,919)	-10.9%
Contr from Reserve and Capital	(150,318)	(61,269)	(150,207)	(140,660)	(167,945)	(27,285)	-19.4%
Other Revenues	(105,435)	(80,423)	(67,900)	(65,619)	(65,619)	(0)	0.0%
Total Revenues	(898,122)	(532,943)	(668,607)	(630,260)	(699,464)	(69,204)	-11.0%
Expenses							
Salaries & Benefits	13,109,626	13,359,774	13,495,305	13,416,846	13,697,587	280,741	2.1%
Materials - Operating Expenses	5,510,660	4,345,730	5,907,106	5,532,690	5,696,809	164,119	3.0%
Energy Costs	4,374,472	3,862,842	3,882,688	3,656,081	3,976,561	320,480	8.8%
Rent and Financial Expenses	-	-	8,150	10,685	8,274	(2,411)	-22.6%
Purchased/Contract Services	10,219,426	8,815,048	9,724,187	8,134,199	8,243,333	109,134	1.3%
Contr to Reserve and Capital	27,208,229	25,753,291	26,271,190	26,286,190	26,810,514	524,324	2.0%
Internal Recoveries	9,764,557	9,936,041	9,855,000	10,166,550	10,136,262	(30,288)	-0.3%
Total Expenses	70,186,970	66,072,727	69,143,626	67,203,241	68,569,340	1,366,099	2.0%
Net Budget	69,288,848	65,539,784	68,475,019	66,572,981	67,869,876	1,296,895	1.9%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	140	140
Part Time Hours	17,611	18,067
Crew Hours	33,031	33,031
Overtime Hours	100	100

Environmental Services



Mandate

Environmental Services is responsible for the planning, development, approval and operation of all solid waste programs, services and facilities in the city.

Overview

Environmental Services include all aspects of solid waste collection and disposal including diversion and education programs, such as recycling and composting. It is responsible for the development of long-term solid waste strategic plans, including capital programs.

Waste Collection is responsible for all residential waste collection service in Greater Sudbury, including garbage, recycling, leaf and yard trimmings, and organics, contract management and more.

Waste Diversion is responsible for the processing of recyclable, household hazardous waste, organic, and leaf and yard trimmings, as well as the administration of funded programs.

Waste Disposal is responsible for Landfill and Waste Diversion sites, as well as the Walden Small Vehicle Transfer site and other closed sites.

Services

Waste Collection

- Weekly roadside collection of garbage, leaf and yard trimmings, blue box materials and green cart organics from approximately 60,000 households.
- Roadside collection of large items such as furniture, appliances and electronic waste.
- Centralized waste collection for approximately 400 multi-unit residential properties.
- Collection from 13 residential waste drop-off depots.
- Collection of waste from non-residential sources on a cost recovery system.
- Collection of household hazardous waste via the Toxic Taxi.
- Collection of blue box materials for special events.

Waste Diversion

- Operation of the Recycling Centre (20,101 tonnes of materials managed in 2015).
- Operation of the Household Hazardous Waste Depot.
- Processing of leaf and yard trimmings and green cart organics (12,163 tonnes in 2015).
- Recycling of tires, electronic waste, metal, cloth.
- Operation of the Reuse Store.
- Administration of funding programs.

Waste Disposal

- Operation and maintenance of the Sudbury, Hanmer and Azilda Landfill and Waste Diversion sites.
- Operation and maintenance of the Walden Small Vehicle Transfer site.
- Operation and maintenance of various closed sites.
- Administration of tipping and processing fees.

Miscellaneous Services

- Oversees various clean-up initiatives, such as the Adopt-a-Road program, the derelict motor vehicle removal and recycling program and the annual Clean-up Blitz.
- Weekly collection of all roadside litter containers, conducts roadside litter collection manually and with automated units.
- Develops various educational materials and tools. Provides educational services to schools, businesses and the general public.
- Administers sale of various waste containers, including backyard composters, vermicomposters, blue boxes, green carts, kitchen collectors, Big Blue large capacity recycling containers, and other waste diversion containers for specialty programs or pilot projects.

2016 Accomplishments

- Completed a review of the Pilot Community Door to Door 3R Educational Campaign, which led to the replacement of the door to door campaign with home visits.
- Implemented new waste collection policies to promote recycling, including a move from three bags to two for weekly residential curbside collection, allowing the City to become more environmentally responsible, prolonging the life of our landfills, and continuing the improvement of quality of life and place in Greater Sudbury.
- Developed and launched Waste Wizard, an easy to use online tool and smart phone App which provides simple, easy to use information on how to properly handle and dispose of various waste items, using a simple search method.

Strategic Issues and Opportunities

- Recycling regulations relating to the new Waste Free Ontario Act will have an impact on services and operations. This will be an opportunity to think forward for the update of the Solid Waste Master Plan tentatively scheduled to commence in 2021, and as the Solid Waste Asset Management Plan commences.

Key Deliverables in 2017

- Continue with the development of the Construction and Demolition Material Recycling Site.
- Review policies to allow organic collection services to multi-unit residential properties on a centralized collection system, to the industrial, commercial and institutional sectors, and to special events.
- Complete AVL/GPS technology install on City-owned waste collection vehicles improve efficiency, streamline routes and improve frontline customer service with near real-time information.

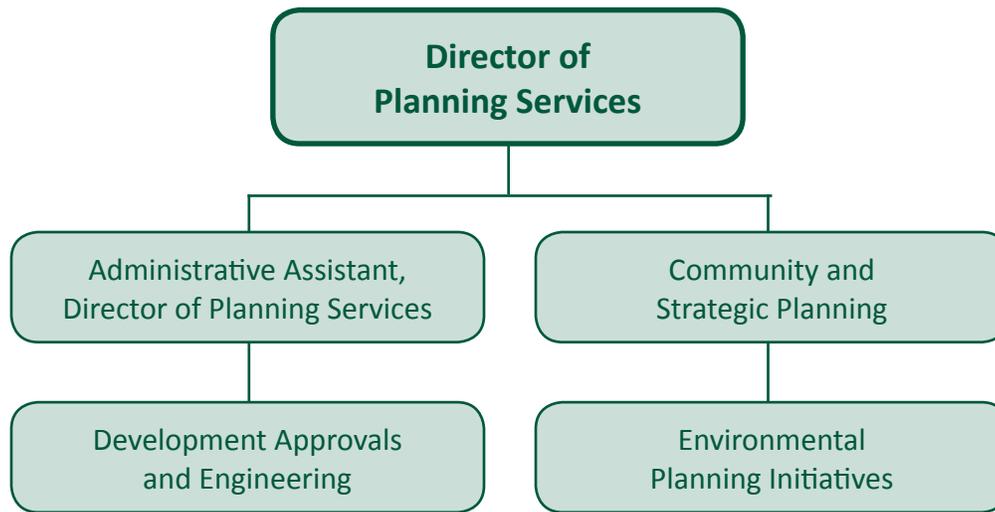
Infrastructure Services - Environmental Services

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
User Fees	(6,875,598)	(7,060,638)	(7,226,672)	(7,105,075)	(7,166,470)	(61,395)	-0.9%
Licensing & Lease Revenues	(171,821)	(195,726)	(300,000)	(200,000)	(275,000)	(75,000)	-37.5%
Contr from Reserve and Capital	(190,297)	(190,297)	(47,574)	(47,574)	-	47,574	100.0%
Other Revenues	(2,413,214)	(2,501,163)	(2,394,347)	(2,475,589)	(2,674,042)	(198,453)	-8.0%
Total Revenues	(9,650,929)	(9,947,824)	(9,968,593)	(9,828,238)	(10,115,512)	(287,274)	-2.9%
Expenses							
Salaries & Benefits	2,277,014	2,325,244	2,480,363	2,445,187	2,635,099	189,912	7.8%
Materials - Operating Expenses	437,547	2,412,791	2,453,259	2,805,025	2,095,147	(709,878)	-25.3%
Energy Costs	205,903	170,281	165,449	163,749	174,711	10,962	6.7%
Rent and Financial Expenses			18,120	17,150	31,776	14,626	85.3%
Purchased/Contract Services	17,266,424	14,305,118	14,363,398	14,243,308	16,139,996	1,896,688	13.3%
Grants - Transfer Payments	16,285	7,652	15,375	17,000	29,500	12,500	73.5%
Contr to Reserve and Capital	1,013,588	1,016,330	1,034,376	1,034,376	1,053,598	19,222	1.9%
Internal Recoveries	730,178	725,976	744,128	741,076	917,889	176,813	23.9%
Total Expenses	21,946,938	20,963,392	21,274,468	21,466,870	23,077,716	1,610,846	7.5%
Net Budget	12,296,009	11,015,568	11,305,875	11,638,633	12,962,204	1,323,571	11.4%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	21	22
Part Time Hours	20,755	21,533

Planning Services



Mandate

Planning Services ensures Greater Sudbury is planned and developed in a manner consistent with local and provincial priorities, policies and requirements. It uses good planning and development principles to create a strong community to live, work, shop and play.

Overview

Planning Services includes:

Community and Strategic Planning monitors trends and provides long-range planning and policy advice, undertakes strategic community planning projects, and creates, maintains and analyses geographic base and socioeconomic data, mapping, survey and aerial photography. This section includes Geographic Information Systems (GIS) and Mapping.

Development Approvals reviews, analyses and recommends Planning Act applications for decision and implements land use planning decisions. This section includes Development Engineering, the Committee of Adjustment and Consent Official.

Environmental Planning Initiatives leads landscape restoration, ecosystem health, biological integrity, energy conservation, and air and lake water quality initiatives. This section includes EarthCare Sudbury, and the Regreening and Lake Water Quality programs.

Services

Community and Strategic Planning Services

- Creates, maintains and implements the Official Plan and other strategic plans, including the Downtown Master Plan and Town Centre Community Improvement Plan.
- Creates, maintains and implements plans, policies and projects to ensure appropriate growth and development, for example the Development Cost Sharing Policy.
- Collects, maintains, analyzes and shares core geographic datasets, including survey control network, topographic maps, and aerial photography.
- Collects, maintains, analyzes and shares key statistical data.
- Provides GIS, data analysis and mapping services to internal and external clients.

Development Approval and Engineering Services

- Creates and maintains the Comprehensive Zoning By-law, and policies, guidelines and processes to guide the administration of land use planning decision-making.
- Leads the planning and engineering review and analysis of approximately 500 Planning Act decisions per year.
- Implements all municipal Planning Act decisions.

Environmental Planning and Management Services

- Work with nearly 200 companies and numerous City of Greater Sudbury departments to deliver and communicate municipal sustainability initiatives to the community through EarthCare Sudbury.
- Provides environmental and watershed remediation services, including the planting of more than 260,000 trees and shrubs on average each year since 1978, through the Regreening Program.
- Monitors 67 city lakes to assess their environmental health, and delivers community-based lake stewardship initiatives with nearly 30 lake stewardship groups, through the Lake Water Quality Program.
- Provides environmental planning review of Planning Act applications and environmental assessment, monitoring and landscape architectural design services for other divisions.

2016 Accomplishments

- Developed a five-year business plan consistent with the Official Plan and Corporate Strategic Plan.
- Reviewed and proposed updates to the Downtown Sudbury Community Improvement Plan, including confirmation of the Downtown Sudbury boundary for planning purposes.
- Developed and recommended changes to the Official Plan and Zoning By-law to allow for Secondary Suites in the community.
- Received, analyzed and made recommendations on almost 270 Planning Act applications as of August 2016.
- Developed and managed the Report a Bear website.

Strategic Issues and Opportunities

- Undertaking studies to demonstrate the potential of nodes and corridors to facilitate intensification, higher quality design and the integration of land use and active transportation, transit, transportation planning to manage growth and change in the community.
- Improving understanding of the long-term financial costs and benefits of land use planning decisions and alignment between land use plans, financial tools and infrastructure plans to manage growth and change in the community.
- Creating Urban Design Guidelines for new development and undertaking full Planning Act process reviews and improvements to balance the desire for improvements in the quality of the community with the desire for certainty, efficiency and accountability in the approval process.
- Preparing a Strategic Plan for GIS that will guide the next collaborative round of evolution in the system to build evidence-based lens, and grow business intelligence and the understanding of the connections between built and human environments.
- Building planning capacity in the community through education and outreach, and broaden engagement through initiatives such as tactical urbanism and use of web-enabled outreach platforms.

Key Deliverables for 2017

- Complete Phase One of the Official Plan Review, and initiate Phase 2.
- Initiate the Lasalle Corridor Design Study.
- Initiate the Chelmsford Town Centre Community Improvement Plan.
- Complete City Wide Urban Design Guidelines, including residential shoreline.
- Initiate the Brownfield Strategy and Community Improvement Plan update.
- Complete the Surplus Municipal Property Affordable Housing Strategy.
- Complete the GIS and Lake Water Quality Strategic Plans.
- Update multiple Procedures and Guidelines, including Official Plan, Zoning By-law Amendment, Subdivision/Condo, Phase 2 of the Site Plan Procedure, Committee of Adjustment and Consent Procedure.
- Complete new Environmental Impact Study Guidelines.
- Improve Planning Act Notices.
- Update the Citizen and Development Guide.
- Complete Planning 101 and Planning 102 Education and Training sessions.
- Complete the Active Neighbourhood Pilot Project.
- Update the Biodiversity Action Plan.

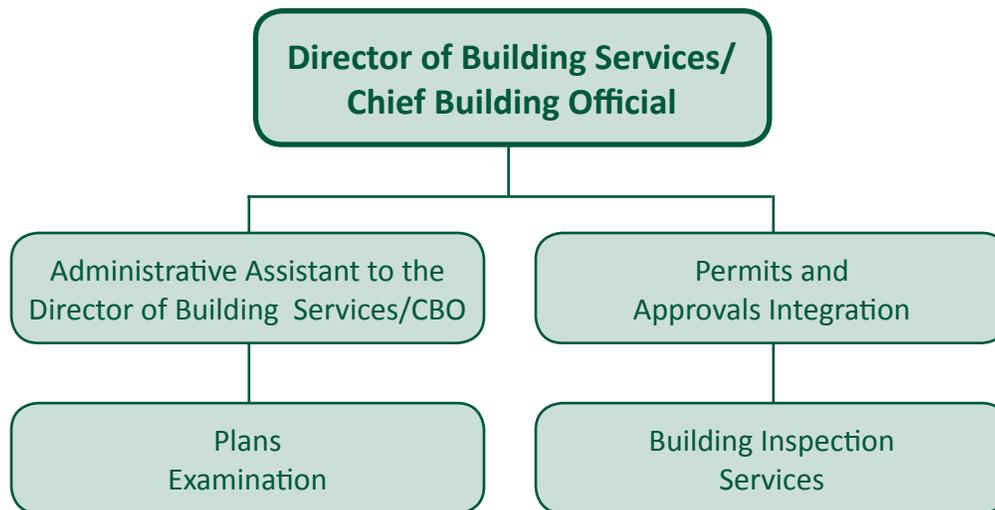
Infrastructure Services - Planning Services

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Provincial Grants & Subsidies	(3,213)	-	-	-	-	-	0.0%
User Fees	(658,513)	(659,437)	(614,235)	(730,556)	(748,690)	(18,134)	-2.5%
Contr from Reserve and Capital	(83,865)	(126,874)	(387,853)	(430,040)	(129,461)	300,579	69.9%
Other Revenues	(668,058)	(668,201)	(592,753)	(493,700)	(516,600)	(22,900)	-4.6%
Total Revenues	(1,413,649)	(1,454,511)	(1,594,841)	(1,654,296)	(1,394,751)	259,545	15.7%
Expenses							
Salaries & Benefits	4,989,134	4,904,909	5,047,561	4,881,860	4,604,126	(277,734)	-5.7%
Materials - Operating Expenses	453,674	719,939	686,711	839,732	915,009	75,277	9.0%
Energy Costs	18,710	14,606	12,714	12,714	14,361	1,647	13.0%
Rent and Financial Expenses	-	-	39,366	39,003	55,465	16,462	42.2%
Purchased/Contract Services	323,379	120,143	116,580	111,300	113,526	2,226	2.0%
Grants - Transfer Payments	63,685	34,800	32,500	35,100	35,100	-	0.0%
Contr to Reserve and Capital	121,939	123,870	124,378	124,378	126,866	2,488	2.0%
Internal Recoveries	233,922	214,378	188,585	196,068	235,207	39,139	20.0%
Total Expenses	6,204,443	6,132,645	6,248,395	6,240,155	6,099,660	(140,495)	-2.3%
Net Budget	4,790,794	4,678,134	4,653,554	4,585,859	4,704,909	119,050	2.6%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	42	42
Part Time Hours	15,790	15,790

Building Services



Mandate

Building Services provides provincially-mandated administration and enforcement of the Ontario Building Code and other applicable legislation, including the City of Greater Sudbury Zoning, Site Alteration, and Pool Enclosure By-laws. The department ensures compliance with these laws and by-laws to ensure the safety of residents, as well as the structural adequacy of construction undertaken in the City of Greater Sudbury.

Overview

Plans Examination is responsible for all applications for building and demolition permits and ensures the applications meet legislative requirements. They provide front-counter service for residents during the application process. Every year, staff processes applications and permits for approximately \$115 million of residential construction, \$82 million of industrial construction, \$62 million of commercial construction and \$44 million of institutional construction.

Permits and approvals is responsible for all aspects of the inspection process, issuing an average of 2,100 building permits per year, representing approximately \$300 million in new construction. They provide front-counter services for residents and are responsible for property searches and requests from stakeholders for property information.

Building Inspection conducts approximately 12,000 inspections for construction and demolition projects every year. In addition, they investigate approximately 1,000 Building Code violation complaints and approximately 200 Zoning, Building and Site Alteration By-law violation complaints.

Services

Plans Examination:

- Receives, reviews and processes applications for building and demolition permits ensuring the proposed work complies with appropriate regulations.
- Ensures that processing times adhere to provincially-mandated standards.
- Provides in-person service to residents during the application process.

Permits and Approvals:

- Coordinates, tracks, issues and manages the inspection process.
- Issues Special Occasion, and Heating and Plumbing permits.
- Provides front-counter services for residents, including help with permit applications.
- Completes Freedom of Information requests.
- Completes lawyer property search requests.

Building Inspection:

- Enforces compliance of Ontario Building Code and applicable municipal by-laws.
- Conducts inspections at various stages of construction and demolition.
- Assists in prosecutions through the courts.
- Conducts inspections of day care facilities, group homes and other specialized provincially-funded and licensed facilities.

2016 Accomplishments

- Consulted development stakeholders to identify and recommended policy and procedural changes to address industry concerns related to the department processes.
- Began work with the City Tax department and Municipal Property Assessment Corporation (MPAC) to develop a Service Level Agreement for sharing construction and tax information to improve efficiency.
- Implemented a new Right-of-Entry By-law to facilitate construction on adjoining property lines, mitigating disputes between neighbouring property owners.
- Finalized a new campground licensing by-law.
- Implemented a new Pool Permit By-law to make information more clear to residents, mitigating boundary fence disputes and issues related to pool regulations.

Strategic Issues and Opportunities

- The need to provide online services to residents and industry partners continues to grow. Moving to a more comprehensive online tracking system is a step toward making more services available online, including permit statuses, appointment bookings payments and more. This will lead to long-term efficiencies within the department, with improved tracking, issues management and enhanced performance evaluation. It will improve customer service and overall operational processes in the building services department.
- The next release of the Ontario Building Code is expected in 2017 with significant changes to the energy efficiency sections of new construction and changes as a result of the Elliot Lake Inquiry Commissioner's Report. This is an opportunity to make process and policy modifications, and to educate the public on these changes, as well as the role of Building Services.

Key Deliverables for 2017

- Develop a new permit processing software Business Plan and subsequent Request for Proposal.
- Develop a new Sign By-law to update and improve the current City regulations governing sign matters.
- Complete the Service Level Agreement in partnership with the City Tax Department and Municipal Property Assessment Corporation (MPAC) for improved sharing of construction and tax information.
- Develop a new Second Unit Registration By-law and operational procedure to align with recent Official Plan and Zoning By-law changes.
- Complete update to the Land and Property Management System.

Infrastructure Services - Building Services

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
User Fees	(4,090,849)	(3,099,872)	(3,209,061)	(3,209,061)	(3,213,982)	(4,921)	-0.2%
Contr from Reserve and Capital	8,157	(578,344)	(728,683)	(818,664)	(782,377)	36,287	4.4%
Other Revenues	(23,650)	(32,944)	(5,833)			-	0.0%
Total Revenues	(4,106,342)	(3,711,160)	(3,943,577)	(4,027,726)	(3,996,359)	31,367	0.8%
Expenses							
Salaries & Benefits	2,637,856	2,582,092	2,738,560	2,872,127	2,905,091	32,964	1.1%
Materials - Operating Expenses	277,790	286,405	274,072	271,118	202,732	(68,386)	-25.2%
Energy Costs	20,514	14,944	13,000	16,536	15,693	(843)	-5.1%
Rent and Financial Expenses			1,500	1,500	1,500	-	0.0%
Purchased/Contract Services	366,035	32,105	120,500	70,500	71,910	1,410	2.0%
Internal Recoveries	804,147	795,614	795,945	795,945	799,433	3,488	0.4%
Total Expenses	4,106,342	3,711,160	3,943,577	4,027,726	3,996,359	(31,367)	-0.8%
Net Budget	-	-	-	-	-	-	-

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	31	31
Part Time Hours	3,500	3,500

Business Cases for Service Level Changes

During the 2017 budget process, staff have reviewed the services currently offered and proposed business cases for service level changes.

The Executive Leadership Team (ELT) has reviewed the proposed business cases and has recommended the following items for consideration by the Finance and Administration Committee of Council during budget deliberations:

The following is a list of recommended business cases which were reviewed by ELT and fall within the 3.6% taxation increase. Other business cases are identified but not included within the 3.6% budget guideline. If Council wishes to approve any of these enhancements, this would be over and above the 3.6% property tax increase.

Business Case Summary - Recommended		2017 Budget Impact
Revenue		
	New Tax User Fee and Increased Tax Registration Fee	(\$130,000)
	Howard Armstrong Recreation Centre (HARC) Swim Lesson Fees	(22,500)
	Recreation Summer Program User Fees	0
	Total Revenues	(\$152,500)
Expense		
	Capacity Building within Auditor General's Office	\$0
	Municipal Benchmarking Network Canada Membership	50,000
	Web Content Editor - Position Extension	0
	Sustainable Staffing in HR & OD	0
	Asset Management Coordinator	42,211
	Accelerate purchase of 4 Multi-Function Plows	0
	Funding for a Greater Sudbury Winter Carnival	15,000
	Extend Ramsey Lake Skating Path to NWSC	12,000
	Whitson River Dock at Laurentian Beach	9,500
	Social Planning Council	0
	Capital Project Delivery Resources	0
	Enhanced Forestry Services	81,600
	Community Improvement Plan	350,000
	Enhanced Winter Sidewalk Maintenance	0
	Large Spreader Laid Patches	0
	Technical Rescue Team	25,800
	Total Expenses	\$586,111
	NET TOTAL	\$433,611
Business Case Summary - Additional		2017 Budget Impact
	Physician Recruitment	\$150,000
	Strategic Planning Studies	275,000
	St. Gabriel Villa Conventional Transit Service	18,837
	Free Transit Fare for Seniors on Mondays	100,000
	Place des arts	2,000,000
	Total Expenses	\$2,543,837

Business Case for Service Level Change

Request/Project Name: New Tax user fees

Department: Finance

Division: Taxation

I. Executive Summary

Overview of Proposal

After performing an industry scan on user fees related to tax sale, the department is recommending two additional user fees. The first being a Farm Debt letter fee in the amount of \$50 per letter, and the second is a Tax Registration fee in the amount of \$750. Currently, the municipality is performing both of these tasks, however the cost of these are recovered through the tax sale registration user fee of \$2,050.

Service Level Impact

The municipality will be providing the same level of service, however the cost of doing so will be covered by the user/citizen in question as opposed to the taxation levy.
The Farm Debt letter complies with Federal statute and Tax Registration complies with Provincial Legislation.

II. Background

Current Service Level (Describe the existing level of service provided)

The Taxation department regularly deals with tax sales as a result of property owners failing to pay their property taxes. This process requires significant administrative time to complete all legislated criteria and ensure that the process is fair, accurate, and consistent with the City's excellent collection rate.

Drivers for Proposed Course of Action

A review of the best practices of other municipalities indicates that by failing to take this action, the City of Greater Sudbury was in a revenue shortfall in a portion of the tax registration process. Upcoming legislative charges are going to reduce traditional revenues from tax registration.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input checked="" type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

The department is recommending that these rates be incorporated into the 2017 miscellaneous user fee by-law to cover the costs from the individual instead of the taxation levy.

Urgency

Staff is recommending that this proposed business case be approved because staff anticipate that the pending changes to part XI of the Municipal Act may impact negatively on the City's revenue that is generated by the tax registration process. The introduction of these new user fees is consistent with those fees charged by other Municipalities. This was confirmed by an industry scan completed by the department.

How does this align with Council's Strategic Plan?

The new fees will align with Council's Strategic plan by allowing the cost to be recovered through user fees reducing the impact on a taxation increase.

IV. Impact Analysis**Qualitative Implications**

Historical data shows that approximately 500 Farm Debt letters are sent annually, as well as approximately 140 Tax Registrations.

Quantifiable Implications - Revenue & Expenditures

Based on the historical data, the 500 Farm Debt letters at a rate of \$50 per letter will generate \$25,000 in additional annual revenue. The 140 Tax Registrations at a rate of \$750 per letter will generate \$105,000 in additional annual revenue. The net impact will be additional revenue of \$130,000 per year.

Operating Revenues - Incremental**Detail**

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Farm Debt Letter	On-Going	User Fee	\$ (25,000.00)				
Final Notice Letter	On-Going	User Fee	\$ (105,000.00)				
	On-Going		\$ (130,000.00)	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ (130,000.00)	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental**Detail**

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -	\$ -	\$ -	\$ -	\$ -

FTE Table**Detail**

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ (130,000.00)	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ (130,000.00)	\$ -	\$ -	\$ -	\$ -

Implementation (Likelihood; list any assumptions, constraints)

Based on historical data, it is likely that these revenue targets will be achieved. However, there is always the risk that in any year, fewer letters or tax registrations will be required reducing the total revenue achieved.

Consequences (What would be the negative results or drawbacks)

If the decision is made to not introduce the new user fees, there is the potential that an increased taxation levy will be required in future years to offset the lost revenue of the pending legislation.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

The proposal does not depend on any other projects.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

There is an impact to the Tax Department as staff process the payments of these fees. However, it is assumed that these fees will be paid for at the same time as the tax sale registration process and therefore the overall impact will be minimal.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages
Final Notice fee of \$500.		\$35,000	Reducing the rate will reduce the potential revenue by \$35,000

VI. Risks

Risks *(What are the risks of not implementing this change?)*

The risk of not implementing these rates is that the cost of providing this service will be funded on the taxation levy.

Business Case for Service Level Change

Request/Project Name: Howard Armstrong Recreation Centre (HARC) Swim Lesson fees

Department: Community Development

Division: Leisure Services

I. Executive Summary

Overview of Proposal

Since amalgamation, there has been inequity in the fees for aquatic programming and fitness centre memberships. Howard Armstrong Recreation Centre is our largest fitness facility and operates at close to capacity for membership and swim lessons. No other facility has fitness options and a pool on one site. Other stand alone aquatic facilities charge users for each swimming lesson session individually. At HARC, swim lessons are included in the membership fee. The HARC membership fee is extremely affordable, and priced lower than most other similar private/non-profit facilities. In 2015, \$90,000.00 worth of swim lessons were included in membership fees at HARC and the intention through this proposal is to remove the swim lesson fees from the membership fee, and fix the inequity.

Service Level Impact

There would no service level impact through this proposal as the same amount of swim lesson availability would be provided. The difference for the customer would be an increase in the cost of the service as swimming lessons would be charged separately.

II. Background

Current Service Level (Describe the existing level of service provided)

Currently, members at HARC have the benefit of having swim lessons as part of their membership. There are various choices of membership fees but for the purposes of this proposal, we will use the family membership fee of \$960.00 (two adults and two children). This membership includes all amenities in the building, including fitness room, classes, swim lessons, squash, use of the track etc. This could potentially include 10 sessions of swim lessons at a related value of \$790.00 (\$79.00 X 5 sessions X 2 children). This value is currently imbedded in the membership fee, resulting in the balance of the annual family membership cost of \$170.00.

Drivers for Proposed Course of Action

All of the other municipal stand alone aquatic facilities charge a per session, per child fee of \$79.00 per session. This proposal will allow for equity for all aquatic users to pay the same fee for service. It will also allow for clarity on levels of service and cost recovery within this section. This proposal will also allow the department to properly evaluate other municipal fitness facilities to ensure equity in their services and fees related to services and fees at our largest facility at HARC.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

	Change to base operating budget		Change to base FTE allocation
X	Change to fees (unit price)	X	Change to revenues (volume change)
	Investment in Project		

Recommendation (How/Why)

Remove swim lesson fees from membership fee. Allow for a member rate for swim lessons, similar to other private/non-profit facilities, recognizing the benefit of membership while ensuring operating expenses are offset by appropriate levels of revenue. Currently, it is very difficult to calculate cost recovery of the pool as it is challenging to isolate the actual expenses to operate the pool vs. the cost of a membership that includes access to the entire building.

Urgency

This proposal is being brought forward for approval as a gradual implementation plan, based on when a member renews their membership. Memberships are purchased on a rolling basis, therefore any member who renews their membership after the implementation date will do so without swim lesson inclusion. Moving forward from that date, as each membership becomes due, they will have a new membership package to choose from. As this is a detailed and prescriptive process, it is necessary to implement as soon as possible, in order to realize the anticipated revenue increase.

How does this align with Council's Strategic Plan?

This proposal will add to Council's priority to lead in public service excellence and dramatically improve a business process that has been inequitable for some time. All citizens should pay the same fee for aquatic programming across the City of Greater Sudbury.

IV. Impact Analysis

Qualitative Implications

This proposal will create a standard business model and allow these facilities to achieve a standard service level. One of the problems that staff face with "free swimming lessons with your membership" is that children will register for lessons and then not show up. It is difficult to schedule lessons appropriately when there is no disincentive to miss sessions once registered. Finally, since amalgamation, the City has steadily worked toward achieving parity across business units and this section has not gone through this process. Fees for swim lessons should be equitable across the municipality.

Quantifiable Implications - Revenue & Expenditures

Expenses are expected at current levels, as wages are directly reflective of registrations and there is an assumption that the market for swim lessons in Valley East is very high, considering HARC is the only pool in that geographic area. Potential revenues (based on 2015 swim lesson participants that registered as part of a facility membership) are calculated at \$90,000.00. There is also an assumption that the membership sales may decrease due to some members choosing to opt out of a full membership and only purchase swim lessons, although an increase in revenues remains highly anticipated. At HARC, the cost of an annual family membership for 2 adults and two children is \$960.00, including all swim lessons. By comparison, Laurentian University offers a comparable family membership at a rate of up to \$1,140.00 PLUS the cost of swim lessons (\$10.00 fee reduction for members. The YMCA offers a similar family membership for approximately \$1640.00 including swim lessons.

Operating Revenues - Incremental

Detail								
Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$	
Swim Lessons	On-Going	User Fees	\$ (22,500.00)	\$ (67,500.00)				
	On-Going		\$ (22,500.00)	\$ (67,500.00)	\$ -	\$ -	\$ -	
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -	
Total			\$ (22,500.00)	\$ (67,500.00)	\$ -	\$ -	\$ -	

Operating Expenditures - Incremental

Detail								
Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$	
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -	
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -	
Total			\$ -					

FTE Table

Detail								
Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ (22,500.00)	\$ (67,500.00)	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ (22,500.00)	\$ (67,500.00)	\$ -	\$ -	\$ -

Implementation (*Likelihood; list any assumptions, constraints*)

These benefits can be implemented for new memberships sold in 2017, but will not be fully realized until 4th quarter of 2017 as existing memberships will include swimming lessons until their expiry. A strong marketing campaign will be necessary should this proposal be approved.

Consequences (*What would be the negative results or drawbacks*)

Negative media relations will consist of citizen disapproval of fee increases and perceived service level reductions.

Dependencies/Synergies (*Does the proposal depend on any other projects*)

None

Capacity Impacts (*Is there enough capacity? Are other departments impacted?*)

N/A

V. Alternatives**Alternatives Considered**

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages
Remain status quo	None	None	Disadvantage - revenues will continue to be disproportionate to expenses.

VI. Risks**Risks** (*What are the risks of not implementing this change?*)

Difficult to ensure efficient business operation when expenses vs. revenue are not offset to a certain level of cost recovery. Difficult to undertake performance measurement when measurements (aquatic participants vs. % of membership fee allocated to aquatics) are difficult to determine.

Business Case for Service Level Change

Request/Project Name: Increase in Recreation Summer Program User Fees

Department: Community Development **Division:** Leisure Services

I. Executive Summary

Overview of Proposal

The Summer playground - 8 week registration fee should be increased by \$50 to achieve an 86% net operational cost recovery for all recreational summer programs. This 86% recovery target was approved by previous Council in February 2013. The overall operational cost recovery for summer programs is 81% in 2016 primarily due to elimination of provincial and federal grants (\$33,000) for summer students. This proposal is to increase the playground 8 weeks registration fees by \$50 (Based on 2016 registrations, gross user fees would be increased by \$35,900) so the 86% target net operational cost recovery for summer programs may be achieved. Summer camps are included in this overall cost recovery and for 2016 the fees generated covered their operating costs.

Service Level Impact

There is no impact on service level.

II. Background

Current Service Level (Describe the existing level of service provided)

Playground programs are currently provided at approx 25 various sites within the City of Greater Sudbury. In addition there are also 2 summer camps which the City operates .

Drivers for Proposed Course of Action

In 2016, the net operating recovery achieved for summer program was approximately 81%. An increase in the user fees is required in order to achieve the 86% net operational cost recovery approved by Previous Council. The decrease in the recovery rate achieved is primarily due to a reduction in Provincial and Federal funding (\$33,000) for summer students and we do not expect the grants to return in the future.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input checked="" type="checkbox"/>	Change to fees (unit price)	<input checked="" type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

The recommendation is to increase Playground / Integrated Playground - 8 weeks registration fee by \$50. It would generate an additional \$35,900 based on 2016 actual registrants and this would compensate for the reduction in provincial and federal grants for summer students. This would allow the City to maintain current service levels and the approved cost recovery percentage of 86%. Proposed changes in user fees will increase cost by \$6.25 per week for users.

Urgency

The fee increase needs to be approved before the City's 2017 Summer Program user fees are published and registration for program begins.

How does this align with Council's Strategic Plan?

This will align with Council's strategic plan to review user fees and ensure that the fees charged for programs are adequate . In additional, it will achieve the operating cost recovery target of 86% for summer programs set by Previous Council.

IV. Impact Analysis

Qualitative Implications

There should not be any significant negative impact on the demand for playground / Day camp as a \$6.25 increase per week is minimal and programs are still a cost effective alternative to daycare.

Quantifiable Implications - Revenue & Expenditures

Proposed changes would generate an additional \$35,900 of recreation summer program revenue and it would help to maintain recommended operational cost recovery. However, since 2016 summer program registration fees did not meeting their budgeted revenue - this change will assist with meeting the 2017 budgeted revenue and therefore no tax levy increase will be required.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ -	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -

Implementation *(Likelihood; list any assumptions, constraints)*

Increase in 2017 user fees is based on 2016 actual registration. Cost recovery percentage might change with actual number of users. Capital costs were excluded in the calculation of the 86% operational cost recovery. Staff will return to Committee with a Policy Report on the demand and utilization of summer programs after completion of an internal review of summer programs and summer camps.

Consequences *(What would be the negative results or drawbacks)*

Demand for playground might change due to increase in user fees but it is still more cost effective than day care cost. Current user fee rate is \$320 per participant or \$40 per week.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

None

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

None

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages

VI. Risks

Risks *(What are the risks of not implementing this change?)*

If the increase is not approved, there would be risk that summer playground programs will not achieve an 86% operational cost recovery and it would cause summer program budget deficit for leisure services.

Business Case for Service Level Change

Request/Project Name: Capacity Building within AG's Office

Department: Auditor General's Office

Division:

I. Executive Summary

Overview of Proposal

To ensure the services of the AG's Office align with the City's strategic plan, the AG's Office needs to implement the enhanced services recommended within the Shenandoah Report. These service changes may be delivered cost effectively, if provided and managed in-house by the AG's Office. These revisions necessitate the provision of additional training to build in-house capacity to support the wrongdoing hotline and to develop the Enterprise Risk Management processes within the City during 2017 and 2018.

Service Level Impact

Improvements to the wrongdoing hotline, and expanded services to develop and implement Enterprise Risk Management within CGS as recommended within the Shenandoah Report and the Report to Audit Committee dated September 19, 2016.

II. Background

Current Service Level (Describe the existing level of service provided)

The AG's Office does not have the capability to support the full breadth of services envisioned within the Shenandoah Report. Undue reliance is currently placed on the Auditor General to support the wrongdoing hotline and to develop and implement an Enterprise Risk Management process within CGS.

Drivers for Proposed Course of Action

To respond to the Shenandoah Report and meet the increased service level expectations of Council, senior management and the public, and to continue to meet legislative requirements and professional standards, the AG's Office needs to bolster the capability of its existing staff rather than increase its reliance on external contractors. Bolstering the capability of staff in the office is also prudent for business continuity and succession planning purposes.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input checked="" type="checkbox"/>	Investment in Project		

Recommendation (How/Why)

Additional training funds are required for one staff person to complete the Diploma in Investigative & Forensic Accounting (DIFA) program. This is a 2-year program at University of Toronto with an annual cost of approximately \$15,000. Training will also be required to develop and implement the Enterprise Risk Management processes within the City. Cost-effective training can be obtained through completion of the 6 on-line courses within Stanford's Strategic Decision and Risk Management Certificate Program at a cost of \$1,700 per course. Completion of this training will allow staff within the AG's Office to respond more effectively to the increased service level expectations of Council, senior staff and the public and will reduce reliance on expensive external consultants.

Urgency

The two-year DIFA program at University of Toronto commences in August 2017 but applications must be submitted by mid-May 2017. The ERM training at Stanford's Center for Professional Development can be completed cost-effectively within 2017 to facilitate the introduction of ERM processes within CGS in 2017 and their refinement within 2018 to maximize their benefits to the City.

How does this align with Council's Strategic Plan?

This initiative aligns with the Responsive, Fiscally Prudent, Open Governance pillar within Council's Strategic Plan. It will enable the staff within the AG's Office to work with the senior management team to bolster risk management and decision-making capabilities within the overall management team within CGS. This initiative will also help the City to demonstrate to the public that it is actively working to focus on openness, transparency and accountability processes by effectively supporting the wrongdoing hotline.

IV. Impact Analysis

Qualitative Implications

Approving this business case will ensure that staff within the AG's Office can respond effectively to the expectations of Council, senior staff and the public. This business case is aligned with key elements of the City's strategic plan such as providing responsive, fiscally prudent, open governance and sustainable infrastructure and programs. Building staff capability will also improve responsiveness and flexibility and bolster business continuity and succession planning within the AG's Office.

Quantifiable Implications - Revenue & Expenditures

There is an incremental cost of \$12,500 for both 2017 and 2018 to offset the costs of the Diploma in Investigative & Forensic Accounting (DIFA) Program and the Stanford Strategic Decision and Risk Management Certificate Program. The total costs of this initiative will not affect the tax levy, however, as the Auditor General's Reserve will be used as the funding source. This reserve was intended to cover the costs of investigations - so it is an appropriate funding source.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Contribution from Reserve	One-Time		\$ (12,500.00)		\$ 12,500.00		
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ (12,500.00)	\$ -	\$ 12,500.00	\$ -	\$ -
Total			\$ (12,500.00)	\$ -	\$ 12,500.00	\$ -	\$ -

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Professional Development	One-Time	AG Reserve	\$ 12,500.00		\$ (12,500.00)		
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ 12,500.00	\$ -	\$ (12,500.00)	\$ -	\$ -
Total			\$ 12,500.00	\$ -	\$ (12,500.00)	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ -	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -				

Implementation (*Likelihood; list any assumptions, constraints*)

The proposed benefits of a more responsive and highly-skilled audit function to better serve Council, senior staff and the public and the improvements to succession planning within the AG's Office would be realized without having to increase reliance on more expensive external consultants or to add a Full-Time Equivalent position to the Risk Management function within the Finance Department which would have an estimated approximate cost of \$ 125,000 per annum. The Auditor General's Reserve would be the funding source for the incremental training costs for this initiative. The reserve has more than sufficient funds available to cover these incremental training costs of \$25,000.

Consequences (*What would be the negative results or drawbacks*)

The Auditor General's Reserve will be reduced by \$12,500 in both 2017 and 2018 to cover the proposed training costs. These reductions will be fully offset by savings on external contractors.

Dependencies/Synergies (*Does the proposal depend on any other projects*)

The increase does not require Council's approval since it is within the discretion of the Auditor General to utilize in-house staff or external contractors to perform investigations to support the wrong-doing hotline. This report is for information and to demonstrate that a business case has been completed to support the decision to use internal resources to conduct the majority of investigations. External resources will still be required from time to time to assist with complex or time-sensitive investigations.

Capacity Impacts (*Is there enough capacity? Are other departments impacted?*)

The AG's Office does not have sufficient capacity to take on these additional tasks without revising the expectations for the staff position within its office or without increasing reliance on external contractors. The risk management function in the Finance Department does not have presently have the capacity or capability to implement and support Enterprise Risk Management processes within the City.

V. Alternatives**Alternatives Considered**

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages
Hire consultants to assist with ERM implementation and investigations	100,000 to 150,000	0	Specialists could assist with the ERM implementation and investigations but would be cost prohibitive to implement and would have ongoing costs.
Expand the risk mgmt function in the Finance Department	100,000 to 125,000	0	Risk management would be distinct from audit; however, it would be expensive to implement this option which has ongoing costs.

VI. Risks**Risks** (*What are the risks of not implementing this change?*)

Inability to effectively implement and support the ERM program and lack of responsive, cost-effective investigative services in the City.

Business Case for Service Level Change

Request/Project Name: Municipal Benchmarking Network Canada Membership

Department: Office of the CAO

Division:

I. Executive Summary

Overview of Proposal

The City of Greater Sudbury will join a network of Canadian municipalities to share expertise and data designed to highlight opportunities for improving service performance and demonstrate transparency and accountability to taxpayers. Through an annual process of collecting service performance data, comparing Greater Sudbury's results with other communities across the country and publicly reporting the comparisons residents, City Council and staff will have opportunities to assess Greater Sudbury's performance. These assessments will inform decisions about the best approach to deliver local government services and identify policies and/or processes used successfully in other communities that could be adapted for use here.

Service Level Impact

Currently, Greater Sudbury has no ability to consistently, comprehensively produce comparative performance data about its services and professional collaboration among our managers with their peers is ad hoc. If approved, this Business Case would facilitate the annual development of key performance indicators for 37 services and provide comparisons with at least 16 other cities across the country. Staff will have access to a secure database of municipal policies, performance data and other information along with ready access to a network of peers that meet regularly throughout the year. City Council will receive an annual report comparing Greater Sudbury's performance with other Canadian municipalities' performance.

II. Background

Current Service Level (Describe the existing level of service provided)

While financial comparisons with other municipalities are produced annually, there is no current capacity to systematically produce or report comparative municipal data about service performance. Such comparisons, when they are made, result from one-off efforts that have limited assurance the data can be replicated in future periods and that consume significant staff time to produce.

Drivers for Proposed Course of Action

City Council and staff need municipal benchmarking data to help provide context for decisions and efficiently identify services where, through process and/or policy changes, performance could be improved. We want to be able to support our decisions with data that helps provide appropriate context and clarifies details about municipal performance to demonstrate accountability and transparency to stakeholders.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

For an estimated annual cost of \$50,000 and approximately 1,000 hours of staff time (0.5FTE) the City of Greater Sudbury will be able to produce data and share information with a peer network that helps lead to a quicker identification of policy or process improvement opportunities that, overall, either improve service quality or reduce the corporation's net costs. There is no other source, at any cost, for such comprehensive information. Membership in the Municipal Benchmarking Network provides good value and a unique opportunity to efficiently gain insights into performance improvement opportunities.

Urgency

This is important, but not urgent. Deferring this decision to a future period delays the availability of comparative performance data and access to a reliable, robust peer network.

How does this align with Council's Strategic Plan?

This directly aligns with Council's objective to demonstrate accountability and it supports the objective to reflect "Responsive, Fiscally Prudent, Open Governance". Municipalities that belong to the MBNC are among Canada's largest and most progressive jurisdictions. Aligning Greater Sudbury with these peers supports efforts to build the community's trust and confidence.

IV. Impact Analysis**Qualitative Implications**

There are three main implications: 1. there will be increased staff effort dedicated to performance data collection and reporting (approximately 100 hours per service), which reflects a reprioritization of existing resources, not new staff; 2. there will be access to a catalogue of annual comparative municipal key performance indicators that can be used for process reviews, reports to Council and other analysis which should increase the depth and overall quality of analysis throughout the organization; 3. there will be a network of professional staff available across the country that staff can contact to discuss issues of common interest.

Quantifiable Implications - Revenue & Expenditures

There will be increased costs of approximately \$50,000 to account for the city's membership fee and travel to subject panel expert meetings throughout the year, including an annual conference. The analysis of results and their application to Greater Sudbury's operations will produce opportunities for process changes and/or net cost reductions worth well in excess of the annual cost.

Operating Revenues - Incremental**Detail**

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental**Detail**

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Member Dues	On-Going		\$ 25,000.00				
Travel	On-Going		\$ 25,000.00				
	On-Going		\$ 50,000.00	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ 50,000.00	\$ -	\$ -	\$ -	\$ -

FTE Table**Detail**

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -

Implementation *(Likelihood; list any assumptions, constraints)*

The Executive Leadership Team has endorsed the city's membership in Municipal Benchmarking Canada. Council's approval is the only remaining step to be taken prior to submitting the city's application to join the network and begin data collection/reporting. If approved, Greater Sudbury will have 2017 performance data available for review in 2018, and immediately have access to historical comparisons with other jurisdictions.

Consequences *(What would be the negative results or drawbacks)*

Consequences relate to the opportunity costs associated with the choice to apply financial and staff resources to this work, in that it reduces the time and funds to complete other necessary activities. The Executive Team's assessment is these costs are significantly lower than the anticipated benefits to be realized by joining this network.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

This proposal is independent of other projects.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

There is capacity to complete the work on an annual basis. Staff time of approximately 1,000 hours will be required from existing, approved resources. The source for these hours is existing staff that reside within the divisions whose services are covered by the benchmarking data and, additionally, Finance staff to coordinate online reporting and cost allocations.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages
Status quo	0	0	Ineffective; does not advance the corporation's capacity to plan or act with proactive, strategic intent.

VI. Risks

Risks *(What are the risks of not implementing this change?)*

The risk of not proceeding with this change is that reactive decision making and incomplete understanding about community impacts or value for money continue to be reflected in the corporation's decisions.

Business Case for Service Level Change

Request/Project Name: Web Content Editor - Extension of Position

Department: CAO's Office

Division: Communications & French Language Services

I. Executive Summary

Overview of Proposal

A website content editor position was created as part of budget 2016 for a one-year period to provide consolidated expertise in the area of web content in the context of the website redevelopment requested by Council. This position has been invaluable as the website review and audit have progressed. The final website audit provided by eSolutions recommends significant overhauling of the City's website to bring it up to par with municipal websites. By May 2017, the municipal website will be redesigned, largely restructured, and prioritized areas rewritten in line with the recommendations of the website audit. However, completing the full extent of the work outlined in the website audit requires the extension of the web content editor position for a duration of 12 months, to May 2018.

The extension of the temporary contract would be funded through the IT reserve fund.

Service Level Impact

The website is the primary source of municipal information for residents but it requires a significant overhaul to achieve its objective as a "do it yourself" customer service portal.

The City's website receives an average of 5,142 visits every day, totaling 1.9 million visits (and 4.7 million pageviews) in the last 12 months. Every public survey conducted since 2009 has identified the City website as the primary source of information for residents seeking municipal information. In the website survey conducted as part of the website audit, 40% of respondents identified the website as their primary source of information - the highest number of any response, by far. The next closest source of information was ranked at 20%. For example, on the website's most active day, the most visited page was a news release that related to a change in the garbage by-law: that page received 3,936 unique visits on that day alone.

The City's fairly rugged social media presence - including approximately 17,000 followers across all platforms - links back multiple times per day to pages on the municipal website.

The numbers and findings show that improving the City's website will have a significant qualitative and quantifiable impact on residents. A website that is well structured, well written, where the information is easy to find, accessible, understandable, relevant, and accurate increases customer satisfaction: not only will residents be able to find what they are looking for more easily, they will be able to more readily understand the information provided. This in turn creates a positive impact: a positive customer service experience leads to increased credibility because information is accurate, up to date, and not in doubt. This, again in turn, enhances the City's reputation, and builds champions in the organization and the community. Finally, ensuring that the City's online presence is in line with the recommendations provided as part of a third party website audit means citizen engagement and other technological improvements - like e-services and other applications - can be facilitated and actively and strategically pursued.

The municipal website should, and will, be a portal that meets the information and customer services needs of residents, and will be effectively and efficiently managed by staff. Implementation of the recommendations of the website audit will result in a highly effective communication, information, engagement, and customer service tool.

II. Background

Current Service Level (Describe the existing level of service provided)

The City currently maintains a municipal website that is undergoing an overhaul and audit. The City's current website comes in at nearly 3,000 pages not including PDF documents, and is currently managed in a decentralized way with overall oversight through Communications and IT. The governance framework for the website is not clearly defined. Content on the website is out of date, sometimes inaccurate, and web practices are not in place to ensure that content providers understand how best to communicate via the website.

Highlights of the audit include:

- cluttered website structure
- information that is not easy to find due to structure, navigation, lengthy page content, and more
- nearly every page or series of pages requires restructuring and rewriting
- issues related to accessibility
- a need for clearly identified and defined policy and governance frameworks

As noted above, the City's website has been identified through multiple surveys as the number one source of information about municipal affairs for residents.

With a growing mobile audience (more than 50% of users of the City website now access the site from mobile devices) and the growing need and audience for e-services, online engagement, and user-friendly technology and access to information, the City absolutely must have an easy to access, user-friendly, and relevant website.

Currently, the City has a Web Content Editor retained on a one-year full-time position, which ends in May 2017. That person is dedicated to the website project, primarily to the development of new and revised content.

The website audit has been completed, and work is underway to implement recommendations emanating from the audit. The website revitalization project is led through Communications, with a Steering Committee made up of Communications and IT.

Drivers for Proposed Course of Action

Council has called for an overhaul of the City's website. That work has been underway since budget 2016, with the hiring of a third party consultant to conduct a full website audit, and the hiring of a Web Content Editor (temporary full-time) dedicated to the development of new content and the new website. The website audit report has been received from eSolutions, a recognized expert in municipal websites, and the recommendations for the City's website are extensive. Specifically, there are a number of overarching opportunities on which the City can capitalize, such as:

- Improving the efficiency of information retrieval by consistently identifying and organizing information and services targeted to specific audiences;
- Improving user's ability to find the information they need in a timely manner by introducing a new sitemap with easy navigation;
- Improving site searchability through optimal site mapping;
- Improving the visual appeal of interior pages to match the homepage's updated look and feel;
- Replacing outdated content with relevant and up-to-date content, improving site search results;
- Proactively ensure the website is compliant with current and future accessibility legislation (WCAG 2.0 AA), which will come into effect January 2021 and applies to any new or significantly modified websites.

Specific, identified, and numerous recommendations are being made that fall within these overarching opportunities for improvement. The website audit report and its recommendations - which have been developed based on evaluation against set criteria, stakeholder interviews, Google analytics, a large publicly attended focus group, best practice research, a SWATr analysis and thorough review of the CGS website, and an extensive public survey - are the primary drivers for this recommendation.

Based on the recommendations of the audit, a work plan is in place to prioritize areas of the website for revitalization. By May 2017, the website will be redesigned, largely restructured, and priority areas rewritten and revitalized in line with the audit recommendations. However, for full implementation of the website audit recommendations and redevelopment of the full website within an appropriate timeframe, there is a need for an extension of the Web Content Editor position. The one-year extension is proposed to be funded from the IT reserve.

III. Recommendation**Categorize your specific request (mark an 'X' for all that apply):**

	Change to base operating budget	Change to base FTE allocation
	Change to fees (unit price)	Change to revenues (volume change)
X	Investment in Project	

Recommendation (How/Why)

The recommendation is being made to extend the Web Content Editor position for 12 additional months, from May 2017 to May 2018. This recommendation is being made due to the requirements of a website audit conducted by eSolutions, which outlines a more significant overhaul of the City's website than had previously been thought necessary.

It is important to note that a work plan is being implemented to ensure that by May 2017, the municipal website will be redesigned, restructured, and priority areas rewritten/revitalized. However, completing a full website revitalization (which primarily relates to content), which the audit calls for, forms the basis for this recommendation.

With the website audit recommendations and associated timelines in place, by May 2018, the work required to implement the recommendations of the audit will be complete. There will be ongoing maintenance work to ensure that the website stays aligned with municipal best practice, that governance frameworks are followed, that content remains up to date and accurate, and that the website essentially remains relevant for residents. Many municipalities already have a FTE dedicated to managing the City's website and social media presences. It is a recommendation of the website audit that the City also have such a person. At this time, that recommendation is not being made. We recognize that we need to get the website to a point of maintenance before any analysis of needs can be made.

The website audit reveals a significant number of opportunities that if acted on will result in improved customer service, improved staff efficiency, improved credibility and reputation, and improved compliance with accessibility legislation. Chief among these recommendations is the complete overhaul of the content on the City's site – close to 3,000 web pages. There is approximately all told 71 weeks of full-time work to bring the City's website into compliance with the recommendations outlined by eSolutions. It should also be noted that not all recommendations will be implemented - a process of prioritization has already taken place. As further noted above, work has been planned to ensure that the website will launch in May 2017 with a new design, structure, and the most high traffic areas revitalized.

Should the recommendation not be adopted, work on the website audit will still be completed, but would be split between existing resources within Communications, and would result in increasing the workload associated with website maintenance by at a minimum 1,000 hours per year (conservatively) within existing FTE resources already at capacity.

At end of May 2018, we will have addressed many of the recommendations and issues raised in the website audit - creating "a prominent online presence with a website featuring assistive services as well as timely, relevant and accessible content. The new website should be service-based: expanding online services, increasing community engagement and providing its target audiences with information and services that are accurate, up-to-date, visually pleasing and easy to find, delivered through comprehensive and meaningful content." (Audit Report)

This recommendation is being made because implementing the recommendations, which are based on evaluation, research and methodology will achieve the City's goal of leveraging opportunities to increase customer service, enhance engagement, and make overall efficiency improvements to information and services. It will also improve accessibility through formatting and content, be completely responsive so that users can find the information they are looking for from any device, and provide an increase in opportunities for community engagement and user feedback. Enhancing the City's web presence in a timely way will bring us in line with other municipalities in terms of web presence and lay the groundwork for the City's online future.

Urgency

The website audit has just been completed by eSolutions, a third party expert in matters of website best practices with a specialization in municipal websites. Some sections of the website have already been reworked (i.e., sections of the leisure pages). Because the project is already underway, and we already have someone in the Web Content Editor position, it would be detrimental to pause the work or to piecemeal it. The incumbent to the position has proven to be extremely reliable, competent, and adept in both client relations and in organizing large amounts of information in a coherent way. There is huge value in ensuring that we maintain consistency and momentum for this significant and large-scale project.

The data provided by eSolutions, as well as information from other municipalities and our own research, demonstrate that completing the full website revitalization is a full-time job until approximately May 2018. The work can be undertaken, but more slowly, should the Web Content Editor position not be renewed. The work would then be undertaken with existing full-time complements. Redoing the structure and content of the website will take approximately 2,415 hours. This workload would need to be added to and converged with existing website work being done by the Communications team - amounting to approximately an additional 1,500 hours of website work per year.

How does this align with Council's Strategic Plan?

Council's Strategic Plan calls for "Responsive, Fiscally Prudent Open Government", and specifically speaks to, "Improving communication within City Hall and between the City and the community at large." The website redevelopment aligns directly with Council's stated priorities by increasing transparency and providing accurate, timely, and accessible information to residents. The website work also aligns with the stated priority of "increasing the usability of public interfaces."

The website redevelopment is also specifically noted as a key element in the Implementation Plan to Council's Strategic Plan. The Website Content Editor is a pivotal role in this project and work.

IV. Impact Analysis

Qualitative Implications

A third party website audit has resulted in recommendations that once completed will create a significantly improved audience experience.

Specifically, by completing the website overhaul in a timely way, we will:

- provide more accurate and up to date information for citizens
- improve transparency
- provide an organized and accessible platform for implementation of new e-services and/or citizen engagement platforms in the future
- ensure the City's compliance with Accessibility for Ontarians with Disabilities legislation for municipal websites
- enhance the organization's credibility and therefore its reputation by way of improved access to information
- increase efficiency for staff by way of a new website design and structure, as well as the provision of accurate and updated information
- enhance self-service for customers as well as better information source for 311 operators
- increase consistency for website maintenance (ongoing) by way of a new website framework and governance policies

Quantifiable Implications - Revenue & Expenditures

The cost for Web Content Editor at Step 4 of IW Group 4 is \$50,700 including salary and fringe benefits (May 2017 to May 2018). The cost associated with the extension of this position for another year is proposed to be covered through the IT Reserve Fund, which is also the source of funding for the current contract and website audit.

Operating Revenues - Incremental

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Contribution from IT Reserve	One-Time	IT Reserve	\$ (29,576.00)	\$ 8,452.00	\$ 21,124.00		
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ (29,576.00)	\$ 8,452.00	\$ 21,124.00	\$ -	\$ -
Total			\$ (29,576.00)	\$ 8,452.00	\$ 21,124.00	\$ -	\$ -

Operating Expenditures - Incremental

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Salaries	One-Time	IT Reserve	\$ 26,886.00	\$ (7,682.00)	\$ (19,204.00)		
Benefits	One-Time	IT Reserve	\$ 2,690.00	\$ (770.00)	\$ (1,920.00)		
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ 29,576.00	\$ (8,452.00)	\$ (21,124.00)	\$ -	\$ -
Total			\$ 29,576.00	\$ (8,452.00)	\$ (21,124.00)	\$ -	\$ -

FTE Table

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
Web Content Editor	IW	One-Time	FT	1.00				
		On-Going		-	-	-	-	-
		One-Time		1.00	-	-	-	-
Total				1.00	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ -	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -

Implementation (Likelihood; list any assumptions, constraints)

The website revitalization project will be partially complete in May 2017, and fully completed by May 2018. There is a clear role for department staff in the website revitalization project, as they are the subject matter experts in their respective areas. As such, this project is collaboration-heavy. Staff have made plans to mitigate any risks associated with the project by way of a solid process, as well as clear timelines and accountabilities.

Possible constraints exist after May 2018: the website audit recommends that the City create a full-time, permanent Web Content Editor position. At this time, the City is not making that recommendation, as we will be evaluating the website work required and governance frameworks once the website revitalization project is complete.

Consequences (What would be the negative results or drawbacks)

The ultimate result of this recommendation is a revitalized municipal website, which will bring about significant benefits for residents and employees alike. Whether the Web Content Editor contract position is extended or not, there is a risk that staff may become reliant on having full-time support dedicated to the website. A governance framework is in development that will outline roles and responsibilities for the website when the Web Content Editor position is no longer in place, to mitigate that risk.

Dependencies/Synergies (Does the proposal depend on any other projects)

This project does not depend on any other project to be completed. However, there are different project management elements associated with the project: for instance, the redesign (technical components) of the website is being led by IT.

Implementation of an online citizen engagement platform is being considered for 2017-2018; it is expected that the new website would ensure synergy with such a platform.

Capacity Impacts (Is there enough capacity? Are other departments impacted?)

There is capacity to complete the work that is required with the extension of the position. Synergies exist with departments, who are the subject matter experts for website content.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages
Existing FTE resources in Communications undertake the full website review	No need for \$50,700	Nil	Time restrictions - means reprioritization of work, capacity is limited, addition of 1,000 hours of web work each year
Prioritize some areas for web review and don't do others or do them more slowly	No need for \$50,700	Nil	Web enhancement incomplete, timing is less than effective (i.e., by the time the project is complete, the website would need to be reviewed again)
Contract writer	No need for \$50,700	Nil	Cost is higher, limited understanding of city and departments, no relationship with departments to be able to adequately gather information, inconsistencies in streamlined content writing

VI. Risks

Risks (What are the risks of not implementing this change?)

Should this recommendation not be implemented, the position of Web Content Editor will no longer exist as of end of May 2017. The risk associated with this is that only some areas of the website can be enhanced in that timeframe, requiring significant prioritization and a longer-term approach to redoing the City's website. There are risks associated with that approach, as with only some sections of the website redone by May 2017, the sections of the site that have not yet been rewritten / restructured will continue in their current structure and content, until they are scheduled for updating on a longer timeframe.

Ultimately, this means a longer timeframe for non-current, less accessible information for residents and employees alike, resulting in lower audience satisfaction. This is particularly important as the website is the most frequently accessed source of municipal information and the potential for non-current or inaccurate, or poorly structured and therefore inaccessible information, can result in reputational risk to the organization.

Without a centralized person dedicated to the web, the approach to redoing the website will be piecemeal, as opposed to a holistic approach - resulting potentially in a less unified and consistent style and approach in redoing the site as it would be done by several people instead of just one person.

Other risks include: less responsiveness from Communications as they will need to take on the website enhancement work that is being done by the Web Content Editor - including prioritization, departmental contact and liaison, content research and writing, finalizing, translation coordination, and uploading to the website in both languages.

Business Case for Service Level Change

Request/Project Name: Sustainable Staffing in Human Resources and Organizational Development

Department: Human Resources and Organizational Development

Division: HR Administration

I. Executive Summary

Overview of Proposal

Convert four (4) Long Term Temporary (LTT) Employees in the Human Resources and Organizational Development (HR/OD) to Full Time Permanent Employee status. The four (4) longest serving LTT Employees have between six (6) and nine (9) years of service. They possess a strong variety of education and experience that if lost to CGS would negatively impact the Department's ability to maintain services and support for certain HR systems. The HR/OD budget currently provides for twenty-one (21) Full Time Permanent and eight (8) Full Time LTT Employees. The conversion of the senior-most four (4) Employees would result in the ratio of Full Time to LTT Employees to be enriched to 25:4 providing a more appropriate mix of permanency while maintaining a number of positions that offer future service flexibility, a "proving ground" for new HR/OD Employees and adequate relief for ongoing service provision.

Service Level Impact

This option does not impact the current level of Full Time equivalents or hours of work available to the Department, it simply changes the status of 4 existing Employees. As a consequence the impact to existing service levels is minimal. Without this option, if anticipated turnover were to occur, it may impact upon the Department's ability to maintain service levels in the short term, create service level interruptions and impact continuity of service to our internal customers.

II. Background

Current Service Level (Describe the existing level of service provided)

The HR/OD Department provides support and services that help the organization deliver essential services to the community. These HR Services include: Payroll, Pension, Benefits, Rehabilitation, Human Resources and Labour Relations, Compensation and Reward, Organizational Development, Health and Safety and Employee Wellness. To carry out these duties in an organization of our size, complexity and degree of Union representation, HR/OD employs 29 Non Union Employees, 21 Permanent Full Time Employees and 8 LTT's. As the Department grew in the 2006-2009 time period, additional Employees were added as LTT's to afford the Department optimal flexibility to offer new programs and services in the areas of Organizational Development and Health and Safety and to service growth in the overall Employee population. Since 2009, 2 roles have been removed from the HR/OD Department in an effort to cut costs and restructure work while maintaining service levels. Another important aspect of background is our current comparison with other Municipalities on two KPI's of HR efficiency from the Human Resources Benchmarking Network, namely, the ratio of HR operating costs to the total operational expenditure and the ratio of Full Time equivalent Employees enterprise wide to the number of HR Employees. In the 2015 HRBN study, CGS's HR/OD Department was in the (lowest) 25th percentile in HR operating costs (@0.546%) when compared to total operational expenditure and had a ratio of 1 HR Employee for every 120.3 Full Time equivalent Employees enterprise wide.

Drivers for Proposed Course of Action

From 2006 to 2009, a number of FTE's were added to the HR/OD budget and several were added as Long Term Temporary Employees. This made sense at the time as some new services were being added and growth in the general Employee population and degree of regulation of HR/OD services into the future was uncertain. After 2009, during a series of difficult budgets, additions to Full Time Permanent headcount were discouraged. Ten years later, although the overall staffing level in HR/OD has not changed substantially, the work remains and the Employees hired in that era remain on LTT arrangements, despite having worked continuously in a Full Time capacity with CGS.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input checked="" type="checkbox"/>	Change to base FTE allocation
	Change to fees (unit price)		Change to revenues (volume change)
	Investment in Project		

Recommendation (How/Why)

The 4 identified Employees would simply receive an offer of ongoing employment as Permanent, Full Time Employees. There are no additional expenses other than those identified above. If this enhancement is not acted upon during the 2017 budget, the risk that one or more of the senior most LTT's (or the more junior ones who aspire to eventual Full Time employment) will leave CGS when Full Time HR employment becomes available elsewhere. Health Sciences North, Laurentian University, Vale and Glencore all have similar sized HR Departments that are facing the same demographic changes as CGS resulting in availability of opportunities in this sector of the labour market.

Urgency

The length of service of our longest serving LTT's has reached a point at which the likelihood of incurring the cost of turnover amongst this group is rising substantially. In most represented employment relationships there are limits on an organization's ability to continue long term temporary arrangements. OMERS recognizes these Employees as Full Time Employees after 2 years of this quantity of hours of employment, many regulations within the Employment Standards Act and at common law recognize long term contracts of employment that are continuously extended as equivalent to Permanent Full Time employment relationships.

How does this align with Council's Strategic Plan?

Objectives for HR/OD in Council's Strategic Implementation Plan (namely Talent Management Systems, new measures of accountability for health and safety, greater transparency and availability of employment related policies and practices and benefits optimization) cannot be negatively affected or delayed. Consequently, higher turnover amongst HR/OD staff would lead to delay or interruption of services to line management and day to day duties which may need to be assigned to exponentially more expensive legal counsel.

IV. Impact Analysis

Qualitative Implications

Almost certain turnover of professional, educated, experienced staff. Depending on the exact staff that turnover, services and support on HR systems will be interrupted in the short to medium term, HR/OD staff will have to cover one another in areas of the business where they are less experienced. Objectives relating to key projects (like Performance Planning and Development, Benefits Optimization and bid solicitation for Employee benefits) along with day to day work (like regulatory compliance work and negotiations with our partner Unions) cannot suffer, so support to the line on day to day HR and labour issues would likely be impacted.

Quantifiable Implications - Revenue & Expenditures

Total expenditure numbers would remain the same, however, the impact of losing talent in the short to medium term can be quantified as a one time cost to the organization of recruiting, selecting and onboarding a less than fully capable service/support person. If 2 of the senior most LTT's turn over, assuming Pay Group 7 Non Union ((annual salary (2017) \$56,900 plus benefits \$18,500 totaling \$75,400)) we can expect a minimum 4 month recruitment and orientation period, followed by a 6 month period of 50%-75% productive capacity which could be expressed conservatively in lost productivity/lost opportunity as follows: $\$75,400 \times 2 \left(\frac{4}{12}\right) + \left(\frac{6}{12}\right) \times 0.25 = \text{approx. } \$69,200$. If an acute requirement for service arises during this training or orientation time period, this quantum could be larger and increase service costs in cc1305, most likely in the form of legal expenses.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Benefits	On-Going		\$ 13,888.00				
Job Evaluation	On-Going		\$ (13,888.00)				
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ -	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -

Implementation (Likelihood; list any assumptions, constraints)

Assumes turnover in roles held by LTT's in HR/OD is imminent. This assumption is reasonable as we are aware of at least 2 of the senior-most 4 Employees actively seeking alternate Full Time employment and actively being recruited by other Sudbury area Employers. Also assumes 4 Employees would automatically accept offers of Full Time employment.

Consequences (What would be the negative results or drawbacks)

There are other areas at CGS with long serving LTT's: yet there are very few when we apply the criteria being used in this proposal, (ongoing full time work that through the passage of 6x to 9 years has clearly become permanent Non Union staff work). Still some may compare their employment status to the 4 who would be converted under this option and contingency communications would have to be developed to either make a distinction with these conversions or consider them in a separate (or related) enhancement. Also, our partner Unions perennially raise concerns regarding the use of Part Time Employees for what has over time become full time work, they may see these conversions among Non Union staff as inconsistent with the mix of part time and full time resources being employed in other service areas.

Dependencies/Synergies (Does the proposal depend on any other projects)

This option is not dependent on any other project.

Capacity Impacts (Is there enough capacity? Are other departments impacted?)

This option only positively impacts capacity both internally to HR / OD and for our line management customers.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages
Contract with legal or HR consultancies			Fee for service or hourly rates are extremely high for this type of work. HR budget is well served by talented, developing, Municipally experienced Employees. This solution will cost more in the future.
Leverage information technology	Enhance use of PeopleSoft HR, other on-line HRM solutions		This work is underway but is targeted at creating efficiencies for line Management rather than decreases in HR staffing. Many processes require manual work that is not easily adapted to a technological solution (e.g. OMERS data support, certain benefits work, rehabilitation and return to work, Employee counseling and labour relations).

VI. Risks

Risks (What are the risks of not implementing this change?)

Turnover of qualified, educated and experienced Municipal HR/OD staff, interruption to HR services and support in the short and medium terms as new, less experienced staff are trained.

Business Case for Service Level Change

Request/Project Name: Asset Management Co-Ordinator

Department: Finance

Division: Financial Planning & Budgeting

I. Executive Summary

Overview of Proposal

Asset management is the coordinated activities of an organization to realize value from its assets in the achievement of its organizational objectives. The City has hired KPMG to complete the required asset management plan (AMP). This plan documents how a group of assets is to be managed over a period of time. The AMP describes the characteristics and condition of infrastructure assets, the levels of service expected from them, planned actions to ensure the assets are providing the expected level of service, and financing strategies to implement the planned actions. The initial focus should be on the development of a general AMP that discusses all of the assets owned by the municipality. Over time the focus may shift to developing more detailed AMPs for each service area as well as assist Operating Departments with capital project planning and budgeting (i.e.. timing of capital projects, condition rating of assets, etc). This business case is for the City to recruit an Asset Management Co-Ordinator that would assist the City departments with meeting legislated asset management requirements and to ensure proper assets are in place to support delivery of services.

Service Level Impact

This new position would support all City operating departments with their asset management needs (i.e.. Roads, W/WW, Buildings, Parks, Emergency Services, etc). Currently, the City has no position dedicated to provide this level of service.

II. Background

Current Service Level (Describe the existing level of service provided)

The City has hired a consultant to prepare an asset management plan that is required by the end of 2016. No existing staff resources are available to be dedicated to this area and it is required due to the City's significant infrastructure deficit.

Drivers for Proposed Course of Action

Drivers for Proposal

- City has a significant amount of infrastructure deficit and requires resources to ensure appropriate long term planning.
- Asset management plans are required to maintain ongoing funding from the Province of Ontario and the Federal Gas Tax program.
- Province is proposing to introduce asset management requirements for municipalities that will encompass how asset management plans are prepared, including the need for public consultation, the scope of asset management plans and the requirement for periodic updating.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input checked="" type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

This business case is to increase the City's FTE complement by one FTE. The estimated cost (salaries/benefits) for this position may be approximately \$122K.

Urgency

This business case is brought forward for the 2017 budget as the City will be identifying infrastructure requirements and deficits that greatly outweigh the available resources when the Asset Management Plan will be presented to Council before the end of 2016. This position will have responsibilities such as: development and implementation of an asset management strategy to plan for long-term rehabilitation and replacement needs; ensuring that the City infrastructure required to support new growth or to service existing functions, is identified, budgeted and programmed; completion of engineering studies to determine performance and condition of assets in order to establish cost-effective rehabilitation and replacement strategies to minimize lifecycle costs; planning for long-term financial investment to ensure consistent asset performance; as well as providing asset replacement amounts as/when required for provincial reporting, internal and public documents.

How does this align with Council's Strategic Plan?

This would align with Council's Strategic Plan in relation to "Sustainable Infrastructure".

IV. Impact Analysis

Qualitative Implications

Improve the City's ability to identify and manage the infrastructure deficit/gap with asset management techniques. In addition, may assist with proper "maintenance" work to extend the life of the City's assets or to minimize risk of premature failure/replacement.

Quantifiable Implications - Revenue & Expenditures

Financial implication relates to the salaries and benefits for an additional full time permanent position. It has been estimated at \$122K below for salaries and benefits.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
OCIF Grant Funding	On-Going	Reserve Fund	\$ (80,000.00)				
	On-Going		\$ (80,000.00)	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ (80,000.00)	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Salaries	On-Going	Tax Levy	\$ 94,583.93				
Benefits	On-Going	Tax Levy	\$ 27,627.27				
	On-Going		\$ 122,211.20	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ 122,211.20	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
Asset Management Co-ordinator	NONU	On-Going	FT	1.00				
		On-Going		1.00	-	-	-	-
		One-Time		-	-	-	-	-
Total				1.00	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ 42,211.20	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 42,211.20	\$ -	\$ -	\$ -	\$ -

Implementation *(Likelihood; list any assumptions, constraints)*

By hiring the appropriate candidate, the City should be able work towards improved asset management of our assets, including roads, w/ww pipes and facilities, buildings, etc. A constraint may be the City's ability to recruit an appropriate candidate for this position.

Consequences *(What would be the negative results or drawbacks)*

The negative consequences of this business case is that the City will continue on its current path of being reactive as opposed to proactive with respect to maintenance and replacements. The City would be required to hire external consultants to prepare any future asset management plans, either high level or by detailed service area.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

This business case is not related to any other proposals or business changes.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

Other departments may be impacted such as staffing in other departments to manage capital projects as well as availability of funding for these capital projects.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages

VI. Risks

Risks *(What are the risks of not implementing this change?)*

Asset management plans are required for Federal Gas Tax funding and these are required to be updated and used when making capital. In addition, the Province is working on introducing new guidelines relating to asset management.

Business Case for Service Level Change

Request/Project Name: Accelerate the Purchase of 4 Multi-Function Plows

Department: Assets, Transit & Fleet

Division: Transit & Fleet

I. Executive Summary

Overview of Proposal

This proposal would accelerate the purchase of 4 Multi-function snow plows in 2017 in addition to the 4 plows already within the capital budget. Winter control operations rely on a City fleet of 41 vehicles capable of plowing snow, in addition to other vehicles such as graders, loaders, snow blowers, trackless MT's (sidewalk plows), and contractor vehicles. Of the available City plows, approximately one third of them have reached their useful service life. Consequently, these vehicles are out of service for repairs or maintenance for a disproportionate period of time. Of further consequence, winter control operations must deliver services with fewer vehicles, with vehicles that are not necessarily designed for the service needs, and with contracted vehicles more often than anticipated. Cost increases can arise from increased maintenance, from greater use of contracted vehicles, and from keeping less than optimum service vehicles in operation. Purchasing newer vehicles will increase the reliability of the fleet resulting in a greater number of appropriate vehicles available on average to manage winter events.

Service Level Impact

It is anticipated that a greater number of newer multi-function plows within the fleet will result in reduced downtime. A more reliable fleet will be available for winter operations to meet or exceed Council approved service levels with the most appropriate style of City owned vehicles.

II. Background

Current Service Level (Describe the existing level of service provided)

Winter control operations deliver snow plowing services within Council approved time and service levels. These services are delivered with available City owned and contracted service vehicles. Forty one City vehicles fall into a similar class of plows, and the most common vehicle used for winter operations is the multi-function plow. This class of vehicle is capable of plowing snow and applying sand or salt at the same time with one operator. Over the years, City operations have been able to meet Council's approved service levels even though it has become increasingly difficult to rely on existing City multi-function plows, because the vehicles are increasingly out of service for repair or maintenance. This requires operations to use less functional vehicles, or contracted vehicles to a greater extent than desired to meet approved service levels. The costs of maintaining these vehicles have also exceeded expected maintenance budgets.

Multi-Function Truck Fleet

The Roads division currently has 38 multi-function trucks in its fleet. In addition, there are 3 single axle trucks that are used for winter control purposes. The winter control fleet consists of the following:

Type	Model Year	Units
Multi-function	2017	5 (The 2017 Model Year represents purchases in 2016)
Multi-function	2016	5
Multi-function	2015	4
Multi-function	2014	3
Multi-function	2013	1
Multi-function	2012	2
Multi-function	2010	2
Multi-function	2008	4
Multi-function	2006	6
Multi-function	2005	6
Single Axle	2000	1
Single Axle	1999	1
Single Axle	1996	1
TOTAL		41

These multi-function trucks have a reliable service life of 7 years, and an expected useful service life of approximately 10 years. These service life estimates depend on weather conditions, extent of, and severity of use.

Drivers for Proposed Course of Action

The key driver is to improve the in-service time for available City multi-function snow plows. The City’s Fleet section has been in a deficit in each year since 2009. The primary driver for the poor financial results is an over expenditure on materials used for repairs and maintenance of City vehicles and equipment. Table 1 below displays the historical deficits in the fleet division.

TABLE 1

Historical Fleet Deficits

Year	Deficit
2015	(230,000)
2014	(650,000)
2013	(700,000)
2012	(400,000)
2011	(240,000)

III. Recommendation

Categorize your specific request (mark an ‘X’ for all that apply):

<input type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input checked="" type="checkbox"/>	Authority to use Tax Rate Stabilization Reserves for Fleet Capital Program

Recommendation (How/Why)

That Council authorizes staff to accelerate the replacement of multi-function trucks by 4 units in 2017, and that funding for the 4 units is provided from the tax rate stabilization reserve. Reducing the average age of the fleet will reduce the risk of down time and service interruptions, producing a more reliable operation for winter control and reducing the risk of over expenditures.

Urgency

Purchasing the additional vehicles at this time will allow the fleet age to be less than ten years at the conclusion of the 2018 budget cycle. Fleet maintenance costs continue to rise relative to normal budget increases as capital purchases have not kept pace with winter control operational requirements.

How does this align with Council's Strategic Plan?

This plan aligns well with two of Council's priorities, namely Quality of Life and Place, and Sustainable Infrastructure. Winter control operations directly affects the quality of life of all residents. A reliable fleet creates greater certainty that winter operations will meet desired service levels in the least amount of time and least expense. A reliable fleet of winter control vehicles is a critical asset for the community.

IV. Impact Analysis

Qualitative Implications

Winter operations is directly affected by the availability of a reliable fleet. While operations activities allow for alternative ways of meeting service levels when the most optimal vehicle is not available, this creates challenges for operations staff. Although operations has an excellent record of meeting desired service levels, the lack of available fleet vehicles can reduce response time, creating frustration for people using City road ways.

Quantifiable Implications - Revenue & Expenditures

The most direct implications can be seen in additional maintenance and repair costs for the fleet. The down time can create additional expenses which are more difficult to quantify in extra contracted services, and the use of vehicles within the City's fleet that are less efficient than a vehicle that may not be available for service.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Contribution from Tax Rate	One-Time		\$ (1,000,000.00)				
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ (1,000,000.00)	\$ -	\$ -	\$ -	\$ -
Total			\$ (1,000,000.00)	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Contribution to Capital	One-Time		\$ 1,000,000.00				
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ 1,000,000.00	\$ -	\$ -	\$ -	\$ -
Total			\$ 1,000,000.00	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ -	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -				

Implementation (Likelihood; list any assumptions, constraints)

Standard business processes are available for the procurement of this class of vehicles. From the time of approval until arrival of the vehicle, will results in vehicles purchased in 2017 being available for the winter of 2017 / 2018.

Consequences (What would be the negative results or drawbacks)

Unfortunately, vehicles approved for purchase in the 2017 budget are not available for the current winter cycle.

Dependencies/Synergies (Does the proposal depend on any other projects)

Fleet operations and winter control operations are directly dependent on each other to meet service levels required for the community. Since winter control operations is a critical operation that requires priority attention when fleet maintenance is required, other departments waiting for vehicle service could experience delays if the fleet repair operation is at capacity.

Capacity Impacts (Is there enough capacity? Are other departments impacted?)

Other departments could be indirectly impacted if the fleet maintenance operations are at capacity. Therefore, a more reliable winter control fleet, will produce more reliable vehicle maintenance operations for the balance of the City's fleet systems.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages

VI. Risks

Risks (What are the risks of not implementing this change?)

As the age of the winter control fleet increases, there are greater risks of down time for each vehicle. This will result in increased maintenance costs, use of less efficient vehicles to perform winter control operations, extended periods of time to achieve acceptable service levels for roads operations, and increased use of contracted service to supplement City operations. While City operations have continued to meet desired service levels within stipulated times, the increasing age of the fleet increases the risk that the winter control operations will not meet service level time requirements.

Business Case for Service Level Change

Request/Project Name: Funding for a Greater Sudbury Winter Carnival

Department: Community Development

Division: Leisure Services

I. Executive Summary

Overview of Proposal

In an effort to improve winter program opportunities, a pilot program was undertaken during the winter of 2016 to deliver a City of Greater Sudbury Winter Carnival. This pilot program enhancement was deemed a positive addition to winter program activities in Greater Sudbury. A follow-up report was requested by the Council of the City of Greater Sudbury as to the outcome of the pilot program and as a result, Council directed staff to prepare a business case in the amount of \$15,000 for the City of Greater Sudbury Winter Carnival, to be included in the 2017 Leisure Services Budget.

Service Level Impact

Currently, there is no permanent winter carnival in the core of the City of Greater Sudbury. Existing winter festivals include the Walden Winter Carnival held annually in Lively, and the Sudbury on the Rock Pond Hockey Festival. There are various other winter festivals and carnivals but they are smaller and serve their local area or neighbourhood specifically. The addition of a permanent event would be a service level increase for the Citizens of Greater Sudbury.

II. Background

Current Service Level (Describe the existing level of service provided)

Currently there is no winter carnival event in the city core that promotes various activities for all ages.

Drivers for Proposed Course of Action

Pond Hockey is a very successful winter event that is focused on a pond hockey tournament. This new winter carnival would operate alongside the pond hockey tournament creating a more diverse event for all City of Greater Sudbury citizens.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

Council directed that the department submit a business case as part of the 2017 budget process. It is recommended that an annual winter carnival be funded.

Urgency

Decision required to plan for the event

How does this align with Council's Strategic Plan?

This proposal aligns with Council's efforts to strengthen the Quality of Life and Place, improve health and well-being of youth, families and seniors alike, as well as to continue to improve programs, public spaces and facilities for everyone in the community to enjoy.

IV. Impact Analysis

Qualitative Implications

Currently, there is no city wide winter carnival in the City core. This event will run in conjunction with the existing Pond Hockey tournament, creating a large winter celebration, for all to enjoy.

Quantifiable Implications - Revenue & Expenditures

This initiative will requires an additional \$15,000 in municipal contribution.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Special Events	On-Going		\$ 15,000.00				
	On-Going		\$ 15,000.00	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ 15,000.00	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -

Implementation *(Likelihood; list any assumptions, constraints)*

If approved, a winter carnival in the same size and scope as the pilot project will be delivered for the 2016/2017 winter season.

Consequences *(What would be the negative results or drawbacks)*

The carnival was a tremendous success in the winter of 2016 and it is our assumption that the community is looking forward to this event reoccurring.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

This proposal does not depend on any other projects.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

Assuming that the scope and size of the winter carnival is consistent with the pilot project, there is the capacity to deliver a 2017 winter carnival.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages

VI. Risks

Risks *(What are the risks of not implementing this change?)*

There are no quantitative risks of not implementing this change. The qualitative risks are not meeting the expectations of the community to deliver an event that was successful in its pilot season.

Business Case for Service Level Change

Request/Project Name: Extend Ramsey Lake Skating Path to NWSC

Department: Community Development

Division: Leisure Services

I. Executive Summary

Overview of Proposal

In an effort to improve winter program opportunities, a pilot programs for the extension of the Ramsey Lake Skating Path was undertaken. This pilot program was deemed a positive addition to the winter program activities in Greater Sudbury. A follow-up report was requested by the Council of the City of Greater Sudbury as to the outcome of the pilot program and as a result, Council directed staff to prepare a business case in the amount of \$12,000.00 for the Ramsey Lake Skating Path to be included in the 2017 Leisure Services Budget.

Service Level Impact

The Ramsey Lake Skate path is a very popular winter facility that is currently approximately 1.5 km long. This request will extend the path by an extra 300m ending at the Northern Water Sports Centre instead of Science North. This proposal will result in a service level impact for Greater Sudbury citizens as it extends the length of the skate path.

II. Background

Current Service Level (Describe the existing level of service provided)

Currently, the Ramsey Lake Skate Path currently ends at Science North.

Drivers for Proposed Course of Action

Extending the Ramsey Lake Skate Path would allow for a longer skating experience, and also allow for use of the new Northern Water Sports Centre as a winter destination point. Skate changing, a canteen, washroom facilities and potentially more events could easily make use of this new facility in all four seasons, instead of just the summer season.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

Council directed that the department submit a business case as part of the 2017 budget process. It is recommended that the skating path be extended.

Urgency

Urgency is high in order to implement for winter of 2016/2017 winter season.

How does this align with Council's Strategic Plan?

This proposal aligns with Council's efforts to strengthen the Quality of Life and Place, improve health and well-being of youth, families and seniors alike, as well as to continue to improve programs, public spaces and facilities for everyone in the community to enjoy.

IV. Impact Analysis

Qualitative Implications

The Ramsey Lake Skate Path in its current state provides a wonderful winter facility that many citizens look forward to and enjoy. This funding will increase the length of the skate path, allowing citizens to arrive at the new Northern Water Sports centre instead of Science North. This facility has washrooms, and a concession as well as ample indoor seating, should patrons wish to take a rest and warm up. This proposal will also allow increased visibility for the Northern Water Sports Centre and help us work toward a four-season facility.

Quantifiable Implications - Revenue & Expenditures

There may be spin-off revenue generation at the Northern Water Sport Centre with the increased visibility, resulting in more venue bookings, but these may be offset by the requirement to clean the building through this use. Revenue will be gained by the NWSC committee through their concession.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Maintenance	On-Going		\$ 12,000.00				
	On-Going		\$ 12,000.00	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ 12,000.00	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ 12,000.00	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 12,000.00	\$ -	\$ -	\$ -	\$ -

Implementation *(Likelihood; list any assumptions, constraints)*

If approved, this proposal will be delivered for the 2016/2017 winter season.

Consequences *(What would be the negative results or drawbacks)*

The skate path was challenging in the winter of 2016, as the City experienced great fluctuations in weather resulting in poor conditions for the skate path.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

This proposal does not depend on any other projects.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

This changes requires \$12,000 additional municipal contribution.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages

VI. Risks

Risks *(What are the risks of not implementing this change?)*

There are no quantitative risks of not implementing this change. The extension of the skate path could positively impact the 4 season success of the Northern Water Sports Centre.

Business Case for Service Level Change

Request/Project Name: Add a Dock at Laurentian Beach

Department: Community Development

Division: Leisure Services

I. Executive Summary

Overview of Proposal

Councillor Robert Kirwan has submitted a request to put in a dock at the boat launch on Whitson Lake at Laurentian Park in Val Caron. There is a public boat launch but no dock beside it as is the case at Kalmo Beach in the Valley.

Service Level Impact

This will be a service level increase as this will be an additional boat launch site. At Laurentian Beach, staff will have to put the dock in and take it out during the changes in seasons as this is a snow mobile access site to the lake. Staff have observed the shoreline to be very shallow which would not allow for a floating dock alone. The option would be to build a ramp that would lead to a floating dock section. Staff will also have to maintain the docking system, for example the dock at Kalmo beach generally needs repairs on an annual basis.

II. Background

Current Service Level (Describe the existing level of service provided)

A dock at Laurentian Playground would be a second dock / launching area on Whitson Lake that the City maintains; there is an existing boat launch on Whitson near Kalmo beach. Repairs to the dock at Kalmo were completed this summer, however the dock will require replacement in near future.

Drivers for Proposed Course of Action

There is a perception that there are more boats launched at this site then at Kalmo beach.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

Not critical, there is one dock on Whitson lake and this would be an additional dock on at Laurentian Beach .

Urgency

If approved, a new dock would be required to be operational for Spring 2017.

How does this align with Council's Strategic Plan?

It would align with Council's strategic plan of Quality of Life and Place to have docking facilities at both public boat launch sites on Whitson Lake.

IV. Impact Analysis

Qualitative Implications

Easier access for the general public to have docking facilities at Kalmo and Laurentian Beach public boat launch sites.

Quantifiable Implications - Revenue & Expenditures

No increase in revenue. An increase in expenditure for ongoing maintenance and an initial capital outlay for the additional docking system.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Initial Capital	One-Time		\$ 7,500.00				
Maintenance	On-Going		\$ 2,000.00				
	On-Going		\$ 2,000.00	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ 7,500.00	\$ -	\$ -	\$ -	\$ -
Total			\$ 9,500.00	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -
One-Time	\$ 7,500.00	\$ -	\$ -	\$ -	\$ -
Total	\$ 9,500.00	\$ -	\$ -	\$ -	\$ -

Implementation *(Likelihood; list any assumptions, constraints)*

Implementation would be straight forward in the spring of 2017

Consequences *(What would be the negative results or drawbacks)*

No negative results.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

None.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

There is enough capacity if the funding and increase in service level is approved.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages

VI. Risks

Risks *(What are the risks of not implementing this change?)*

No real risk of not increasing service by adding an additional docking site as citizens already have docking access on the lake.

Business Case for Service Level Change

Request/Project Name: Reduction in Funding Provided to Social Planning Council

Department: Community Development

Division: Social Services - Shelter & Homelessness

I. Executive Summary

Overview of Proposal

Reduction in annual funding from \$100,000 to \$50,000 for Social Planning Council (SPC). This expenditure is 50/50 cost shared between Ministry of Community and Social (MCSS) Services and Social Services. This proposal could result in a net budget decrease of \$25,000 annually if the municipal share of expenditures are not reinvested in Social programs.

Service Level Impact

The City has the capacity to perform the work with existing resources.

II. Background

Current Service Level (Describe the existing level of service provided)

Original \$50,000 grant was provided to the Social Planning Council (SPC) to assist with administrative costs. Beginning in 2007 it was recommended that the SPC receive an additional \$50,000 dollars of funding for:

1. The development and implementation of a work plan for the civic engagement/social capital pillar of the Healthy Community Strategy;
2. The development of a poverty reduction strategy with community partners; and
3. The development and implementation of social capital initiatives related to sustainable employment opportunities for those living below the poverty line.

Drivers for Proposed Course of Action

It is recommended that the funding be reduced and operational needs will be met with existing City of Greater Sudbury resources.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

The reduction of \$50,000 in funding provided to the Social Planning Council (SPC) is recommended. This could reduce the net budget by \$25,000 as the expenditure was cost shared by the Province. The City has the capacity and resources to perform the tasks in house. It is further recommended that the \$25,000 be redirected to Social Assistance Restructuring (SAR) funding in order to facilitate increased program spending towards social inclusion and poverty reduction initiatives. If the \$25,000 of municipal funds are reinvested in SAR funding, there is the potential benefit of leveraging eligible expenditures with matching Provincial funding thereby producing maximum benefit to the poverty reduction initiatives. If both parts of this recommendation are approved, there is no impact to the Net Levy.

Urgency

The department had capacity to manage this work internally and reinvest to fund social programming.

How does this align with Council's Strategic Plan?

This proposal will align with Council Strategic plan of providing municipal services more cost effectively and efficiently and if the budget is reallocated would create an increase in quality of life and place by funding additional poverty reduction initiatives.

IV. Impact Analysis

Qualitative Implications

There will be no negative qualitative impact as operational needs will be met with existing City of Greater Sudbury resources.

Quantifiable Implications - Revenue & Expenditures

This proposal could reduce the net budget by \$25,000 annually, if the funds are not reinvested.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Ministry of Community and Social Services	On-Going		\$ 25,000.00				
	On-Going		\$ 25,000.00	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ 25,000.00	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Social Planning Council	On-Going		\$ (50,000.00)				
SAR Funding	On-Going		\$ 25,000.00				
	On-Going		\$ (25,000.00)	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ (25,000.00)	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ -	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -

Implementation *(Likelihood; list any assumptions, constraints)*

None

Consequences *(What would be the negative results or drawbacks)*

The loss of revenue will impact operations of the social planning council.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

None

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

City has capacity and resources to complete required work in house.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages
Reducing funding to Social Planning Council creating tax levy savings	\$ (25,000)		Disadvantage is the funds could be used to initiate additional poverty reduction and social inclusion programs

VI. Risks

Risks *(What are the risks of not implementing this change?)*

The risk of not implementing this change is that the City could be using its budget dollars more effectively by doing the work in house and reallocating the municipal funding towards poverty reduction initiative programming.

Business Case for Service Level Change

Request/Project Name: Capital Project Delivery Resources

Department: Infrastructure Services **Division:** Engineering Services

I. Executive Summary

Overview of Proposal

Over the next several years, the capital construction program will see significant funding increases. This increase is partly due to Council's commitment to address Infrastructure needs, and partly due to commitments from senior levels of government. Examples of projects and supplemental funding include: Maley Drive - \$80 M; Clean Water Wastewater Fund - \$14M; Public Transit Infrastructure Fund - \$4 M; and Ontario Community Infrastructure Fund - \$19 M. Each funding package includes time specific spending criteria. These projects will be delivered in whole or in part through the Engineering Services Division with support from operation staff involved with project delivery. Engineering services include studies, designs, tenders, and contract administration. Some projects use consultant engineering services due to complexity and/or lack of available internal resources. Both internal and consultant projects require project management services. This proposal involves retaining additional staff for a period of 5 years, funded from existing capital budget allocations, to address the significant increase in workload to deliver the capital program.

Service Level Impact

This Business case, if approved, will allow the City to maximize investments from senior levels of government within stipulated time frames. The service impact can be recognized in the successful delivery of the capital program satisfying the stated objectives of each capital initiative.

II. Background

Current Service Level (Describe the existing level of service provided)

The current capital program provides ~\$70M in capital funding for infrastructure. This current level of project delivery is managed in whole or in part through the Engineering Services Division with support from operation staff involved with project delivery. The Engineering Services and operational staff collaborate to perform project engineering and management of lateral projects internally and contract more complex project (ex. bridges, Maley Drive) to external resources for engineering and contract administration. Engineering and operational resources are required to manage the contract external resources to ensure the City receives best value for the investment.

The current level of projects is taxing the capacity of the staff to successfully deliver projects and manage the required external resources. Prior to 2011 the capital program was ~\$58M, today it is ~\$70M, however, the Engineering Services department has not increased the resources required to manage the additional \$12M in capital funding.

Drivers for Proposed Course of Action

The Federal and Provincial governments have made infrastructure funding a priority and various funding programs have provided the CGS with yearly increases to the capital program. These funding programs have very specific time constraints. In addition, all of the capital program initiatives create direct benefit to the community in the way of enhanced service, reduced maintenance of infrastructure, and improved customer experience such as reduced frequency of watermain service interruptions.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input type="checkbox"/> Change to base operating budget	<input type="checkbox"/> Change to base FTE allocation
<input type="checkbox"/> Change to fees (unit price)	<input type="checkbox"/> Change to revenues (volume change)
<input type="checkbox"/> Investment in Project	<input checked="" type="checkbox"/> Authority to use capital budget allocations for contracted staff services

Recommendation (How/Why)

It is recommended that staff be authorized to use a portion of existing infrastructure capital budget allocations to retain additional staff for a limited period of 5 years. The funding would come equally from roads capital envelopes and water/wastewater capital envelopes. The additional resources are required to ensure delivery of the capital program which will be significantly increased over the next several years.

Urgency

Senior levels of government have already provided substantial funding for specific projects, indicated commitments for further funding, and are projecting increases in funding over the next few years. Most of these funding programs have specific and very near term time constraints. The lack of available resources will have to be allocated to these funding programs to ensure their success. The balance of the City's capital program could be delayed if insufficient resources are available to deliver the program.

How does this align with Council's Strategic Plan?

Greater Together 2015-2018 Corporate Strategic Plan prioritizes investing in sustainable infrastructure and determining an acceptable level of infrastructure services. This Business Case will provide the resources and increase the service level in Engineering Services to ensure projects are of quality, delivered on time, and on budget.

IV. Impact Analysis**Qualitative Implications**

The community will experience improved services from the enhanced infrastructure investments in the way of better roads, water systems, and storm sewer infrastructure. Some direct benefits include fewer service interruptions from watermain breaks, and more reliable road systems from road reconstruction projects.

Quantifiable Implications - Revenue & Expenditures

This plan does not require an increase in revenue through the tax levy, however, the use of existing capital envelopes for staff resources implies that less of these funds are available for construction. The annual allocation of the funding from roads and water/wastewater reserve funds and capital will reflect the staff time spent on sponsored projects each year.

Operating Revenues - Incremental**Detail**

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Contribution from Reserve	One-Time	Reserve	\$ (406,325.00)	\$ 406,325.00			
Contribution from Reserve	One-Time	Capital		\$ (406,325.00)			
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ (406,325.00)	\$ -	\$ -	\$ -	\$ -
Total			\$ (406,325.00)	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental**Detail**

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Salaries and Benefits	One-Time	Reserve	\$ 406,325.00				
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ 406,325.00	\$ -	\$ -	\$ -	\$ -
Total			\$ 406,325.00	\$ -	\$ -	\$ -	\$ -

FTE Table**Detail**

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
Project Management Staff	IW	One-Time	Part Time	8,352				
		On-Going		-	-	-	-	-
		One-Time		8,352	-	-	-	-
Total				8,352	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ -	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -				

Implementation *(Likelihood; list any assumptions, constraints)*

If approved in 2016, the additional resources would be in place for the 2017 construction season.

Consequences *(What would be the negative results or drawbacks)*

As previously stated, the main drawback of not approving this business case is the number of projects that can be administered by internal staff. Engineering Services is at capacity now with the capital envelope. Available resources would have to be focused on priority projects that have time constraints on grants and funding programs. This in turn could result in unexpended regular capital program activities.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

Enhancing the engineering team capacity provides long term benefit to the community. The length of the commitment would be meaningful and would allow enhanced opportunity for collaboration across departments after initial backlog is addressed. Retaining contracted services will allow the City resource management after the 5 year period, should the backlog not be as significant at that time.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

As stated above, the current complement in Engineering Services is at capacity. W/WW and Roads will be impacted as they utilize Engineering Services to deliver their capital program.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages

VI. Risks

Risks *(What are the risks of not implementing this change?)*

Engineering staff will manage the capital program by focusing available resources on projects that are time sensitive related to funding programs. Due to limited resources, this will likely result in the incomplete delivery of the capital program within normally expected reasonable time frames.

Business Case for Service Level Change

Request/Project Name: Enhanced Forestry Services

Department: Infrastructure Services

Division: Roads Operations

I. Executive Summary

Overview of Proposal

Over the past several years the requests for tree pruning and removals combined with the age of our Urban Forest has caused significant demands on the resources in the Forestry Section. As part of the 2016 budget process a report outlining the number of requests in backlog was provided and identified the backlog as 950 pruning, 350 removals and 150 stumping requests. The total cost to address the backlog is approximately \$408,000.00. To help address the Forestry backlog, staff is requesting a budget enhancement for the next five years. The proposed allocation would be \$81,600.00 each year for the next five years. If approved, staff will secure contract services to supplement the work of the City crews. The backlog of work in forestry services would be re-evaluated after three years to provide Council with an update of achievements and service capacity of the division at that time.

Service Level Impact

The intent of this proposal is to address the number of Forestry related issues currently in backlog.

II. Background

Current Service Level (Describe the existing level of service provided)

The Forestry Section is responsible for the care and maintenance of rights of way (ROW) trees as well as planting trees in new subdivisions. The work they complete is largely comprised of tree pruning, planting and removals. The 2016 budget for our various Forestry activities is \$760,848.00.

Drivers for Proposed Course of Action

Services in forestry are prioritized to ensure issues that are related to safety, and road regulatory sign visibility are completed as required. Additional resources will assist in improving the response time for services that are not as time sensitive. Having said that, residents that must wait become increasingly frustrated with the time to receive services.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input checked="" type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

The proposed budget enhancement will allow us to eliminate the backlog of Forestry work that currently exists. As mentioned in the Overview of the Proposal, the backlog has developed due to the increase in Forestry issues caused by public concerns and/or the age of our Urban Forest. The intent of this proposal is to utilize a contract service to augment our staff in the delivery of Forestry Services and elimination of the backlog of service requests.

Urgency

The primary driver for making this request again is the need to complete Forestry work being held in backlog. Some of the cases date back three years. The main issue with deferring this decision until next year is customer (citizen) expectation. We are currently advising citizens that it will often take more than a year to address their concern which isn't making them very happy. Another driver for the budget enhancement is our need to move Forestry activities from a very reactive approach to a proactive (planned corridor control) approach thereby minimizing the need for emergency work.

How does this align with Council's Strategic Plan?

Investments in a healthy Urban Forest aligns well with all of priorities identified the City of Greater Sudbury's corporate strategic plan. Specifically, a healthy Urban Forest assists in cleaning the air by removing many tons of air pollutants; capture and hold water to assist in storm water management; reduce household heating and cooling costs through shading in the summer and wind reduction in the winter; provide habitat and food for local wildlife like birds and pollinators; and improve the aesthetics of your neighbourhood and property.

IV. Impact Analysis

Qualitative Implications

Elimination of the backlog will provide us the opportunity to establish reasonable service levels for management of our urban forest canopy thereby minimizing the risk associated with falling trees.

Quantifiable Implications - Revenue & Expenditures

The current backlog is tracked through the operating department. Additional expenditures will be directed toward managing the overall workload of the division, with a goal to reducing backlog.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -				

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Purchased Services	One-Time	Tax Levy	\$ 81,600.00				
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ 81,600.00	\$ -	\$ -	\$ -	\$ -
Total			\$ 81,600.00	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ -	\$ -	\$ -	\$ -	\$ -
One-Time	\$ 81,600.00	\$ -	\$ -	\$ -	\$ -
Total	\$ 81,600.00	\$ -	\$ -	\$ -	\$ -

Implementation *(Likelihood; list any assumptions, constraints)*

It is staff's intention to move forward with this initiative once the budget is approved. It will be our expectation that the first contract will be completed by the Fall of 2017. If approved, the only risk is the inability to secure a qualified contract service, at a competitive price to complete the work.

Consequences *(What would be the negative results or drawbacks)*

Backlog continues to grow and there continues to be public dissatisfaction with the current level of service.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

Forestry activities have been expanded beyond simply trees within road right-of-way. As the urban forest grows, and the City accomplishes more success with environmental restoration, the forestry requirements increase for all City owned properties, including trails, walkways, vacant lands and open spaces.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

The proposal is intended to supplement City forces through the use of available contractors for all City Forestry needs that are in excess of existing capacity.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages

VI. Risks

Risks *(What are the risks of not implementing this change?)*

The most significant risk of us not moving forward with this budget enhancement is the likelihood that our work will remain to be reactive or of an emergency nature. Addressing our Forestry issues proactively can only be fully implemented if we address the backlog. Once the backlog is completed, we then can reassign our crews to corridor control which will involve the assessment and maintenance of our urban forest in a given area of our City at one time.

Business Case for Service Level Change

Request/Project Name: Community Improvement Plan Funding

Department: Infrastructure Services

Division: Planning Services

I. Executive Summary

Overview of Proposal

This business case proposes that \$350,000 be invested annually into a new fund to implement four Community Improvement Plans: Downtown Sudbury CIP; Town Centre CIP; Brownfield Strategy and CIP; and, Capreol CIP. The funding would be used to implement any approved financial incentives or capital works contained in these plans. Generally, these incentive mechanisms are seen as "investments" which stimulate higher levels of private investment triggering increases in property assessment and municipal tax revenue which offset the initial investment in the short term, expands the taxable assessment base for the municipality over the long term. Regular capital programs may also be aligned with CIPs to complete capital works identified in these documents. This funding may also be used to leverage funding from senior levels of government and may be aligned with HCI funding.

Service Level Impact

If approved, this proposal would provide a permanent source of funding for City Council's Community Improvement Plans resulting in a higher level of service to the community. The implementation of these plans would continue to be led by the Planning Services Division.

II. Background

Current Service Level (Describe the existing level of service provided)

The City of Greater Sudbury has several Community Improvement Plans in effect. Some of these plans were developed almost 30 years ago and are in need of renewal. Other plans are more current. These include the Downtown, Town Centre, Brownfield and Capreol CIPs. The Town Centre CIP is currently funded with approximately \$90,000 in funding left over from the Financial Incentives for Downtown Renewal Pilot Program. The remainder of the CIPs are unfunded.

Drivers for Proposed Course of Action

1. Community expectations that plans will be delivered. 2. Official Plan. 3. Corporate Strategic Plan. 4. Downtown Master Plan. 5. Large Projects File

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

The Planning Services Division is recommending that this investment be made at this time for several reasons. Many of the existing CIPs are unfunded. There is an expectation in the community that these plans will be delivered. The work to update the Downtown CIP is nearing completion and will be brought forward to Planning Committee on November 21, 2016 for a decision. If approved, this investment would implement Council's Strategic Plan and the Downtown Master Plan. It would also respond Council's direction to explore incentive opportunities for mixed-use development, and to investigate and prepare options for an update to the Downtown Community Improvement Plan framework (as recommended in the Downtown Master Plan).

Urgency

The Planning Services Division is making this recommendation at this time to respond to the drivers described above. Delaying this proposed investment may erode public confidence in these planning processes and plans, as well as private sector investment in the Downtown, Town Centres and Brownfields.

How does this align with Council's Strategic Plan?

This proposal aligns with the Growth and Economic Development and Responsive, Fiscally Prudent and Open Governance Pillars of Council's Strategic Plan.

IV. Impact Analysis

Qualitative Implications

If approved, this proposal would result improve the level of services (incentives and capital project delivery) in the Community Improvement Plan Areas.

Quantifiable Implications - Revenue & Expenditures

If approved, this proposal would require that new "expenses" be incurred by the City of Greater Sudbury. However, these expenses should be viewed as investments which create a competitive return on investment in the form of increased property assessment and municipal tax revenue.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -				

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Contribution to Capital	On-Going		\$ 350,000.00				
	On-Going		\$ 350,000.00	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ 350,000.00	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ 350,000.00	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 350,000.00	\$ -	\$ -	\$ -	\$ -

Implementation *(Likelihood; list any assumptions, constraints)*

Likelihood: Medium to High. Experience in Greater Sudbury and other communities indicates that there will be take up on the incentives. This take up is subject to market conditions.
 Assumptions: Funding of incentives will mitigate market barriers and stimulate investment. Capital programs can be aligned with CIPs.
 Constraints: Available funding. Market conditions.

Consequences *(What would be the negative results or drawbacks)*

Perception that the City of Greater Sudbury is subsidizing private development in certain areas of the city.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

The Downtown CIP complements the Large Projects presented to Council in November, 2015.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

There is sufficient capacity within existing FTE's to manage the implementation of the four CIPs identified above.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages
Do not fund Community Improvement Plans			Advantages: Business as usual; Disadvantage: lost opportunities for revitalization. Perception of having a plan without resources.
Fund Community Improvement Plans			Advantages: Creates investment environment; Disadvantages: Creates perception that City is subsidizing investment.

VI. Risks

Risks *(What are the risks of not implementing this change?)*

Erosion of public trust and confidence in CIPs. Certain elements of Council's Strategic Plan will not be realized.

Business Case for Service Level Change

Request/Project Name: Enhanced Winter Sidewalk Maintenance

Department: Infrastructure Services

Division: Roads and Transportation

I. Executive Summary

Overview of Proposal

Provide additional sidewalk plowing / sanding services. Please see Operations Committee report dated July 21, 2016 for details.

Service Level Impact

As noted in the Operations Committee report, staff provided four options including a status quo option. The options are; Option A - Status Quo; Option B - Maintain all Sidewalks on Priority Routes and Arterial Roads; Option C - Maintain One-side of all Two-sided Sidewalks; and Option D - Provide Winter Maintenance to all Sidewalks.

II. Background

Current Service Level (Describe the existing level of service provided)

The existing winter sidewalk snow plowing / sanding service level has us maintaining all sidewalks that were maintained prior to amalgamation. In actual length, we currently maintain 325 km's of the 440 km's of sidewalk in our City.

Drivers for Proposed Course of Action

Enhancing service levels for winter sidewalk maintenance will assist with achieving a number of strategic priorities including: making the City of Greater Sudbury more pedestrian friendly; making it easier for residents with disabilities to live more independently mobile life styles; working toward a balance of service standards across the City of Greater Sudbury; promoting a healthier life style; promotes the use of Greater Sudbury Transit services; and increases pedestrian safety.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

Due to budget constraints the status quo alternative is recommended at this time. If one of the enhancements contained within the report is selected (Option B, C or D), staff will investigate the most cost effective way to deliver the services within the approved additional budget allowance, including contracting in versus contracting out. The status quo is recommended at this time because the current service level offers a balance of Council's objective of providing year round pedestrian mobility with an emphasis on a healthy community, supporting alternative forms of transportation in a sustainable economic manner.

Urgency

Council requested this option as part of the 2017 Budget. If all or any part of the funding is not available in 2017, staff could create a plan to implement the changes over several years instead of one year.

How does this align with Council's Strategic Plan?

The enhancements contained within this business case align well with two of the four priorities identified in the current Corporate Strategic Plan, namely; Quality of Life and Place; and Sustainable Infrastructure. Specifically, the enhancements identified in the business case will positively impact the "Quality of Life and Place" by improving the health and well-being of youth, families and seniors with access to maintained sidewalks throughout the year. Furthermore, the enhancements identified in the business case will impact the "Sustainable Infrastructure" priority of our Corporate Strategic Plan by making sidewalks a part of quality multimodal transportation system maintained throughout the year.

IV. Impact Analysis

Qualitative Implications

Additional services will enhance quality of life and safety for residents of our community.

Quantifiable Implications - Revenue & Expenditures

Winter control operations is at capacity for the current defined service levels and geographic service areas. Additional resources will be required to meet an enhanced service level.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ -	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -

Implementation *(Likelihood; list any assumptions, constraints)*

If Council approves either Option B, C or D in the Operation Committee report, staff will endeavor to secure these services for the beginning of winter control 2017 - 2018 which is November 2017. Waiting until November 2017 will allow staff adequate time to evaluate the various options (contract in versus contract out), purchase equipment and hire staff as required.

Consequences *(What would be the negative results or drawbacks)*

Increasing the servicing area requires a proportional acceptance of increased risks associated with all winter control operations, and to a proportional extent and magnitude; such as risk of damaging private property in the process of plowing sidewalks.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

Alternative delivery models will be evaluated if Council approves additional funds for enhanced service. Staff would evaluate options for complimentary contracted in and contracted out services, such as combining additional winter sidewalk maintenance with other contracted winter maintenance.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

If Council approves additional winter sidewalk maintenance, there is insufficient capacity within existing resources. Significant increases in operational obligations for the Infrastructure Department will have impact on all support services departments; such as Finance, Human Resources, Legal and Risk Management.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages
Reference the Finance and Administration Committee report, "Sidewalk Winter Maintenance Report", dated September 20th, 2016			

VI. Risks

Risks *(What are the risks of not implementing this change?)*

The City operations already incorporates an extensive level of winter sidewalk maintenance. The risk in not enhancing the service at this time can be defined as a delay in achieving an enhanced quality of life and service across the entire City.

Business Case for Service Level Change

Request/Project Name: Large Spreader Laid Patches

Department: Infrastructure Services

Division: Roads Operations

I. Executive Summary

Overview of Proposal

The City's Operations Section uses the mill & pave program in two ways. That is, via contracted work (Large Spreader Patches) and internal work (small patch repair). Both methods are well established programs at the City. The contracted portion, also referred to as Large Spreader Laid Patches, has been previously utilized to remove dips, cracks and potholed areas on paved roads throughout the City. In recent years, a large proportion of available funds has been allocated to patch the arterial road network such as the Kingsway, Lasalle Blvd., Regent Street, Lorne Street, MR 55 & MR 80. These roads are heavily traversed and are difficult to pothole patch. Together with the severity of a given winter season, the Large Spreader Laid Patching program is indirectly proportional to winter pothole patching costs. That is, the more money spent to mill & pave poor sections of pavement in the summer results in less pothole patching, at that location, during the winter months. The program also minimizes traffic delays, improves vehicular ride quality and prolongs the life of the road. It is recommended that a one time funding of \$2,000,000 funded from the Roads Uncommitted Reserve be added to the 2017 Operating budget to continue the positive results yielded from the 2016 program.

Service Level Impact

Depending on the severity of a given winter season, a small mill & pave budget will yield a larger pothole patching cost. This is typically coupled with an inevitably high overall annual maintenance cost and weaker public opinion on the state of our roads. Although the proposed budget enhancement will keep road maintenance costs high, public opinion on the subject is likely to be positive. There will likely be a lessening of pothole related claims as well. Therefore, an overall positive impact to the current service level is expected if the budget option is accepted.

II. Background

Current Service Level (Describe the existing level of service provided)

The Operating Budget for mill & pave is presently \$691,510. This budget is utilized to contract Large Spreader Laid Patches that cannot be completed by City crews. The remaining pothole areas are patched using small contract and City crews as required.

Drivers for Proposed Course of Action

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input checked="" type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

A funding enhancement to the mill & pave program will be utilized to target the worst potholed areas of the roads network. This should yield less money being spent on winter pothole patching reduced traffic interruptions and reduced pothole related claims.

Urgency

As outlined in the 2012 KPMG Roads Financial Plan, the City's road network continues to deteriorate at a greater rate than it can be repaired with the current funding model. The mill & pave program will help balance the scales by focusing the requested funds to specific road segments with the greatest need for repair.

How does this align with Council's Strategic Plan?

The proposed mill & pave budget enhancement will satisfy two of the performance metrics identified in the 2015-2018 strategic plan which is to have better roads and increased Citizen satisfaction.

IV. Impact Analysis

Qualitative Implications

The mill & pave program helps focus available funds to specific areas of road repair. These areas are typically identified by the Road Superintendents that have an intimate knowledge of the problem areas throughout the City. By targeting the worst potholed areas of the road network, the Superintendents are able to reallocate City resources to activities other than pothole patching (i.e. winter ditching), avoid traffic interruptions and improve ride quality. Pothole related claims will likely be mitigated as well.

Quantifiable Implications - Revenue & Expenditures

There are no revenue sources anticipated for this program with the exception of this budget option. The overall benefit to the road networks pavement condition index will be measured in a positive way following completion of the work.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Roads Uncommitted	One-Time	Reserve	\$ (2,000,000.00)				
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ (2,000,000.00)	\$ -	\$ -	\$ -	\$ -
Total			\$ (2,000,000.00)	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Mill & Pave	One-Time	Reserve	\$ 2,000,000.00				
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ 2,000,000.00	\$ -	\$ -	\$ -	\$ -
Total			\$ 2,000,000.00	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ -	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -

Implementation *(Likelihood; list any assumptions, constraints)*

The Large Spreader Laid Patches contract is a well established program at the City. The contract is Tendered for summer work. It has been utilized to remove dips, cracks and potholed areas on paved surfaces throughout the City in years past. There are several paving contractors that have successfully completed this contract in years past. The City's inspection staff are well experienced in managing this contract as well. Hence, it is quite likely that this program will continue to be a success.

Consequences *(What would be the negative results or drawbacks)*

This program adds additional workload to the engineering division, which is already at capacity due to the extensive capital program for 2017. This workload issue is proposed to be managed with a complimentary proposal for supplemental engineering services. This program will also add to the temporary disruption to motorist to complete the construction work, however, this will also be offset by reduced traffic disruptions from pothole repairs.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

This program will have longer term benefits to a reduced pothole patching program for the areas defined as requiring extensive maintenance work.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

There are experienced local paving contractors and City inspectors capable of completing the contract portion of the mill & pave (Large Spreader Laid Patches) program. Therefore the capacity to complete the project on budget and in a timely fashion is expected. No impacts to other Departments is expected. This program will have a minor impact on engineering services which is mitigated by the complimentary proposal for supplemental engineering services staff.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages

VI. Risks

Risks *(What are the risks of not implementing this change?)*

Continued deterioration of the arterial road network is expected if the mill & pave program is not enhanced. Pothole patching costs will likely increase as will claims for pothole related damage if the current funding model is maintained. Traffic interruptions will also increase as a result of increased pothole patching requirements.

Business Case for Service Level Change

Request/Project Name: Technical Rescue Team

Department: Fire Services

Division: Career Operations

I. Executive Summary

Overview of Proposal

This budget enhancement seeks Council's approval to permanently increase our operating budget by \$20 000 to maintain the operation of a technical rescue team to enhance our current Water Technical Rescue capabilities to include Rope, Trench and Confined Space Technical Rescue.

Service Level Impact

The Greater Sudbury Fire Service currently offers Water Rescue as its only Technical Rescue skill. There has been a historical interest from Water/Waste Water to provide the additional services of Trench Rescue and Confined Space Rescue to support their operations. It is our understanding that W/WW has continuing difficulty in securing these services for its operations, despite an OH&S requirement to do so. Note that to provide these services, the GSFS must first acquire the skills of Rope Rescue, and apply them to the required rescue criteria.

II. Background

Current Service Level (Describe the existing level of service provided)

Currently the services noted are neither offered by the GSFS or supplied by contractors.

Drivers for Proposed Course of Action

As noted above, W/WW has historically required and requested this skill set of the GSFS, and it has not been offered. Also, our recent Risk Assessment associated with the Optimization Project has identified a significant risk in the community due to the extensive industrial operations in the GSFS response area.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

That Fire Services create, train, and maintain a Technical Rescue team which will offer the services of Rope, Confined Space, and Trench Rescue to augment our current service of Still Water, Swift Water, and Ice Rescue.

Urgency

The implementation of this service and the team to program to maintain it should be initiated as soon as possible. The implementation would take approximately a calendar year.

How does this align with Council's Strategic Plan?

This proposal aligns with Council's Strategic Plan in that it supports Responsible, Fiscally Prudent, Open Governance. It is the responsibility of Fire Service's Administration to research and identify mitigation services when gaps in service are identified which present a hazard to infrastructure and citizens of the community.

IV. Impact Analysis

Qualitative Implications

This proposal will improve the quality of the service delivery in the indicated areas.

Quantifiable Implications - Revenue & Expenditures

The on-going increase to the operating budget is for training hours to support the training requirements of a technical rescue team.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -				

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Tech Training - Wages	On-Going		\$ 20,000.00				
Benefits	On-Going		\$ 5,800.00				
	On-Going		\$ 25,800.00	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ 25,800.00	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
Training Hours	FIRE	On-Going		432				
		On-Going		432	-	-	-	-
		One-Time		-	-	-	-	-
Total				432	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ 25,800.00	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 25,800.00	\$ -	\$ -	\$ -	\$ -

Implementation (*Likelihood; list any assumptions, constraints*)

The request for service in this case was generated by W/WW. GSFS is the expected department of the city to offer these services, and failure to do so represents a current gap in our operations.

Consequences (*What would be the negative results or drawbacks*)

There would be no negative impacts for fire services if this proposal is approved.

Dependencies/Synergies (*Does the proposal depend on any other projects*)

It is GSFS' understanding that W/WW has set aside financial resources to assist GSFS in the establishment of this response capability. GSFS has developed this enhancement request based on the existence of the one-time funds being available for the start up expenditure required to develop the program, and equip the resultant team.

Capacity Impacts (*Is there enough capacity? Are other departments impacted?*)

This proposal would satisfy the initial request of W/WW for the Confined Space and Trench Rescue protection of the GSFS.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages
External Contracted Services	none	none	Significantly more costly; Lack of internal control; Service availability
Service not offered	none	none	Liability in these areas continue for W/WW and other commercial/industrial citizens

VI. Risks

Risks (*What are the risks of not implementing this change?*)

There currently exists a gap in services which is impacting W/WW and other contractors, commercial and industrial citizens of the city. This gap will remain in place in the absence of this enhancement.

Business Case for Service Level Change

Request/Project Name: Primary Healthcare Provider Recruitment and Retention Program Incentive Budget

Department: Economic Development

Division:

I. Executive Summary

Overview of Proposal

For 2017, Staff are recommending \$150,000 in one-time funding to continue the incentive component of the program. Since 2008, funding for the Primary Healthcare Provider incentives has been provided through one-time funding commitments from City Council. Each year, with the exception of the 2016 budget, a one-time funding request has been proposed based on the projections for the upcoming year. In 2016, funds that were collected from returned return of service agreements were used to fund the incentive component of the program. Since the program was launched in 2008, 72 family physicians and two nurse practitioners have been recruited to Greater Sudbury providing primary healthcare services to approximately 100,000 citizens of Greater Sudbury.

Service Level Impact

If funding is approved, the incentive component of the Primary Healthcare Provider Recruitment and Retention Program will continue to be offered in 2017. This includes the following incentives: City of Greater Sudbury Medical Student Bursary (\$20,000), Family Medicine Resident Return of Service Incentive (\$20,000), Return of Services in Outlying Communities (\$15,000), City of Lakes Family Health Team Incentive (\$10,000), Nurse Practitioner Incentive (\$4,000), and the Community Ambassadors Medical Student Bursary (\$1,000). Results could vary depending on the prospects decisions however could result in recruiting 6 new family physicians, providing incentive to one family physician to practice in an outlying community, provide incentive to one family physician to practice at the City of Lakes Family Health Team, recruit one Nurse Practitioner to practice at an NP led clinic located in an outlying community, and offer one Community Ambassadors Medical Student Bursary to a medical student studying at an Ontario Medical School (other than NOSM) with strong ties to Greater Sudbury. The impact of this one-time funding would result in approximately 8,200 citizens having regular access to a primary healthcare provider and would allow the recruitment program to keep up with the anticipated levels of attrition of 3-4 family physicians per year, which the community has experienced since 2007.

II. Background

Current Service Level (Describe the existing level of service provided)

Return of Service Incentives have been provided every year since 2008. In 2013, the previous Strategic Physician Recruitment and Retention Program was reviewed and a new strategy was created titled the Primary Healthcare Provider Recruitment and Retention Program which refocused on Council's original priority of ensuring that citizens have access to primary healthcare providers. This new program has resulted in a more efficient use of resources, reducing the amount of the return of service incentives by 50% per recruit while maintaining the momentum of the original program. Greater Sudbury is approaching a full complement of family physicians, yet a significant number of physician retirements are expected to occur in the next few years, reducing the number of primary care providers again. Currently out of 119 family physicians, 29 family physicians have over 30 years in practice so it is safe to assume that many of the physicians within this segment will be announcing retirements in the near future. It is important to note that family physicians who are retiring have patient rosters averaging 2,500+ patients while those starting practice are rostering between 1,000-1,500 patients.

Drivers for Proposed Course of Action

Since return of service incentives were incorporated into the recruitment strategy back in 2008, there is a demonstrated success in the use of such incentives. These incentives alone have enticed 65 of the 72 current family physician recruits. Incentives allow the City of Greater Sudbury to obtain an early commitment which provides the opportunity to forecast who will be starting in future years and begin linking them with vacancies which will be coming available at the time they complete their training.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input checked="" type="checkbox"/>	Investment in Project		

Recommendation (How/Why)

If the one-time funding request is approved, return of service incentives will be utilized in 2017 to gain commitments from primary healthcare providers. The return of service commitments will allow the City of Greater Sudbury to forecast who will be starting in future years, allowing the program to be proactive, working with physicians who plan to retire in future years and linking them up with those who have committed to begin practice in future years.

Urgency

All current incentive funding will be committed. Staff are currently in discussions with several individuals who are in the latter stages of their medical training and are interested in committing to the City of Greater Sudbury through a return of service incentive. With pending retirements anticipated over the next few years, the incentive funding would allow the City of Greater Sudbury to obtain commitments from these individuals, ensuring that the community maintains an adequate supply of primary healthcare providers.

How does this align with Council's Strategic Plan?

The Primary Healthcare Provider Recruitment and Retention Program aligns with two (Growth and Economic Development, Quality of Life and Place) of the four pillars contained with Council's Strategic Plan - Greater Together. In order to attract large employers, many consider the availability of primary healthcare providers while making decisions on potential locations to situate their operations. By ensuring an adequate level of primary healthcare services are in place, companies know that their future employees will have the care they would require. By recruiting primary healthcare providers to the community, the quality of life and place increases the health and well-being of our citizens. This budget enhancement also aligns with the Primary Healthcare Provider Recruitment and Retention Program (2013-2017) which was approved by Council in 2013

IV. Impact Analysis**Qualitative Implications**

This one-time funding will allow the City of Greater Sudbury to secure commitments from primary healthcare providers which will increase access to primary healthcare services to the citizens of Greater Sudbury. Results could vary depending on the prospects decisions however could result in recruiting 6 new family physicians, providing incentive to one family physician to practice in an outlying community, provide incentive to one family physician to practice at the City of Lakes Family Health Team, recruit one Nurse Practitioner to practice at an NP led clinic located in an outlying community, and offer one Community Ambassadors Medical Student Bursary to a medical student studying at an Ontario Medical School (other than NOSM) with strong ties to Greater Sudbury. The impact would result in approximately 8,200 citizens having regular access to a primary healthcare provider and would allow the recruitment program to keep up with the anticipated levels of attrition of 3-4 family physicians per year which the community has experienced since 2007.

Quantifiable Implications - Revenue & Expenditures

Only indirect revenue can be attributed to this proposed one-time investment of \$150,000

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -				

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Physician Recruitment	One-Time		\$ 150,000.00	\$ (150,000.00)			
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ 150,000.00	\$ (150,000.00)	\$ -	\$ -	\$ -
Total			\$ 150,000.00	\$ (150,000.00)	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ -	\$ -	\$ -	\$ -	\$ -
One-Time	\$ 150,000.00	\$ (150,000.00)	\$ -	\$ -	\$ -
Total	\$ 150,000.00	\$ (150,000.00)	\$ -	\$ -	\$ -

Implementation (Likelihood; list any assumptions, constraints)

If approved, funds will be utilized to secure commitments from future family physicians through the use of return of service agreements. At this time, discussions with several potential family physician recruits are taking place so the likelihood is high that the funding will be fully utilized for its intended use and that the forecasted outcome will be realized.

Consequences (What would be the negative results or drawbacks)

Cost of \$150,000 in one-time funding. Presumption that funding will continue to be made available, year after year.

Dependencies/Synergies (Does the proposal depend on any other projects)

Since 2008, recruitment activities undertaken by the City of Greater Sudbury have been broken down into two components (Ongoing Support and Marketing, Incentives). The ongoing support and marketing activities includes year-round staff support network to assist medical students/residents and physicians who are new to Greater Sudbury. Assistance is provided to support targeted groups in finding suitable accommodations, employment opportunities for spouses and schools/activities for their children. In addition, the network hosts events at various venues across the city to highlight the lifestyle opportunities available in our community. The support network is funded through the Physician Recruitment annual base budget, which has an allocation of \$36,365 in 2016. The incentive component which is funded through one-time funding commitments from City Council. The incentives allow the City of Greater Sudbury to secure commitments from prospects who are met through work being done in the ongoing support and marketing initiatives.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

In most cases, family physicians through partnerships with property owners or businesses, cover the cost of office set up so no further investments by the City of Greater Sudbury are required. There are however several turn-key clinics which have been set up throughout the community (Coniston, Capreol, Levack) and four sites of the City of Lakes Family Health Team (Val Caron, Walden, Pioneer Manor, Chelmsford). Many of these sites were set up sometime ago and are not a main focal point of the recruitment strategy which is in place. All these sites are funded under various budgets under Community Development with the exception of the turn-key practice space located within Coniston. The Coniston Medical Clinic which was set up back in 2002 is currently funded annually through a portion (\$24,633.60) of funds once allocated towards marketing of physician recruitment activities.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages

VI. Risks

Risks *(What are the risks of not implementing this change?)*

Risks associated with not proceeding with funding the incentive component of the program would be the loss of the ability to track new physicians and forecast future supply. Other municipalities are actively recruiting from the same pool of prospective recruits and are also using incentives to attract physician to their community. The following are some examples of what other communities currently offer: North Bay offers a total of \$50,000 plus up to \$4,000 moving expense reimbursement, Sault Ste. Marie offers \$20,000 based on the communities needs plus up to \$5,000 moving expense reimbursement, Blind River offers a \$100,000 interest free loan and \$15,000 relocation incentive, Hastings County (Belleville area) offers \$150,000.

Business Case for Service Level Change

Request/Project Name: Strategic Planning Studies

Department: Infrastructure **Division:** Planning Services

I. Executive Summary

Overview of Proposal

This business case proposes a \$268,487 increase in the Planning Services Division's (PSD) \$6,513 budget to fund statutory and strategic planning studies, consistent with the Corporate Strategic Plan, the Official Plan and the PSD's Strategic Business Plan. This includes statutory studies and plans such as the Official Plan, Zoning By-law and Community Improvement Plans, Development Charge By-law update any necessary background studies (e.g. population, household and employment projections). This also includes strategic studies such as the Nodes and Corridors Strategy, Urban Design Guidelines, Downtown Master Plan Update, Active Neighbourhood Plans, Archaeological Master Plan, etc. If this business case is approved, the PSD would consult with Planning Committee to identify the studies to be undertaken. The Division would report progress on approved studies to the Planning Committee. This would provide Planning Committee with an opportunity to play a larger, strategic, planning policy role on behalf of the Corporation. These funds could also be used to leverage external study/project grants, where possible.

Service Level Impact

This investment would expand the scope of planning services and provide greater certainty to the delivery of several strategic corporate documents.

II. Background

Current Service Level (Describe the existing level of service provided)

The PSD provides a range of planning services to the community. It creates and maintains statutory planning documents such as the Official Plan, Zoning By-law and Community Improvement Plans, including background studies. The PSD also creates and maintains strategic land use and design plans such as the Downtown Master Plan and Elgin Greenway Detailed Design. Historically, these projects were funded on a case by case basis using various mechanisms. The Official Plan, Zoning By-law and Official Plan Review Program were/are being funded from reserves set aside at amalgamation. Other projects are funded through a combination of contributions from other departments and grants from senior levels of government. Looking ahead, this model does not provide the certainty necessary to deliver some of the projects outlined in various strategic documents.

Drivers for Proposed Course of Action

1. Corporate Strategic Plan. 2. Official Plan. 3. Planning Services Division 5-Year Strategic Business Plan. 4. Age of current planning documents. 5. Legislative requirements/best practices to update documents.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

The Planning Services Division recommends that it's budget to undertake statutory and strategic planning policy/projects be increased to \$275,000 in order to provide greater certainty for the delivery of several corporate, strategic priorities.

Urgency

The Planning Services Division recommends that additional funds be set aside in 2017 to continue to advance several, strategic projects (e.g. Chelmsford Town Centre CIP, Urban Design Guidelines, etc.).

How does this align with Council's Strategic Plan?

This investment supports the delivery of Council's Strategic Plan.

IV. Impact Analysis

Qualitative Implications

This investment will allow the Planning Services Division to expand the scope of the strategic planning policy and project services that it provides, resulting in more timely and informed decision making in the short and medium term, and a stronger and healthier community in the long term.

Quantifiable Implications - Revenue & Expenditures

The proposed enhancement would see the annual budget for policy development and review increase from \$6,513 to \$275,000.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -				

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Policy Development	On-Going		\$ 275,000.00				
	On-Going		\$ 275,000.00	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ 275,000.00	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ 275,000.00	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 275,000.00	\$ -	\$ -	\$ -	\$ -

Implementation *(Likelihood; list any assumptions, constraints)*

Likelihood: High.
 Assumptions: None.
 Constraints: Staff resources required to oversee additional studies.

Consequences *(What would be the negative results or drawbacks)*

In some cases, strategic planning policy projects can result in recommendations for changes to standards and/or service levels.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

Dependencies/Synergies depends on the study undertaken.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

There is sufficient capacity within Planning Services to undertake such studies. The support resources required from other Divisions will vary, depending on the project.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages
Maintain existing policy planning funding levels.	None	None	No budgetary increase/Delivery of strategic priorities constrained.
Develop business cases for individual studies on an annual basis.	None	None	Each study could be examined on its own merit/projects and delivery of projects are less certain

VI. Risks

Risks *(What are the risks of not implementing this change?)*

Some of the priorities outlined in the Corporate Strategic Plan, Official Plan and Planning Services Division's 5-Year Strategic Business Plan would not be delivered in a timely and certain manner.

Business Case for Service Level Change

Request/Project Name: St. Gabriel Villa Conventional Transit Service

Department: Assets, Transit & Fleet

Division: Transit & Fleet

I. Executive Summary

Overview of Proposal

In March 2015, staff was asked to prepare a budget option for a one (1) year trial to provide direct conventional bus service to St. Gabriel's Villa. The option valued at approximately \$19,000 was approved and the trial service was implemented in June 2015, consisting of three trips to St Gabriel Villa per day, seven days a week. This trial period was funded by the Provincial Gas Tax. On July 11 2016, a report was presented to the Community Services Committee with ridership results based on Transit's service design standards. Staff's recommendation to the Committee was to discontinue the service due to low demand, and existing service delivery being offered. Staff was directed to sustain transit services to St. Gabriel's Villa until the end of 2016, and to prepare a business case with options to permanently add service for Council's consideration during the 2017 budget deliberations.

Service Level Impact

Service to St. Gabriel Villa is provided through the Conventional Transit System via a Trans-Cab transfer, and through Handi Transit. The request for direct Conventional Transit service (without Trans-Cab transfers) is under review. Three options are being presented; if approved, the option selected will result in a permanent increase to base service hours.

II. Background

Current Service Level (Describe the existing level of service provided)

Service to St. Gabriel Villa is provided through the Conventional system via a Trans-Cab transfer, and through Handi Transit. As a pilot project, service was extended to St. Gabriel Villa three times a day, seven days a week. In order to add future service directly with a Conventional bus, a base budget enhancement is required.

Drivers for Proposed Course of Action

The trial period and funding allocation for this project has come to an end in June 2016. Staff has been directed to extend the pilot program until the end of 2016 (unbudgeted) and provide various options on direct conventional service to St. Gabriel's Villa.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

Based on the passenger uptake for this service during the trial period, it is recommended that this service be discontinued. Further, it is recommended that transit staff provide travel training sessions to St. Gabriele Villa that provide direction on the Trans Cab and Handi Transit options for Villa passengers.

Urgency

Staff has been directed to provide Council with financial implications on various options which would continue the direct service to St. Gabriel's Villa with Conventional buses. The service provided since June 2016 is unbudgeted.

How does this align with Council's Strategic Plan?

This is a business decision as there other less expensive opportunities for Transit Service at St. Gabriel. (i.e. Trans Cab)

IV. Impact Analysis

Qualitative Implications

Staff has met with St. Gabriel Villa's management and will continue to do so in order to ensure that residents/staff are properly educated on the types of services available to them. It was agreed with St. Gabriel's Villa that a Travel Training session will be held at their location to ensure that their residents have all the necessary tools to navigate the Conventional Transit System, Trans-cab connection services and the Handi Transit System.

Quantifiable Implications - Revenue & Expenditures

Sudbury Transit Conventional Service performed 1092 trips during the one year trial, and 88 rides were recorded. The cost per ride for the year was \$214 per person. There are currently 120 active users registered on Handi Transit. During the trial period, 373 Handi Transit trips (one way) had a pick up location at St. Gabriel's Villa by individual users and 24 group outings occurred. No Trans-Cab trips were requested. The cost for a Handi Transit trip at this location is approximately \$50; Trans-Cab is \$1.90 per KM (\$2 per trip).

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -				

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Wages	On-Going	Tax Levy	\$ 14,127.75				
Benefits	On-Going	Tax Levy	\$ 4,709.25				
	On-Going		\$ 18,837.00	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ 18,837.00	\$ -	\$ -	\$ -	\$ -

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ 18,837.00	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 18,837.00	\$ -	\$ -	\$ -	\$ -

Implementation (*Likelihood; list any assumptions, constraints*)

The service is currently being extended beyond the trial period. Should the budget enhancement be approved, there will be no changes. If not approved, we will need to notify the public and give proper notice (2 weeks is recommended).

Consequences (*What would be the negative results or drawbacks*)

When a route deviates from its path, riders will experience longer ride times. As this change in service adds 15 minutes to the route, all riders experience an extension to their ride times and ridership may be lost due to the inconvenience. As service is being provided to St. Gabriel's Villa via Conventional Transit with a trans-cab connection, adding the service is considered to be doubling on service. That being said, should the service discontinue, persons who require an accessible vehicle will not have any other option than Handi Transit, as the Taxis are not accessible.

Dependencies/Synergies (*Does the proposal depend on any other projects*)

Sudbury Transit will be undertaking a Route Optimization Study, where all aspects of the service will be reviewed. The service delivery to this location will be reviewed and measured during this study to ensure proper service is being offered, whether this option is approved or deferred.

Capacity Impacts (*Is there enough capacity? Are other departments impacted?*)

There is enough capacity, and no other departments are impacted.

V. Alternatives**Alternatives Considered**

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages
Option 2	Add 2 trips per day, 7 days a week	\$12,558	Lower Cost/Frequency is low and becomes a less reliable service.
Option 3	Add 1 trips per day, 7 days a week	\$6,279	Lower Cost/Frequency is low and becomes a less reliable service.

VI. Risks**Risks** (*What are the risks of not implementing this change?*)

Although Conventional service with a Transcab connection and Handi Transit remain viable transportation options, St. Gabriel's Villa is the only Long Term Care facility without direct Conventional service due to its location being away from Transit Routes.

Business Case for Service Level Change

Request/Project Name: Free Transit Fare for Seniors on Monday

Department: Assets, Transit & Fleet **Division:** Transit & Fleet

I. Executive Summary

Overview of Proposal

In the 2016 budget process, Council approved an option to provide a pilot program to offer free transit and Handi Transit to seniors over the age of 65. The program was implemented and was provided from March 1st, 2016 to August 31, 2016. On September 27, 2016, Council approved the extension of the program until the end of 2016 and has directed staff to prepare a business case for budget enhancement to continue offering free Transit and Handi Transit on Mondays to seniors.

Service Level Impact

During the trial period, approximately 16,500 conventional rides and 2,350 handi transit rides have been recorded. The first three months averaged 2300 rides per month, and the last three months 3200 rides per month. The number of rides per month have ranged from 1240 in March to 3433 in August on the conventional service, and has averaged 390 rides per month on the specialized service. As the definition of seniors was changed from 55 to 65 during that same period, it is a challenge for staff to compare ridership against 2015 to measure the program's success in assessing incremental ridership. There is however an general increase in use of the incentive during the trial period itself, especially with the Conventional service.

II. Background

Current Service Level (Describe the existing level of service provided)

Seniors are offered a reduced rate on all fare media for all days of the week. The total discount towards fares for seniors is higher than average compared to other municipalities.

Drivers for Proposed Course of Action

The trial period will be extended until December 31, 2016. Council has directed staff to provide a business case for budget enhancement in order to review and make an informed decision regarding the impacts of continuing this fare incentive on a ongoing basis.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

<input checked="" type="checkbox"/>	Change to base operating budget	<input type="checkbox"/>	Change to base FTE allocation
<input type="checkbox"/>	Change to fees (unit price)	<input type="checkbox"/>	Change to revenues (volume change)
<input type="checkbox"/>	Investment in Project	<input type="checkbox"/>	

Recommendation (How/Why)

In order to continue the program and provide free Transit and Handi Transit services on Mondays to seniors, a permanent increase in base budget by \$100,000 is required.

Urgency

The trial period has been extended until December 31, 2016. Council has directed staff to provide a business case for budget enhancement in order to review and make an informed decision regarding the impacts of continuing this fare incentive on a ongoing basis.

How does this align with Council's Strategic Plan?

Modifies the Transit system with a focus on convenience for Seniors, reliability, as well as connecting neighbourhoods and communities.

IV. Impact Analysis

Qualitative Implications

Although these rides are increasing every month, staff cannot confirm that these rides are incremental and therefore "new" ridership.

Quantifiable Implications - Revenue & Expenditures

It is difficult to quantify if these rides are incremental as the definition of a senior changed during the same time frame. We cannot compare the success of the program to any known ridership group. The cost is estimated at \$1.70 per ride and should the usage remain the same, a budget enhancement of \$100,000 per year would be required to permanently provide free transit on Mondays.

Operating Revenues - Incremental

Detail

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Fare Incentive	On-Going	Tax Levy	\$ 100,000.00				
	On-Going		\$ 100,000.00	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ 100,000.00	\$ -	\$ -	\$ -	\$ -

Operating Expenditures - Incremental

Detail

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -				

FTE Table

Detail

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -
One-Time	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -

Implementation *(Likelihood; list any assumptions, constraints)*

The fare incentive is being extended until the end of 2016. Should the budget enhancement be approved, there will be no changes. If not approved, staff will need to notify the public.

Consequences *(What would be the negative results or drawbacks)*

Reviewing the impact this fare incentive has on ridership is challenging as there is no base to compare the trends.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

A number of travel training sessions to seniors will be offered to Long Term Care Facilities and any senior groups interested in receiving detailed information in a group setting. This program aims to familiarize seniors with the services offered and their travel options.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

There is enough capacity, and no other departments are impacted.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages

VI. Risks

Risks *(What are the risks of not implementing this change?)*

Losing gains in ridership in the Senior population.

Business Case for Service Level Change

Request/Project Name: Place des arts

Department: Economic Development

Division: Tourism & Culture

I. Executive Summary

Overview of Proposal

This proposal will outline the request to CGS for \$5M in capital funding for the Place des arts project, starting with a \$2M contribution in 2017. Place des Arts (PdA) is a multi-use arts and cultural space proposed for the downtown. This capital request of \$5M is also inclusive of any consideration under the financial incentives available through the Brownfield Strategy and Community Improvement Plan. Council's approval of a capital contribution would then trigger a transfer of land in 2018. The land is currently operated as a municipal parking lot, and its transfer to Place des arts would mean the loss approximately \$55,000 net revenue.

While not part of the 2017 business case, the proponent is seeking an operating subsidy of \$200,000 starting in 2020 in order to make the facility available for public use at accessible rental rates.

Service Level Impact

This project will require ongoing resources of staff time and expertise regarding ongoing site plan controls as design challenges are addressed, as well as staff resources to administer and manage potential funding agreements, annual reporting and monitoring to administer the relationship on behalf of the City. The project would also require a City staff person to act as liaison with the proponent and multiple CGS departments, entailing several hours of staff time dedicated to the project per month.

In return the community would have access to a multipurpose cultural centre, with rental opportunities and increased artistic and cultural programming and a resulting increase in local GDP. Facility-related services would be available in both French and English. The proponent expects to leverage municipal support for this project to obtain contributions from the provincial and federal governments.

II. Background

Current Service Level (Describe the existing level of service provided)

Economic Development staff currently provide ongoing services to the PdA organization related to previous funding and project support (e.g. funding provided through the GSDC); however, current service levels are relatively low since this facility does not yet exist and it is being proposed by an external organization that is undertaking the roles of project management and development of the centre.

Drivers for Proposed Course of Action

Following a facilitated session on April 26, 2016, Council prioritized Place des arts as one of four capital projects and directed staff to proceed with the recommended next steps. The September 13th Council report outlines how this project aligns with Council's Strategic Plan, as well as the Economic Development Strategic Plan, Cultural Plan, Downtown Master Plan and EarthCare's pillar on Active Transportation.

Additional information has been provided separately on the assessment of potential costs, benefits and outcomes of Place des arts, reflecting questions from Council.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

	Change to base operating budget		Change to base FTE allocation
	Change to fees (unit price)	X	Change to revenues (volume change)
X	Investment in Project		

Recommendation (How/Why)

As outlined in the September 13, 2016 report to Council, the recommendation is that Council provide capital funding to this project totalling \$5M over three years (\$2M in 2017, \$1M in 2018 and \$2M in 2019). A capital contribution would trigger the process to also transfer the municipal parking lot to Place des arts. To mitigate risks to the City there are several recommended conditions, including confirmation of funding from other levels of government and a funding agreement to outline ongoing deliverables and reporting requirements.

Place des arts has submitted a projected cash flow of the project costs and anticipated timing of funding confirmations. Staff recommends that the City's contribution be conditional on receiving positive indications of funding from the provincial on a year-by-year basis to accommodate project needs. Regular reporting would be required to ensure that the City's investments are sound and that the payment schedule is in line with funding progress at other levels.

Urgency

In order for Place des arts to be eligible for capital project funding from the provincial and federal governments, a commitment is needed from the City in the form of land and capital support. Timing is noteworthy in this project, particularly given the federal government's recent announcement that it will be investing an additional \$168.2 million within a two-year timeframe in cultural infrastructure through the Canada Cultural Spaces Fund, administered by Canadian Heritage. The implication of this federal announcement is that the City now has an opportunity to leverage these cultural infrastructure dollars to advance the Place des arts project.

How does this align with Council's Strategic Plan?

Growth and economic development - Place des arts would attract people downtown, increasing foot traffic for downtown businesses and overall attractiveness of the downtown core. The centre would also foster economic activity within the arts, diversifying the local economy;
 Responsible, fiscally prudent open government - Place des arts has been actively working with other organizations to leverage available resources, and has developed a comprehensive feasibility plan that has been reviewed and accepted by the GSDC Board of Directors;
 Quality of Life and Place - Programming available through Place des arts promotes a quality of life that attracts and retains youth, appeals to professionals, seniors and the community at large, providing a publicly accessible space for a variety of arts and community uses;
 Sustainable Infrastructure - Preliminary Place des arts building plans demonstrate a commitment to sustainable building practices.
 Place des arts also aligns with specific priorities outlined in Council-endorsed plans including the Downtown Master Plan, the Greater Sudbury Cultural Plan and From the Ground Up community economic development strategic plan.

IV. Impact Analysis**Qualitative Implications**

The Place des Arts facility would provide a new facility in a key location within downtown, assisting with downtown vibrancy/revitalization, providing a potential tourism draw, increasing downtown foot traffic to benefit of other downtown businesses, creating a destination attraction in the downtown core. Accessible to many user groups, PdA would represent the first multi-disciplinary professional arts centre in the city, potentially putting Greater Sudbury "on the map" within the region, province and nationally; this "marquee" facility located in the downtown may contribute to increased property values for other downtown properties.

Quantifiable Implications - Revenue & Expenditures

The PdA facility has the potential to contribute to positively increasing assessed values of downtown properties which could result in increased tax revenue from properties in close proximity. An assessment from MPAC would be required in order to determine the value of tax implications. Transfer of this parcel of land will result in a net loss of approximately \$55,000 per year in parking revenues.

Operating Revenues - Incremental**Detail**

Description	Duration	Revenue Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -				

Operating Expenditures - Incremental**Detail**

Description	Duration	Funding Source	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
Place des arts Grant	One-Time	Tax Levy	\$ 2,000,000.00	\$ (1,000,000.00)	\$ 1,000,000.00	\$ (2,000,000.00)	
	On-Going		\$ -	\$ -	\$ -	\$ -	\$ -
	One-Time		\$ 2,000,000.00	\$ (1,000,000.00)	\$ 1,000,000.00	\$ (2,000,000.00)	\$ -
Total			\$ 2,000,000.00	\$ (1,000,000.00)	\$ 1,000,000.00	\$ (2,000,000.00)	\$ -

FTE Table**Detail**

Position	Bargaining Unit	Duration	Full Time / Part Time	2017 (FTE #)	2018 (FTE #)	2019 (FTE #)	2020 (FTE #)	2021 (FTE #)
		On-Going		-	-	-	-	-
		One-Time		-	-	-	-	-
Total				-	-	-	-	-

Net Impact	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$
On-Going	\$ -	\$ -	\$ -	\$ -	\$ -
One-Time	\$ 2,000,000.00	\$ (1,000,000.00)	\$ 1,000,000.00	\$ (2,000,000.00)	\$ -
Total	\$ 2,000,000.00	\$ (1,000,000.00)	\$ 1,000,000.00	\$ (2,000,000.00)	\$ -

Implementation *(Likelihood; list any assumptions, constraints)*

Terms to consider for this project: 1. The City's contribution is conditional upon Place des arts receiving confirmation of funding from other levels of government; 2. Once the project is funded, staff are directed to initiate the process for declaring the public lot at the corner of Elgin and Larch Streets surplus in contemplation of its transfer to the Place des arts organization; 3. The financing plan consider the potential to disburse the capital funds over multiple periods in accordance with a schedule that aligns with project need and in consideration of the other municipal incentives that may be applicable; 4. The project scope remains as presented to City Council and reductions to the City's contribution are prompted if changes occur in the scope of the project of greater than \$2 million; 5. The finalized site plan and design includes solutions to address technical issues as identified during initial Site Plan Review pre-consultation; 6. Any funding approach incorporates regular performance reporting to City Council from Place des arts on key performance indicators that support assessment to determine whether community benefits are being delivered; and 7. The City's support would be governed by a Contribution Agreement that defines firm commitments and a timeline for Place des arts to establish the facility. Place des arts anticipates contributions from other funders would come in over multiple years from the provincial and federal governments as well as the proponent's capital fundraising campaign. Staff recommends that the City's contribution be conditional on receiving positive indications of funding from the provincial on a year-by-year basis to accommodate project needs. Regular reporting would be required to ensure that the City's investments are sound and that the payment schedule is in line with funding progress at other levels.

In the event that Council should approve the business case in the 2017 budget that will be presented for the combined grant of capital and land, the grant of the land will be addressed as follows: Council would be requested to declare the property surplus to the City's needs and to dispense with the provisions 2008-174, the City's Property Bylaw regarding disposition of a full marketability property. Council would also be presented with a by-law to authorize the gift of land to Place des arts.

Consequences *(What would be the negative results or drawbacks)*

If the capital contribution is approved to be funded on the taxation levy, the \$2 million contribution in 2017 will require an additional 0.8% tax increase over the base budget. The additional funds up to \$3 million of the requested capital contribution would be required to be funded in 2018 and 2019.

Once completed, the facility would require an additional municipal contribution of \$200,000 per year to fund ongoing operations, putting additional strain on municipal resources. This subsidy would contribute towards costs to operate the facility, for example utilities, box office, staffing, maintenance, upgrades, etc, thus making it available for public use at accessible rates.

This funding has potential to create a new precedence regarding municipal funding for capital and facility operations that may have impacts on future projects.

A loss of \$55,000 net parking revenue would need to be reflected in the 2018 budget as this space can no longer be utilized for parking.

Dependencies/Synergies *(Does the proposal depend on any other projects)*

The four capital projects prioritized by Council represent millions of dollars in funding contribution requested of the municipality, over and above the City's own capital and infrastructure investments required over the next several years. A contribution of \$5 million to the Place des arts project may prompt the deferral of the other three large capital projects or limit the extent of other investments towards these projects by the municipality. Despite a gap demonstrated in local performance venues in the 600-800-seat range, Place des arts has opted to plan for a smaller capacity to suit the needs of its core members and the organizations it has consulted with. This would not accommodate large conventions, for example. The development of Place des arts also depends heavily on the transfer of land owned by the City. This is a requirement for it to be eligible for funding at other levels of government.

Capacity Impacts *(Is there enough capacity? Are other departments impacted?)*

To advance this project additional City staff time would be required to work with Place des arts on an ongoing basis during pre-construction as well as during its operations. Reporting and ongoing monitoring of the project would be required in order to ensure that development is on track and meeting deliverables. Other departments would be affected, e.g.: parking loss, real estate transfer, planning considerations, financial implications, legal funding agreements, tax levy, etc.

V. Alternatives

Alternatives Considered

Solution Options	Operating Changes	Revenue Changes	Advantages/ Disadvantages
Lease agreement rather than transfer ownership of land	0	0	

VI. Risks

Risks (What are the risks of not implementing this change?)

Should Council decline this request, it would be very difficult for the project to proceed without municipal funding. The City may also risk reputational damage in declining the request, and the project may be viewed as a missed opportunity for the community if it did not proceed.

Place des arts – Additional information for 2017 Business Case

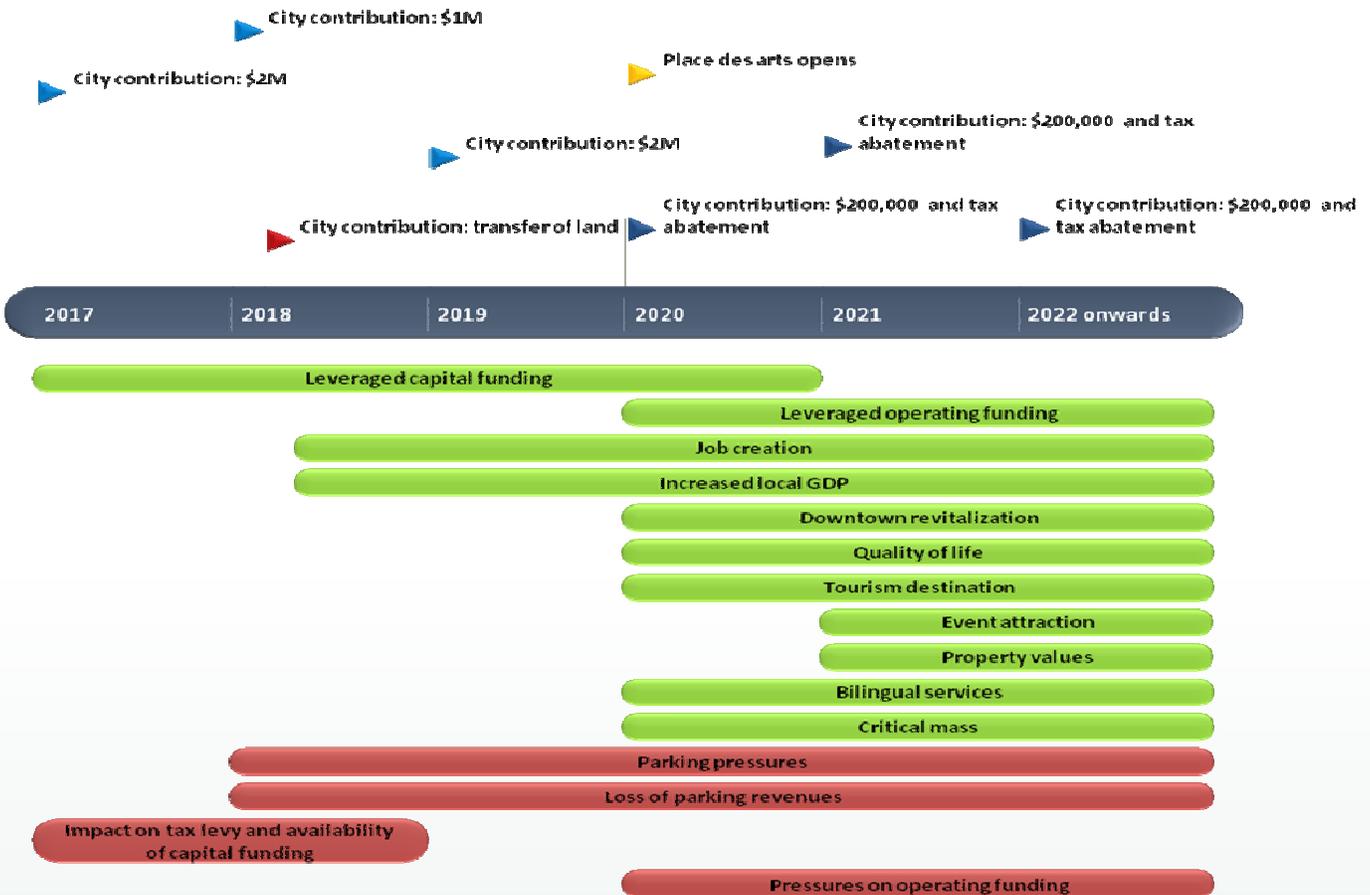
When assessing the costs and benefits of this type of centre it is important to take into account not only the economic impacts to communities, but also the social impacts. Some of these considerations can be measured clearly and quantitatively, while others are qualitative or take place over a longer period of time.

In the case of Place des arts the plans, studies and discussions to date have been detailed and have enabled staff to provide an overview for the purpose of this assessment. That said, there remains information that cannot be determined or measured at this time.

For example preparation of final site drawings are pending until Council has determined whether this project will proceed as planned. This means that currently an MPAC assessment has not been completed in order to determine the value of potential tax abatement.

The following graph outlines potential costs and benefits, however timelines are likely to fluctuate as the project progresses, so it should be used for illustration only.

Place des arts – Potential Costs and Benefits



Costs

Parking Pressures

The well-used parking lot being considered currently provides 60 parking spots on a pay-and-display basis. There are currently approximately 4,057 parking spots in the downtown core, and the lot in question represents 1.5% of available downtown parking.

Loss of Parking Revenue

Gross revenue for this lot was \$74,366 in 2015, with net revenues of approximately \$55,000. If the lot is used as the site of Place des arts, the remaining available downtown parking spaces would need to replace this net revenue to sustain parking operations at current levels.

Impact on Tax Levy

If the capital contribution is approved to be funded on the taxation levy, the \$2 million contribution in 2017 will require an additional 0.8% tax increase over the base budget.

Availability of Capital Funding

A contribution of \$5 million to the Place des arts project could limit the extent of municipal investments in other large projects.

Pressures on Operating Funding

Place des arts will be requesting funding for the building/facility operations specifically, over and above the approximately \$224,000 in funding already received by the ROCS members through the Greater Sudbury Arts & Culture Grant program, which assists those organizations with programming, promotions and other activities. Currently the total requests to the Operating Arts & Culture Grants from all applicants exceed available funding by an average of 39%.

Tax Abatement

If the organization meets the criteria outlined by the Property Tax Rebate Policy for Registered Charities, Place des arts may qualify for a rebate of at least 40 percent of the taxes payable by eligible charities occupying commercial or industrial property. The value of any resulting tax rebate depends on the assessed value determined by MPAC. Any abatement of taxes would be absorbed by other rate payers within the city.

Benefits

Downtown Revitalization

In terms of downtown revitalization, arts centres in other town centres are key focal points that broaden public access to local arts, and help to realize the economic potential of the local cultural sector. According to the Place des arts Feasibility Study, which included occupancy analysis and consultations with 15 user groups, the Place des arts facility could generate approximately 50,000 person-visits to the downtown core each year, with many people coming for evening performances and daytime programming. It is estimated that this level of visitation could result in an increase of GDP of \$1.7 million.

Property Values

The development of new cultural facilities can have a positive influence on property values, as well as on employment and change drivers. Key study findings indicate a pattern of growth in new businesses, retail sales, and property values aligning with positive trends in social indicators and attitudes around the cultural facilities. Having a destination of this type in the downtown has the potential to increase property values over time, which in turn would increase property tax revenues for the City of Greater Sudbury.

Bilingual Services

While the anchor tenants generally operate in French, Place des arts is committed to offering services in both French and English equally to the public. This includes box office and reservation systems, stewardship committees to engage the broader community, etc. Bilingual ticket purchasing is a service offered by few others in the community due to the significant resources it entails.

Leveraged Funding

Place des arts is requesting a capital contribution from the City that would total \$5,000,000 and the transfer of land towards a total construction budget of \$29,960,000. This implies that each \$1 spent by the City would leverage an additional \$5 from other sources towards the construction costs.

Job Creation

Place des arts operations would create ten new full-time jobs and several part-time positions. Aside from facility operations, Place des arts would support the retention of talent within the creative industries, creating an environment that supports these cultural workers.

Event Attraction

Place des arts, with its different options for space configuration, may present the opportunity to host new regional events that currently are not being attracted to the city. If successful this would generate a further positive economic impact for the city in the form of out-of-town visitation and business.

Tourism Destination

The arts attract tourism dollars. Public support of cultural tourism plays a critical role in community revitalization as well as the expansion of tourism. Place des arts would house a year round calendar of events that would contribute towards product and experience development. Place des arts expects to draw from the northeastern Ontario catchment area of 508,982 residents, of which 25% or 127,265 people self identify as Francophone.

Quality of Life

Cultural offerings enhance the market appeal of an area. The quality of a community's cultural infrastructure also has a direct impact on quality of life and therefore on the competitiveness of communities in attracting people and investment. The arts and cultural offerings of a region are often considered by companies and workers when deciding where to relocate. The programming through Place des arts will help to promote a quality of life that attracts and retains youth and also appeals to professionals, seniors and the community at large.







2017 **Capital**
Budget

Investment in Key Community Projects: Large Projects

In November 2015, City Council held a special Large Project input session to help set priorities and shape the future of our city. Stakeholders were invited to share information on key projects with significant impact on the community. Sixteen projects were presented and staff were directed to gather additional details about each of these proposals.

In April 2016, City Council reviewed the information provided by staff and endorsed four projects as worthy of further consideration. Staff were directed to proceed with the next steps outlined in the Council report. The four projects endorsed were:

1. Place des arts
2. Synergy Centre
3. Event Centre
4. Art Gallery of Sudbury/Library

The Chief Administrative Officer (CAO) has established a Steering Committee of senior staff to ensure City Council has sufficient, appropriate information to make decisions about the corporation's involvement in these four Large Projects. This committee includes:

- Ed Archer, CAO
- Ian Wood, Director of Economic Development
- Ron Henderson, General Manager of Assets, Transit and Fleet
- Catherine Matheson, General Manager of Community Development
- Tony Cecutti, General Manager of Infrastructure Services
- Ed Stankiewicz, Acting Chief Financial Officer, and
- Eliza Bennett, Manager of Corporate Communications and French Language Services

This team meets regularly to oversee and monitor the progress of the four Large Projects. Ian Wood continues to be the lead staff person for the Place des arts and Synergy Centre projects. Ron Henderson is the lead staff person for the Event Centre and Library/Art Gallery projects. They will liaise with key stakeholders to ensure the analysis required to assess the City's potential role is delivered and will manage details associated with completing the work. Each Steering Committee member will support them in these efforts by providing advice and feedback and ensuring the City will "clear a path" when required to make certain resources to complete the work are available in a timely manner.

1. Event Centre Project Update

Through a Request for Proposal (RFP) process, a consultant has been retained to help establish a detailed understanding of requirements for a new event centre, including scope, operational roles and the essentials of a business case. Staff are working with the consultant to shorten the timelines for this work and a more detailed report will be presented to City Council.

2. Public Library/Art Gallery Project Update

A Working Group, which includes key board and staff representatives from the Art Gallery of Sudbury and the Greater Sudbury Public Library, has been established. The objective of the Working Group is to advance the project as quickly as possible and determine whether or not alignment of vision exists between the two organizations. An RFP has been issued to secure the services of a Project Manager to assist the Working Group. The intent is to award the contract in November 2016 and immediately begin on a work program, which will include a review of existing reports, an industry scan, a feasibility and functional program for the joint project, site selection, a business plan and a capital budget.

3. Place des arts Project Update

As directed by City Council at its meeting of September 13, 2016, staff have prepared a Business Case as part of the 2017 Budget process, outlining a capital contribution for consideration, which can be found under the Business Cases tab of this document.

In addition, the Greater Sudbury Development Corporation (GSDC) Board has confirmed funding in the amount of \$64,100 for the next phase of pre-capital work on Place des arts, including governance, regional outreach and community engagement, commercial ventures development, and design and construction. This work is underway.

4. Synergy Centre Project Update

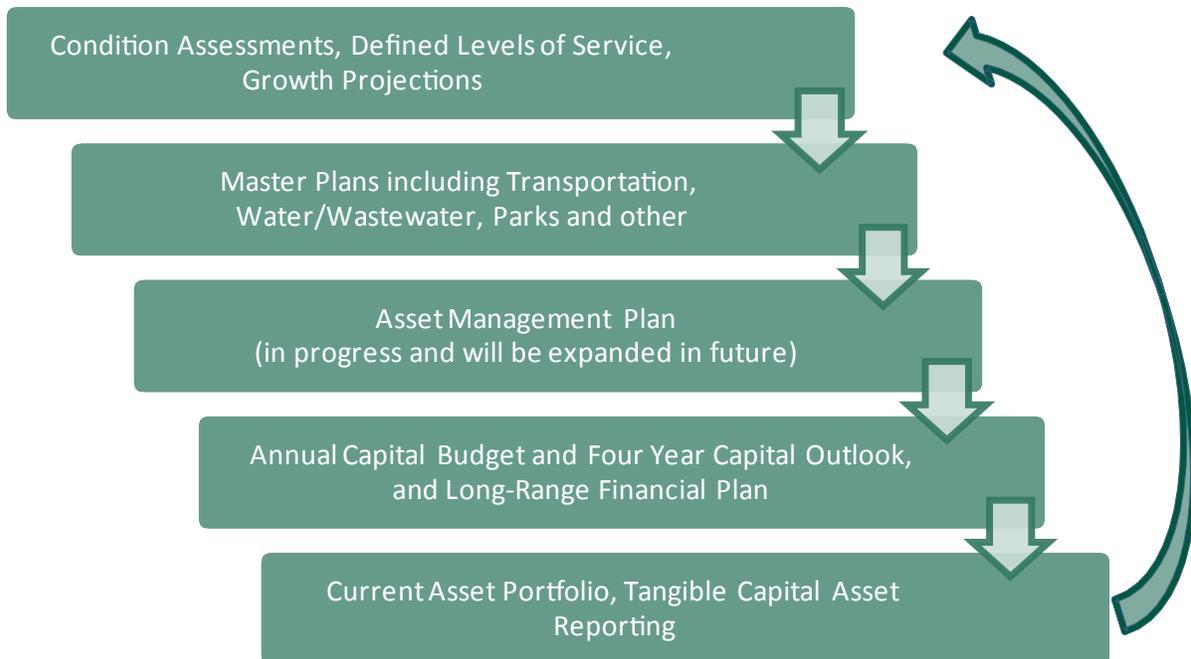
Staff and members of the GSDC Board are actively engaged with the project's proponents, the Synergy Centre Group and Sudbury Community Foundation, to assess and review current information, to secure broader support from community stakeholders and to establish a process to move the project forward on an accelerated timetable.

2017 to 2021 Capital Plan

The 2017 Capital Budget is \$229.7 million, compared to \$106.9 million in 2016. The 2017 Capital Budget addresses the City's most critical capital needs to support strategic business plans and address aging infrastructure and has increased in relation to government grants announcements for the City. The majority of the City's capital needs continue to be related to the replacement of existing infrastructure in the areas of roads, bridges, water/wastewater, facilities and fleet.

Asset Management Plan

The City is in the process of completing an asset management plan, which will be presented to Council on December 13, 2016. It will highlight the infrastructure deficit plans for areas including roads, water/wastewater, facilities, transit, landfills, fleet and more along with a proposed financing strategy.



The City will develop a formal asset management framework. There are key elements already in place, while others are still evolving or will begin in the future. This system will continually improve as critical information is collected and analyzed for decision-making purposes. The City has been working to increase investment in capital replacements, however, these resources will need to be further enhanced to address the large infrastructure deficit.

This planning framework begins with our current asset portfolio, with an estimated replacement value of over \$7 billion. This portfolio includes facilities, roads, water and wastewater infrastructure, parks and fleet. The City is behind in maintenance and renewal as a result of deferred replacement activities, as historically shown in the unfunded capital needs in the annual capital budget documents and previously stated infrastructure deficits. The City has been, and will continue to work on items relating to planning for capital assets that include:

- **Clearly Defined Levels of Service (LOS):** Asset planning needs to begin with objectives. These objectives guide our planning. For example, water service is planned based on a target water pressure. Higher levels of service will generally cost more to develop and maintain. Finding the right balance between affordability and levels of service requires an ongoing examination by City Council and residents.
- **Condition Assessments:** Provide an indication of the condition of the asset. The asset condition determines whether or not it can provide the level of service required. While some assets can be examined visually, others, such as water and sewer pipes, are difficult and costly to assess. However, without this information, it is impossible to develop a manageable and affordable renewal plan.
- **Growth Projections:** Asset planning must also take into consideration the requirements of new people moving into the city. Population growth requires the development of new assets based on the target level of service.
- **Master Plans:** For each asset class, the City has either developed or is developing a long-term plan using the information described above as the key inputs. These plans are generally over 20 years in scope and will describe investment, construction, and renewal plans for assets to maintain the target level of service.
- **Asset Management Plans:** Each of the master plans are consolidated and adjusted to ensure that over time, the required investment plan is manageable, feasible, and affordable. Peaks in one plan may require corresponding valleys in another plan to be adjusted so that they don't come at the same time.
- **Long-Range Financial Plan:** In addition to the Asset Management Plans, the City will develop 20 year assumptions regarding revenues and other sources of funding for the plan, as well as assumptions about the cost of operations. A long-term financial plan, which the City hopes to have completed by the first quarter of 2017, will provide guidance for making major decisions. We will be able to understand the impact of major financial investments on our capacity in future years and better determine the answers to significant planning and financial questions.

Highlights of 2017

Roads and Drains Capital Budget:

The Roads and Drains 2017 capital budget is approximately \$133.6 million and represents almost 58 % of the capital budget. This is significantly higher from the 2016 budget of \$41.4 million. The increase in the Roads capital budget shows the City is spending record level amounts to improve roads in our community. This is due, in part, to numerous grants and funding from senior levels of governments (\$73.7 million).

Maley Drive Extension:

Estimated cost: \$80.1 million

The Maley Drive Extension received \$26.7 million in funding from each of the federal and provincial governments. The City will fund the remaining \$26.7 million from previously approved funds committed to the project and future financing of \$10.5 million. The government funding for this project was approved in 2016 and construction work is already underway.

Four-laning of Municipal Road 35:

Estimated cost: \$33.2 million

This proposed project is to four-lane the remainder of MR35, which connects Sudbury with Chelmsford, Dowling, Levack and Onaping. The City will complete detailed engineering for this project during 2017 with the funds previously approved in the 2016 Capital Budget in order for this project to be eligible and shovel ready for construction in the next round of federal infrastructure funding application intake. This project also includes the rehabilitation of the existing two lanes as identified in the 2016 Capital Budget. Construction is proposed to begin during 2018, as shown in the 2018 Capital Outlook, with assumed funding from senior levels of government and the City obtaining external debt financing to fund its portion of the project.

Reconstruction of Lorne Street:

Estimated cost: \$24.9 million

This project will reconstruct the remaining part of Lorne Street in 2018. The City will complete the initial portion during 2017 based on the funds identified in the 2016 Capital Budget. Funds identified in the 2017 Capital Budget is to complete detailed design engineering so that this project is shovel ready for the next proposed round of federal infrastructure funding application intake. Construction is proposed to commence during 2018, as shown in the 2018 Capital Outlook, with assumed funding from senior levels of government and the City obtaining external debt financing to fund its portion of the project.

An increase in Ontario Community Infrastructure Funding from \$2.2 million in 2016, to \$4.3 million in 2017, will be used toward road improvements on MR 84 and MR 55.

Federal Gas Tax funds of \$8 million are being used to fund various arterial, collector and local roads and bridge improvements.

Funding of \$2.3 million from the Ministry of the Environment and Climate Change will complete several subwatershed studies. The funds must be spent and the studies complete by the end of March 2018.

A \$3.7 million portion of the Clean Water and Wastewater Fund will go toward culverts and stormwater projects. The remainder of the City's portion of the Clean Water and Wastewater Fund is shown within the Water and Wastewater capital budgets, which can be found in the Water/Wastewater tab of this document.

Water and Wastewater

The capital budget for Water and Wastewater is approximately \$56 million in 2017, compared to \$37 million in 2016. This increase is the result of:

A Clean Water and Wastewater Fund grant of \$6.7 million for Water and \$160,000 for Wastewater, which will fund various watermain and sewermain improvements in our community.

Internal financing of \$16.7 million for various Wastewater capital projects such as St. Charles Lift Station upgrades, Gatchell Outfall Sewer, Sudbury Wastewater Treatment Plant upgrades, and Lively Sanitary Sewer upgrades.

Capital envelopes include a higher allocation due to Council direction for a Water/Wastewater user fee increase of 7.4 % in 2017, in line with the long-term financial plan for this division.

For detailed financial information on Water/Wastewater please see the Water/Wastewater tab of this document.

Transit

The capital budget for Transit is \$10.7 million in 2017 compared to \$2.8 million in 2016.

This increase is the result of the City's allocation of \$5.3 million from the Public Transit Infrastructure Fund (PTIF). The PTIF funding allocated 50 % of project costs and is being used to accelerate the replacement of transit buses, transit ridership and maintenance software, roof replacement at the Transit/Fleet Garage and other facility replacement and improvement projects. The City is funding the remaining 50 % of these projects with \$1.4 million in Provincial Gas Tax funds, including internal financing being repaid with future Provincial Gas Tax funds of \$3.7 million, and funds from capital envelopes.

Fire

In 2016, Fire Services requested that a failing aerial truck be replaced before the end of its useful life. Council asked that this request be part of the 2017 budget process. As a result, this capital budget includes acquisition of an aerial truck to be funded from future capital envelopes for an estimated cost of \$1.4 million, including the estimated borrowing cost, to be repaid annually from 2018 to 2024.

Facilities

The capital budget for Facilities has decreased from \$5.6 million in 2016 to \$2.2 million in 2017. Capital projects in 2016 included Tom Davies Square Courtyard renovations, specifically, the replacement of the roof of the parking garage and landscaping. There are significant capital needs for replacements and improvements to various City facilities due to age, condition beyond useful life, and health and safety concerns. Insufficient funding is available for the repair and maintenance of these facilities and it is recommended that the potential additional capital levy of 1.5 %, or \$3.6 million, be allocated to the capital needs of various facilities used directly by citizens and to provide services to residents. These include public works depots, Fire/EMS stations, Tom Davies Square, arenas, libraries and many more.

Citizen and Leisure Services

The capital budget for Citizen and Leisure Services is \$4.6 million in 2017 compared to \$5.8 million in 2016. The significant projects planned for in 2017 include the remaining funds for the ski lift replacement at the Adanac Ski Hill, redevelopment of the St. Joseph's Hospital Parking Lot relating to Bell Park, as well as various facility improvements such as roof repairs at Mackenzie Library, and the Carmichael and Cambrian Arenas. These projects will improve key recreation assets for continued use and enjoyment by residents.

Health and Social Services

This capital budget is used for capital asset replacements and strategic priorities within Housing, Child Care, Social Services and Pioneer Manor. During 2017, approximately \$500,000 is allocated to Pioneer Manor, mainly for parking lot redevelopment in order for bed redevelopment construction to occur on existing parking lot as well as tubs and other medical/facility related equipment to maintain services to the residents of the long-term care facility. The remaining \$300,000 is allocated to Social Services mainly for renovating space in municipal facilities to create Community Hubs.

Fleet

The capital budget for Fleet is \$3.1 million in 2017 which is slightly higher than the 2016 budget of \$2.5 million. This capital budget is to replace aging vehicles and heavy equipment that are beyond its useful life. The increase in 2017 is mainly due to the timing of significant heavy equipment replacements including a total of four snow plows, as well as two garbage packers. These replacements are required in order to maintain service levels for winter road maintenance and waste collection.

Police Headquarter Renovations

The Greater Sudbury Police Services Board has approved a capital budget of \$18.1 million for renovations and additions to Police Headquarters and the Lionel E. Lalonde Centre. This capital project is recommended to be funded by transfers from the Police Capital Financing Reserve Fund, which includes previously approved funding, with the remaining \$14.5 million coming from external debt financing split over the next three years to 2019.

Financing Plan

Government Grants

The 2017 Capital Budget includes approximately \$89.2 million of federal and provincial grants. This includes \$15.6 million from ongoing Federal Gas Tax (\$9.9 million) and Provincial Gas Tax (\$1.4 million) funds, as well OCIF dollars (\$4.3 million). The amount of Provincial Gas Tax funds used in the capital budget varies year-to-year based on the Transit long-term financial plan. For 2017, it relates directly to partial funding of transit PTIF projects.

The significant one-time funding opportunities from senior levels of government are summarized in the chart below:

Government Grant	Capital Budget Area/Project	Amount
Build Canada Fund (Federal)	Roads – Maley Drive	\$26,700,000
Ministry of Economic Development, Employment and Infrastructure (Provincial)	Roads – Maley Drive	\$26,700,000
Ministry of Environment and Climate Change (Provincial)	Drains – Subwatershed Studies	\$2,300,000
Clean Water and Wastewater Fund (Federal and Provincial)	Roads and Drains – various culvert replacements and Facer Street Storm Water Outlet Treatment Station	\$3,735,000
Clean Water and Wastewater Fund (Federal and Provincial)	Water - various watermain replacements and watermain lining	\$6,657,750
Clean Water and Wastewater Fund (Federal and Provincial)	Wastewater – various sanitary sewer lining	\$157,500
Public Infrastructure Transit Fund (Federal)	Transit – bus replacements, Transit Garage facility replacements/improvements, Transit Terminal facility improvements, and various other transit related projects	\$5,311,500
Public Infrastructure Transit Fund (Federal)	Roads – pedestrian/transit related projects	\$2,000,000
Total One-Time Capital Funding		\$73,561,750

All of these one-time government grants require that the funds be spent by the end of March 2018, with the exception of the Maley Drive Extension. This means there will be a significant number of capital projects throughout 2017, which will create staffing and resource challenges because of the short time frames allocated. As a result, additional consultants and engineers may be hired to manage the high construction workload and will be funded from reserve funds based on the business case as included in the business cases section of this document.

Special Capital Levy of 1.5 %

The City's Long-Term Financial Plan recommends an annual increase in capital funding of 2.3 % of the previous year's property tax increase be adopted by Council to address the infrastructure deficit. As recently mentioned in the Long-Term Financial Plan Audit by the Auditor General's Office, previous City Council approved a separate capital levy for a few years during the mid 2000s, which was then offset by a permanent reduction in the capital envelopes in 2010.

Council has directed staff to provide options to move key projects forward with an additional capital levy of 1.5 %, which would equal an approximate \$3.6 million investment into our infrastructure. This amount could be used to fund specific projects during 2017, or be used as debt repayment to obtain up to \$50 million of external debt. The capital levy is meant to address the infrastructure deficit, including replacement of existing capital assets. Therefore it is recommended these additional funds be allocated to improve, rehabilitate and replace various facilities used by citizens and used to provide services to residents, as explained in the Facilities section above.

Recommended projects to be funded by the special capital levy

The following is a list of recommended projects with the applicable budget amounts.

Capital Project Description	Estimated Project Cost
Lionel E. Lalonde Centre – various projects such as additional coverage for the Building Automation System, as well as review/repairs/cladding for the exterior walls.	\$550,000
NorthWest Depot – investigate and repair structural issues at admin/garage building.	\$880,000
Tom Davies Square and Police Tower – Exterior Upgrades re: Phase 2 of Courtyard Improvements as well as interior finishes replacements.	\$1,920,000
Condition assessments for various facilities	\$250,000
Total	\$3,600,000

Approval for Internal Financing

Inclusive of the 2017 budget, it is recommended that expenditures totalling \$35.7 million be approved for spending from future year capital envelopes. These funds relate to the following projects and will be internally financed by borrowing from the capital fund and repaid through contributions from 2018 to 2025 capital envelopes as well as Provincial Gas Tax funds (Transit related projects):

Capital Budget Area/Project	Internal Financing Amount
Roads – Maley Drive	\$9,891,574
Roads – MR 15 Whitson River Bridges	\$2,230,000
Roads – Kingsway Sidewalk	\$1,350,000
Drains – Minnow Lake Stormwater Treatment Station	\$650,000
Wastewater – St. Charles Lift Station Upgrades	\$7,000,000
Wastewater – Gatchell Outfall Sewer	\$3,350,000
Wastewater – Sudbury WWTP Upgrades – Standby Power, Parking Lot, RV Dump Station	\$3,250,000
Wastewater – Lively Sanitary Sewer Upgrades	\$3,052,800
Fire – Aerial Fire Truck	\$1,196,673
Transit – Various PTIF related projects	\$3,738,129
Total Internal Financing in 2017 Capital Budget	\$35,709,176

External Debt Financing

The use of external debt financing has been considered and incorporated into the 2017 Capital Budget due to continuous low interest rates, coupled with the City's infrastructure deficit. In addition, another \$14.8 million in external debt is recommended within the Police Services capital budget for renovations and additions to the Police Headquarters and Lionel E. Lalonde Centre. Furthermore, the City will look to obtain external debt financing in 2018 to fund the City's proposed shares for MR 35 and Lorne Street in anticipation of proposed funding from senior levels of government.

Capital Budget Area/Project	External Debt Financing Amount
Police – Headquarter and LEL Centre Renovations (over 3 years to 2019)	\$14,800,000
Additional Capital Levy - Potential additional external debt for Facilities if additional capital levy of 1.5% is used to fund external debt repayments up to \$3.6 million (based on 20-year term and 3.5% interest rate)	Up to \$50,000,000
Place des Arts - Potential grant contribution for their capital projects	\$5,000,000
Total Potential External Debt Financing	\$14.8 million to \$69.8 million (depending on portion of additional capital levy allocated to external debt)

Please note that detailed financial information on Water/Wastewater can be found at the Water/Wastewater tab of this document.

2017 CAPITAL BUDGET - BY DIVISION/AREA

Department	Capital Envelope	Reserves Capital	Reserves Obligatory ¹	Government Funding ²	Financing Future Years ³	External Debt Financing	Third Party Recoveries	TOTAL	2016 Approved Capital Budget
Infrastructure Services									
Roads	\$ 26,531,055	\$ 18,384,029	\$ 850,000	\$ 73,689,999	\$ 14,121,574	\$ -	\$ -	\$ 133,576,657	\$ 41,372,997
Water	\$ 15,948,771	\$ 470,000	\$ -	\$ 6,657,750	\$ -	\$ -	\$ -	\$ 23,076,521	\$ 15,284,253
Wastewater	\$ 12,353,954	\$ 1,973,341	\$ -	\$ 2,117,500	\$ 16,652,800	\$ -	\$ -	\$ 33,097,595	\$ 22,188,190
Environmental Services	\$ 980,326	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 980,326	\$ 1,106,625
Planning	\$ 126,866	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 236,866	\$ 124,378
Growth Related Projects	\$ 220,943	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 220,943	\$ 216,611
	\$ 56,161,915	\$ 20,937,370	\$ 850,000	\$ 82,465,249	\$ 30,774,374	\$ -	\$ -	\$ 191,188,908	\$ 79,952,065
Community Development									
Citizen & Leisure Services	\$ 3,787,072	\$ 540,000	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 4,552,072	\$ 5,835,826
Health & Social Services	\$ 807,328	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 807,328	\$ 914,498
Healthy Communities Initiatives	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ 600,000
	\$ 5,194,400	\$ 540,000	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 5,959,400	\$ 7,350,324
Assets, Transit and Fleet									
Facilities (excl. Citizen & Leisure)	\$ 1,625,060	\$ 610,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,235,060	\$ 5,615,000
199 Larch	\$ -	\$ 1,085,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,085,000	\$ 1,500,000
Parking	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
Transit	\$ 117,830	\$ 115,835	\$ -	\$ 6,746,206	\$ 3,738,129	\$ -	\$ -	\$ 10,718,000	\$ 2,815,615
Fleet	\$ -	\$ 3,132,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,132,000	\$ 2,485,327
	\$ 1,742,890	\$ 5,042,835	\$ -	\$ 6,746,206	\$ 3,738,129	\$ -	\$ -	\$ 17,270,060	\$ 18,951,768
Emergency Services									
Fire	\$ 1,281,036	\$ -	\$ -	\$ -	\$ 1,196,673	\$ -	\$ -	\$ 2,477,709	\$ 1,255,918
EMS	\$ -	\$ 988,679	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 988,679	\$ 1,415,104
Emergency Management	\$ 11,268	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,268	\$ 11,047
CLELC	\$ 442,491	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 442,491	\$ 442,270
	\$ 1,734,795	\$ 988,679	\$ -	\$ -	\$ 1,196,673	\$ -	\$ -	\$ 3,920,147	\$ 4,038,837
Administrative Services									
Information Technology	\$ 236,630	\$ 253,370	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 490,000	\$ 795,000
Administration	\$ 140,853	\$ 31,143	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 171,996	\$ 138,091
Corporate Infrastructure	\$ 108,499	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 108,499	\$ 106,371
ERP Peoplesoft Projects	\$ 104,040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 104,040	\$ 102,000
	\$ 590,022	\$ 284,513	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 874,535	\$ 1,141,462
Police Services									
Police	\$ -	\$ 4,888,271	\$ -	\$ -	\$ -	\$ -	\$ 4,610,974	\$ 9,499,245	\$ 1,312,948
Communications Infrastructure	\$ -	\$ 950,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 950,640	\$ 1,155,640
	\$ -	\$ 5,838,911	\$ -	\$ -	\$ -	\$ -	\$ 4,610,974	\$ 10,449,885	\$ 2,468,588
	\$ 65,424,022	\$ 33,632,308	\$ 1,075,000	\$ 89,211,455	\$ 35,709,176	\$ 4,610,974	\$ -	\$ 229,662,935	\$ 106,893,709
	\$ 60,892,477	\$ 19,116,905	\$ 1,205,000	\$ 14,891,327	\$ 10,405,000	\$ 10,405,002	\$ 383,000	\$ 106,893,709	

Notes:

- The 2017 Capital Budget includes funding from Development Charges to partially fund debt repayments for Gerry McCrory Countryside Arena and South Branch Library for a total of \$225,000. It also includes funding from subdivision asphalt developer deposits for a total of \$850,000.
- Government Funding includes Federal Gas Taxes of \$9,945,680, Provincial Gas Taxes of \$1,434,706, Public Transit Infrastructure Fund of \$7,311,500, Ontario Community Infrastructure Fund (OCIF) grant of \$4,269,319, Ministry of the Environment and Climate Change of \$2,300,000, Provincial and Federal funding for Maley Drive for \$53,400,000 and Clean Water Wastewater Fund of \$10,550,250.
- The 2017 Capital Budget requires the approval to spend \$35.7 million which will be borrowed from the capital fund and repaid from future year capital envelopes and Provincial Gas Tax funds and wastewater user fees.
- This Capital Budget includes an estimate for incremental operating costs of approximately \$50,000 which will be included in future operating budgets when asset is in operation.
- Refer to Water/Wastewater section for additional details of capital budget.

Roads / Drainage Summary

CATEGORY DESCRIPTION <i>(For detailed project listing see attached)</i>	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Roads					
Arterials - New Construction/Widening/Intersection Improvements	\$ 84,500,000	\$ 35,689,446	\$ 2,500,000	\$ 5,000,000	\$ 5,000,000
Arterial - Collector Roads	\$ 15,820,000	\$ 36,601,188	\$ 18,181,011	\$ 16,035,011	\$ 15,645,011
Local Roads	\$ 4,540,000	\$ 4,021,698	\$ 4,275,000	\$ 3,825,000	\$ 4,505,000
Bridges/Culverts	\$ 10,575,000	\$ 7,155,000	\$ 6,775,000	\$ 8,000,000	\$ 8,000,000
Streetlighting	\$ 330,000	\$ 350,000	\$ 370,000	\$ 370,000	\$ 370,000
Traffic - New Lights	\$ 277,500	\$ 400,000	\$ 400,000	\$ 500,000	\$ 500,000
Cycling Infrastructure	\$ 1,295,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Sidewalk/Curb	\$ 3,200,000	\$ 500,000	\$ 600,000	\$ 600,000	\$ 600,000
Surface Treatment	\$ 1,276,000	\$ 1,200,000	\$ 1,200,000	\$ 1,300,000	\$ 1,300,000
Other Road Programs/Projects	\$ 4,245,457	\$ 4,207,265	\$ 5,067,396	\$ 4,242,554	\$ 4,466,85
Total Roads	\$ 126,058,957	\$ 90,924,597	\$ 40,168,407	\$ 40,672,565	\$ 41,186,86
Drainage					
Previous Council Approvals	\$ 650,000	\$ 400,000	\$ 400,000	\$ -	\$ -
Municipal Drainage & Stormwater Management	\$ 6,867,700	\$ 1,864,000	\$ 1,961,300	\$ 2,709,200	\$ 2,758,000
Total Municipal Drainage & Stormwater Management	\$ 7,517,700	\$ 2,264,000	\$ 2,361,300	\$ 2,709,200	\$ 2,758,000
PROJECT COSTS	\$ 133,576,657	\$ 93,188,597	\$ 42,529,707	\$ 43,381,765	\$ 43,944,86
PROJECT FINANCING					
Reserves: Capital Roads	\$ (17,884,029)	\$ -	\$ -	\$ -	\$ -
Reserves: Capital Drainage	\$ (500,000)	\$ -	\$ -	\$ -	\$ -
Reserves: Obligatory (Subdivision Asphalt)	\$ (850,000)	\$ (850,000)	\$ (850,000)	\$ (850,000)	\$ (850,000)
Reserves: Obligatory - Federal Gas Tax	\$ (7,985,680)	\$ (8,449,758)	\$ (8,449,758)	\$ (8,449,758)	\$ (8,449,758)
Capital Envelopes: Future Years Financing	\$ (14,121,574)	\$ 4,864,697	\$ 2,584,697	\$ 2,284,697	\$ 2,284,697
External Debt Financing	\$ -	\$ (13,279,360)	\$ 1,054,181	\$ 1,054,181	\$ 1,054,181
Government Grants: Ontario Community Infrastructure Fund (OCIF)	\$ (4,269,319)	\$ (6,045,418)	\$ (9,265,917)	\$ (9,265,917)	\$ (9,265,917)
Government Grants: Ministry of the Environment and Climate Change	\$ (2,300,000)	\$ -	\$ -	\$ -	\$ -
Government Grants: Clean Water and Wastewater Fund	\$ (3,735,000)	\$ -	\$ -	\$ -	\$ -
Government Grants: Federal and Provincial Funding for Maley Drive	\$ (53,400,000)	\$ -	\$ -	\$ -	\$ -
Government Grants: Federal and Provincial Funding for MR35	\$ -	\$ (25,792,964)	\$ -	\$ -	\$ -
Government Grants: Federal and Provincial Funding for Lorne	\$ -	\$ (16,574,118)	\$ -	\$ -	\$ -
Government Grants: Public Transit Infrastructure Funding (PTIF)	\$ (2,000,000)	\$ -	\$ -	\$ -	\$ -
Third Party Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL ENVELOPE (Tax Levy)	\$ 26,531,055	\$ 27,061,676	\$ 27,602,910	\$ 28,154,968	\$ 28,718,06

Priority Setting:
 To determine projects in the first four (4) Product Categories (Major Roads, Minor Roads, New Roads, and Bridge Rehabilitation), an Overall Condition Index (OCI) criteria is utilized. The following criteria are used to develop the OCI:
 a) Condition Rating/Cost Benefit: Roads are physically examined for structural condition, ride smoothness, truck traffic, traffic volumes and drainage. A computerized Pavement Management System (Deighton), which generates recommended rehabilitation strategies and costs by road classification and at pre-established budget scenarios is one of the tools used to develop the OCI.
 b) Safety: Are there any safety concerns that a project will solve.
 c) Associated with Water/Wastewater Projects: Where water/wastewater construction or rehabilitation is required, the road will be restored/upgraded if warranted.
 d) Economic Development Opportunity: Site specific in conjunction with proposed development (commercial and/or residential).
 e) Environment and Traffic Congestion Issues: It has been demonstrated that reducing bottlenecks and resulting idling can reduce carbon monoxide and carbon dioxide between 50% and 80%.

Roads Detail

PROJECT DESCRIPTION

PROJECT TYPE
R (Renewal)
E (Expansion)

		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Arterials - New Construction/Widening/Intersection Improvements						
Maley Drive	E	\$ 80,100,000				
Funding from Future Years Envelopes (2018-2022)		\$ (9,891,574)	\$ 2,284,697	\$ 2,284,697	\$ 2,284,697	\$ 2,284,697
Maley Drive Financing in Current Year		\$ 2,284,697 ^{1,6}	\$ 2,284,697	\$ 2,284,697	\$ 2,284,697	\$ 2,284,697
MR35 from Highway 144 to Notre Dame East	E		\$ 33,189,446			
Funding from External Debt Financing (2019-2038)			\$ (6,899,322)			
MR35 from Highway 144 to Notre Dame East - Financing in Current Year			\$ 497,160 ⁷	\$ 497,160	\$ 497,160	\$ 497,160
Barry Downe from Kingsway to Westmount	E	\$ 4,400,000				
College Street Underpass	E		\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000
Various Arterial Roads	E					
SUBTOTAL Arterials - New Construction/Widening/Intersection Improvements		\$ 84,500,000	\$ 35,689,446	\$ 2,500,000	\$ 2,500,000	\$ 5,000,000
Arterial - Collector Roads						
MR 15 from 400 m West of Belisle Drive to 1.8 km West of Martin Road	R	\$ 4,350,000 ³				
MR 84 from Capreol Lake Road to Suez Drive	R	\$ 3,300,000 ⁵				
Old Hwy 17 (MR 55) from McCharles Lake Road to 1.75km West	R	\$ 2,565,000 ⁵				
Kelly Lake Road from Lorne Street to Junction Creek Bridge	R	\$ 2,000,000 ³				
Lorne Street / MR55 - Detailed Design Engineering	R	\$ 1,300,000 ¹				
Power Street from MR 55 to Collins Drive	R	\$ 830,000 ³				
Westmount Avenue from Barry Downe Road to Athlee Avenue	R	\$ 600,000 ⁹				
Second Avenue from Donna Drive to Kenwood Street	R	\$ 500,000				
Marier Street from MR 35 to Notre Dame Street	R	\$ 375,000 ³				
Lorne Street and MR 55 from Elm Street to Power Street	R	\$ 24,861,177	\$ (7,730,038) ⁸	\$ 557,021	\$ 557,021	\$ 557,021
Funding from External Debt Financing (2019-2038)			\$ 557,021	\$ 557,021	\$ 557,021	\$ 557,021
Lorne Street and MR 55 from Elm Street to Power Street - Financing in Current Year			\$ 557,021	\$ 557,021	\$ 557,021	\$ 557,021
Dominion Drive from Elmview Drive to MR 80	R		\$ 2,245,000			
Beatty Street from Froot Road to Elm Street	R		\$ 1,500,000			
Elm Street from Ethelbert Street to Big Nickel Mine Road	R		\$ 1,325,000			
Athlee Avenue from Gemmill Street to LaSalle Boulevard	R		\$ 1,200,000			
Kelly Lake Road from Copper Street to Junction Creek Bridge	R		\$ 900,000			
Brookside Road from Errington Avenue to St. Onge Street	R		\$ 490,000			
Elm Street from Froot Road to Elgin Street	R		\$ 265,000			
Auger Avenue from Hawthorne Drive to Falconbridge Highway	R			\$ 1,025,000		
Ramps from Big Nickel Road to Lorne Street	R			\$ 3,380,000		
Kingsway from Barry Downe Road to Falconbridge Highway	R			\$ 2,720,000		
MR 55 from MR 24 to Eve Street	R			\$ 1,970,000		
Bancroft Drive from Bellevue Avenue to First Avenue	R			\$ 1,346,000		
Hill Street from Hwy 17 to 0.9 km South	R			\$ 1,200,000		
York Street from Regent Street to Paris Street	R			\$ 1,000,000		
Walford Road from Regent Street to Paris Street	R			\$ 990,000		
Main Street East from MR 15 to Railway Tracks	R			\$ 760,000		
Brady Street from Minto Street to Shaughnessy Street	R			\$ 620,000		
Dell Street from Morin Avenue to Snowden Avenue	R			\$ 515,000		
Melvin Avenue from Kathleen Street to Mabel Street	R			\$ 485,000		
MR 24 from Caverzan Drive to CPR Tracks	R			\$ 200,000		
MR 15 from Belisle Street to 2.2km West	R			\$	\$ 2,170,000	

Roads Detail

PROJECT DESCRIPTION

PROJECT TYPE

PROJECT DESCRIPTION	PROJECT TYPE	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
MR 15 from 5.2 km west of Martin Road to 7.6km west of Martin Road	R				\$ 2,530,000	
Notre Dame Avenue from Wilma Avenue to 0.6 km North of Cambrian Heights Drive	R				\$ 1,560,000	
Valleyview Road from Martin Road to Evans Road	R				\$ 1,430,000	
MR 84 from Cote Blvd to Linden Drive	R			\$ 1,970,011	\$ 7,145,011	\$ 15,645,011
Various Arterial and Collector Roads-Removal/Replacement/Rehabilitation	R		\$ 2,465,011	\$ 1,970,011	\$ 7,145,011	\$ 15,645,011
SUBTOTAL Arterial - Collector Roads		\$ 15,820,000	\$ 35,251,188	\$ 18,181,011	\$ 16,035,011	\$ 15,645,011
Local Roads						
First Avenue from Balsam Street to 0.5 km South	R	\$ 725,000 ³				
Minto Street from Larch Street to Elgin Street	R	\$ 590,000 ³				
Crescent Avenue from Young Street to Dennie Street	R	\$ 450,000 ³				
Hesta Street from Arlington Drive to Riverside Drive	R	\$ 357,000 ³				
Birch Street Subdivision (Azilda) - Donald Street from Maple Street to Oak Street	R	\$ 320,000				
Mary Street from Desmorest Street to Gutcher Avenue	R	\$ 300,000				
Talon Street from Will Street to Josephine Street	R	\$ 230,000				
Birch Street Subdivision (Azilda) - Donald Street	R	\$ 200,000				
Glendale Court from Flake Street W to Flake Street East	R	\$ 195,000				
Traffic Calming	N	\$ 170,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
Carmen Street from LaSalle Boulevard to 0.4 km South	R	\$ 170,000				
Trembley Street from Laval Street to Talon Street	R	\$ 170,000				
Gregg Lane from Martindale Road to Gino Street	R	\$ 155,000				
Birch Street Subdivision (Azilda) - Oak Street	R	\$ 120,000				
Northway Avenue from LaSalle Boulevard to Palisade Place	R	\$ 118,000				
Birch Street Subdivision (Azilda) - Cedar Street	R	\$ 100,000				
Rita Street from Wilfred Street to 0.1 km East	R	\$ 90,000				
Bethune Avenue from Randolph Street to Richard Street	R	\$ 80,000				
Danforth Avenue from Fielding Street to Barrington Street	R					
Creighton Road from School Street to Godfrey Drive	R		\$ 680,000			
O'Neil Drive East from Penman Avenue to Margaret Street South	R		\$ 445,000			
Straithmere Court from Robinson Drive E to Robinson Dr W	R		\$ 310,000			
Leonard Street from Hwy 144 to North End	R		\$ 300,000			
Field Street from Algonquin Road to Larchwood Drive	R		\$ 285,000			
Bonin Street from Fire Route T to Montee Principal	R		\$ 240,000			
Lillian Street from Dominion Drive to 0.5 km North	R		\$ 220,000			
McAllister Avenue from Lasalle Blvd to South End	R		\$ 205,000			
Loach's Road from Eden Point Drive to Cerelli Court	R		\$ 165,000			
Various Local Roads	R		\$ 716,698	\$ 4,100,000	\$ 3,650,000	\$ 4,330,000
SUBTOTAL Local Roads		\$ 4,540,000	\$ 4,021,698	\$ 4,275,000	\$ 3,825,000	\$ 4,505,000

Roads Detail

PROJECT DESCRIPTION

PROJECT TYPE

		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
	R (Renewal)					
	E (Expansion)					
	N (New)					
Bridges/Culverts						
Various Bridge / Culvert Repairs	R	\$ 2,480,000 ⁴	\$ 1,500,000	\$ 1,500,000	\$ 3,000,000	\$ 8,000,000
MR 15 - Whitson River Bridges	R	\$ 2,230,000				
Funding from Future Years Envelopes (2018)		\$ (2,230,000)	\$ 2,230,000			
MR 15 - Whitson River Bridges Financing in Current Year		\$ -	\$ 2,230,000			
Junction Creek Bridge (Kelly Lake Road)	R	\$ 2,000,000 ³				
Mikkola Road Bridge	R	\$ 1,020,000 ³				
MR 55 - CPR Overhead Bridge (Westbound)	R	\$ 1,020,000 ³				
Garson Coniston Road Bridge	R	\$ 550,000 ³				
Nickel Basin Road Culvert	R	\$ 500,000 ⁴				
CNR Overpass (Falconbridge Road)	R	\$ 450,000 ³				
Old Soo Road Culvert	R	\$ 225,000				
Bowland Bay Road Bridge	R	\$ 100,000				
MR55 - Vermilion River Bridge	R		\$ 2,000,000			
Douglas Street Bridge	R		\$ 1,640,000			
Ironside Lake Road Bridge	R		\$ 915,000			
Allan Street Bridge	R		\$ 900,000			
Bridge Inspections / Evaluations	R		\$ 200,000	\$ 200,000		
Vermilion River Bridge (Moose Mountain)	R			\$ 2,400,000		
Old Soo Road Bridge	R			\$ 1,050,000		
William Avenue Bridge	R			\$ 700,000		
Frappier Road Bridge	R			\$ 675,000		
Fielding Road Bridge	R			\$ 450,000		
Kalimo Road Bridge	R				\$ 2,600,000	
Spanish River Bridge	R				\$ 2,200,000	
SUBTOTAL Bridges/Culverts		\$ 10,575,000	\$ 7,155,000	\$ 6,775,000	\$ 8,000,000	\$ 8,000,000
Streetlighting						
Miscellaneous Streetlight Upgrades	R	\$ 275,000	\$ 290,000	\$ 305,000	\$ 305,000	\$ 305,000
New Streetlights	N	\$ 55,000	\$ 60,000	\$ 65,000	\$ 65,000	\$ 65,000
SUBTOTAL Streetlighting		\$ 330,000	\$ 350,000	\$ 370,000	\$ 370,000	\$ 370,000
Traffic - New Lights						
Traffic System Improvements	R/N	\$ 222,500	\$ 400,000	\$ 400,000	\$ 500,000	\$ 500,000
Intelligent Transportation System	N	\$ 55,000 ⁹				
SUBTOTAL Traffic - New Lights		\$ 277,500	\$ 400,000	\$ 400,000	\$ 500,000	\$ 500,000
Cycling Infrastructure						
Miscellaneous Improvements	N	\$ 305,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Paris/Notre Dame Cycling Improvements	N	\$ 735,000 ⁹				
Travel Demand Management Study	N	\$ 55,000 ⁹				
Lasalle Corridor Design Study	N	\$ 200,000 ⁹				
SUBTOTAL Cycling Infrastructure		\$ 1,295,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000

Roads Detail

PROJECT DESCRIPTION	PROJECT TYPE	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Sidewalk/Curb						
Kingsway Sidewalk	N	\$ 2,700,000 ⁹				
Funding from Future Years Envelopes (2018)	R (Renewal)	\$ (1,350,000)	\$ 1,350,000			
Kingsway Sidewalk Financing in Current Year	E (Expansion)	\$ 1,350,000	\$ 1,350,000			
Various Projects	N (New)	\$ 500,000	\$ 500,000	\$ 600,000	\$ 600,000	\$ 600,000
SUBTOTAL Sidewalk/Curb		\$ 3,200,000	\$ 500,000	\$ 600,000	\$ 600,000	\$ 600,000
Surface Treatment						
Single Surface Treatment Various Locations	R	\$ 250,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Kantola Road (1.0km)	R	\$ 108,000				
Black Lake Road (1.0km)	R	\$ 108,000				
Fairbanks East Road (1.0 km)	R	\$ 108,000				
Tilton Lake Road (1.0 km)	R	\$ 108,000				
Morgan Road (1.0 km)	R	\$ 108,000				
West Bay Road (0.8 km)	R	\$ 86,400				
Montpellier Road (0.7 km)	R	\$ 75,600				
Bradley Road (0.6 km)	R	\$ 64,800				
Spanish River Road (0.5 km)	R	\$ 54,000				
Hydro Road (0.5 km)	R	\$ 54,000				
Dube Road (0.5 km)	R	\$ 54,000				
Moonlight Beach Road (0.5 km)	R	\$ 54,000				
Dominion Drive West (0.4 km)	R	\$ 54,000				
Various Locations	R	\$ 43,200				
SUBTOTAL Surface Treatment		\$ 1,276,000	\$ 1,200,000	\$ 1,000,000	\$ 1,100,000	\$ 1,100,000
Other Road Programs/Projects						
Development Subdivision Surface Asphalt	N	\$ 1,000,000 ^{1,2}	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Consulting Services - Future Projects	R	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Railway Crossings	R	\$ 370,000	\$ 370,000	\$ 250,000	\$ 250,000	\$ 250,000
Brady Durham Green Stair	N	\$ 350,000				
Guide Rail Installations	N	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Crack Sealing	R	\$ 200,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Automatic Vehicle Locators (AVL) and Software Development	R	\$ 200,000				
Pavement Management Updates	R	\$ 200,000				
GIS	R	\$ 100,000		\$ 200,000		\$ 200,000
Rockfall Program	R		\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Survey Equipment	N	\$ 60,300 ¹				
Contingency	R	\$ 1,015,157	\$ 1,287,265	\$ 2,067,396	\$ 1,442,554	\$ 1,466,853
SUBTOTAL Other Road Programs/Projects		\$ 4,245,457	\$ 4,207,265	\$ 5,067,396	\$ 4,242,554	\$ 4,466,853
PROJECT COSTS		\$ 126,058,957	\$ 89,574,597	\$ 40,168,407	\$ 40,672,565	\$ 41,186,864

Drainage Detail

PROJECT DESCRIPTION

PROJECT DESCRIPTION	PROJECT TYPE R (Renewal) E (Expansion) N (New)	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
PREVIOUS COUNCIL APPROVALS						
Mountain Street Storm Outlet	N	\$ 650,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ -
SUBTOTAL PREVIOUS COUNCIL APPROVALS		\$ 650,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ -
Municipal Drainage & Stormwater Management						
Facer Street – Storm Water Outlet Treatment Station – Design & Construction	N	\$ 1,600,000				
Countryside Arena Lands Drain Phase 1	N	\$ 850,000				
Minnow Lake Stormwater Treatment Station	N	\$ 650,000				
Funding from Future Year Envelopes (2018-2019)		\$ (650,000)	\$ 350,000	\$ 300,000		
Minnow Lake Stormwater Treatment Station - Financing in Budget Year		\$ -	\$ 350,000	\$ 300,000		
Countryside Drive Storm Sewer Outlet	N	\$ 410,000				
Stormwater Asset Management Plan	N	\$ 400,000				
Lavallee Drain F Subdrain	N	\$ 250,000				
Countryside Pond	N	\$ 203,600				
Miscellaneous Storm Sewer Improvements	N	\$ 100,000	\$ 100,000	\$ 95,300	\$ 100,000	\$ 100,000
Miscellaneous Consulting Fees	N	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Upper Whitson River Flood Control	N	\$ 45,000	\$ 395,000	\$ 525,000	\$ 400,000	\$ 400,000
Trillium Municipal Drain Stormwater Management (Azilda)	N	\$ 9,100	\$ 154,000	\$ 250,000	\$ 250,000	\$ 250,000
Subwatershed Planning	N	\$ 2,300,000	\$ 500,000	\$ 250,000	\$ 250,000	\$ 250,000
Countryside Arena Lands Drain Phase 2	N	\$ -	\$ 600,000			
Josephine Street Outlet Stormsewer Oversizing (Val Caron)	N	\$ 65,000				
Whitson River Tributary 3 Stormwater Management (Chelmsford)	N	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Countryside Arena Lands Drain Phase 3	N	\$ -	\$ 223,000			
East Branch Junction Creek Stormwater Management	N	\$ -	\$ 200,000	\$ 200,000	\$ 500,000	\$ 500,000
Capreol Storm Drainage Improvements - Phase 1	N	\$ -	\$ 100,000	\$ 100,000	\$ 200,000	\$ 200,000
Jacobson - Cavarzan Storm Sewer	N	\$ -	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
David Street Storm Outlet Treatment Station	N	\$ -	\$ 201,200	\$ 250,000	\$ 200,000	\$ 250,000
Bancroft Stormwater Management Facility	N	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Rodgers Road Storm Water Management	N	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Still Lake Stormwater Management Improvement	N	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Rheel Stormwater Management Facility	N	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Trillium Trunk Storm Sewer (West Azilda)	N	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Upper Korpela Creek Stormwater Management Facility	N	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
SUBTOTAL Municipal Drainage & Stormwater Management		\$ 6,867,700	\$ 1,864,000	\$ 1,961,300	\$ 2,709,200	\$ 2,758,000
PROJECT COSTS		\$ 7,517,700	\$ 2,264,000	\$ 2,361,300	\$ 2,709,200	\$ 2,758,000

PROJECT DESCRIPTION	Federal	Provincial	3) Provincial Grant for Subwatershed Studies during 2016)	(approved)	Every 2 Years
1) Clean Water and Wastewater Fund					
Stormwater Asset Management Plan	\$ 200,000	\$ 100,000		\$	\$ 2,300,000
Facer Street – Storm Water Outlet Treatment Station - Design & Construction	\$ 800,000	\$ 400,000		\$	
	\$ 1,000,000	\$ 500,000		\$	
2) Drainage and Stormwater Management Reserve Fund					
Stormwater Asset Management Plan	\$	\$ 100,000		\$	Every 2 Years
Facer Street – Storm Water Outlet Treatment Station – Design & Construction	\$	\$ 400,000		\$	Every 2 Years
	\$	\$ 500,000		\$	
Incremental Operating Costs					
Minnow Lake Station (2018 and on)			\$	\$ 30,000	Every 2 Years
Facer Street Station (2018 and on)			\$	\$ 20,000	Every 2 Years

Environmental Services

PROJECT DESCRIPTION

PROJECT TYPE

		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Previous Council Approvals - Sudbury Landfill Site - Landfill Gas Collection System & Leachate Collection System Projects	R/E	\$ 403,188				
Sudbury Landfill - Construction & Demolition Material Recycling Site Phase 3 & Fire Route (Contribution to Reserve Fund)	R/E			\$ 230,588	\$ 524,331	\$ 297,138
Sudbury Landfill - Leachate Collection & Treatment System	R	\$ 40,000		\$ 100,344	\$ 75,000	
Sudbury Landfill - Leachate Migration	R	\$ 14,000				
Sudbury Landfill - Stormwater Management	R	\$ 37,000		\$ 240,000		
Sudbury Landfill - TSSA Landfill Gas	R				\$ 52,000	\$ 260,000
Hammer Landfill - Leachate Migration	R	\$ 10,000				
Hammer Landfill - Stormwater Management	R	\$ 10,000				
Hammer Landfill - Compost Pad, SVTS	R/N			\$ 45,000		
Hammer Landfill - Closure of Quarry (Cover Material) Area	R			\$ 20,000		
Azilda Landfill - Leachate Migration	R	\$ 10,000				
Azilda Landfill - Stormwater Management	R	\$ 10,000				
Azilda Landfill - SVTS	R/N					\$ 45,000
Azilda Landfill - Cell Closure	R	\$ 90,000	\$ 1,004,000			
Funding from Future Year Envelopes (2019-2020)			\$ (175,000)		\$ 75,000	
Azilda Landfill - Cell Closure - Financing in Budget Year			\$ 829,000			
Recycling Processing Facility - Storage Compound	R	\$ 15,000	\$ 50,000	\$ 50,000		
Recycling Processing Facility - Major Repairs	R	\$ 100,000				
Recycling Processing Facility - Asphalt Rehab at Loading Bays	R			\$ 40,000		
Recycling Processing Facility - Heating System Top Up	R	\$ 50,000				
Scales, Guards & Scale Houses - Miscellaneous Repairs	R	\$ 32,138				
Landfill Scales - Sandblasting and Coating	R			\$ 60,000	\$ 30,000	
Landfills - Wells & Fixtures	R/N					\$ 60,000
Various Solid Waste Sites - Assessments/Plans/Reports	R	\$ 25,000			\$ 20,000	
Hauled Sewage Site Closure Design	R	\$ 30,000				\$ 200,000
Litter Containers - Equipment	R/N	\$ 14,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
No Littering Signs	N	\$ 10,000				
Update Waste Management System Master Plan - Commence in 2021	R		\$ 27,047	\$ 95,000	\$ 95,000	\$ 95,000
Monitoring, Contingencies & Miscellaneous	R	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000

PROJECT COSTS \$ 980,326 \$ 1,185,047 \$ 919,932 \$ 965,331 \$ 1,061,138

PROJECT FINANCING

Reserves: Capital	\$ (10,114)					
Capital Envelopes: Future Years	\$ (175,000)	\$ 100,000	\$ 75,000			

CAPITAL ENVELOPE (Tax Levy) \$ 980,326 \$ 999,933 \$ 1,019,932 \$ 1,040,331 \$ 1,061,138

Priority Setting:

Priority is based on need or initiatives.

Planning

PROJECT DESCRIPTION	PROJECT TYPE	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
	R (Renewal) E (Expansion) N (New)					
Mapping/Ortho Photography (Update of Existing Data)	R	\$ 51,866	\$ 104,403	\$ 131,991	\$ 134,631	\$ 137,324
GPS Equipment	R	\$ 75,000	\$ 25,000			
Population Projection Study	R	\$ 60,000 ¹				
Development Charges Background Study	R	\$ 50,000 ²				
PROJECT COSTS		\$ 236,866	\$ 129,403	\$ 131,991	\$ 134,631	\$ 137,324
PROJECT FINANCING						
Reserves: Capital		\$ (110,000)	\$ -	\$ -	\$ -	\$ -
CAPITAL ENVELOPE (Tax Levy)		\$ 126,866	\$ 129,403	\$ 131,991	\$ 134,631	\$ 137,324

Note 1 - Population Projection Study to be funded from the Capital Financing Reserve Fund - Planning.

Note 2 - Development Charges Background Study to be funded from the Reserve for Various.

Priority Setting:

Priority is based on need as relating to equipment, mapping/ortho photography, and other plans/studies. The needs of the next five years are planned to update mapping and orthophotography of various areas of the City. In 2017, new GPS equipment purchase to keep up with new technologies and standards is scheduled as well as some photography.

Growth Related Projects

PROJECT DESCRIPTION	PROJECT TYPE	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Growth Related Projects/City's Share of Development Cost Sharing Policy	E	\$ 220,943	\$ 225,362	\$ 229,869	\$ 234,467	\$ 239,156
PROJECT COSTS		\$ 220,943	\$ 225,362	\$ 229,869	\$ 234,467	\$ 239,156
PROJECT FINANCING						
Reserves: Capital		\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL ENVELOPE (Tax Levy)		\$ 220,943	\$ 225,362	\$ 229,869	\$ 234,467	\$ 239,156

Notes:

1) Contribution to Capital Financing Reserve Fund - Planning (Committed) to be used for the City's tax levy share of growth related projects in accordance with the Development Cost Sharing Policy. These funds are not used towards Water or Wastewater cost sharing as those would be funded from Water/Wastewater user fees as opposed to the tax levy.

Citizen & Leisure Services Summary

CATEGORY DESCRIPTION

(For detailed project listing see attached)

	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Leisure					
Previous Council Approvals	\$ 1,319,732	\$ 404,732	\$ 404,732	\$ 404,732	\$ 404,732
Parks / Playgrounds	\$ 537,000	\$ 570,000	\$ 1,510,000	\$ 700,000	\$ 1,170,000
Parks Equipment	\$ 100,000	\$ 100,000	\$ 85,000	\$ 115,000	\$ 115,000
Total Leisure	\$ 1,956,732	\$ 1,074,732	\$ 1,999,732	\$ 1,219,732	\$ 1,689,732
Citizen Services					
Previous Council Approvals	\$ 323,000	\$ 323,000	\$ 323,000	\$ 323,000	\$ 323,000
Cemetery	\$ 160,000	\$ 220,000	\$ 220,000	\$ 230,000	\$ 230,000
Library, Citizen Services and Museums	\$ 489,000	\$ 410,000	\$ 425,000	\$ 435,000	\$ 450,000
Total Citizen Services	\$ 972,000	\$ 953,000	\$ 968,000	\$ 988,000	\$ 1,003,000
Leisure Facilities					
Roofing	\$ 455,000	\$ 730,000	\$ 500,000	\$ 825,000	\$ 750,000
Equipment Replacement	\$ -	\$ -	\$ -	\$ 140,000	\$ -
Structural Repairs & Upgrades	\$ 225,000	\$ 493,000	\$ -	\$ 90,000	\$ -
Heating & Ventilation	\$ 190,000	\$ 450,000	\$ 825,000	\$ -	\$ -
Interior Renovations	\$ 75,000	\$ -	\$ -	\$ 440,000	\$ 600,000
Other Upgrades and Improvements	\$ 425,340	\$ 781,401	\$ 275,864	\$ 698,756	\$ 533,106
Health & Safety	\$ 253,000	\$ 50,000	\$ 50,000	\$ 320,000	\$ 255,000
Total Leisure Facilities	\$ 1,623,340	\$ 2,504,401	\$ 1,650,864	\$ 2,513,756	\$ 2,138,106
PROJECT COSTS	\$ 4,552,072	\$ 4,532,133	\$ 4,618,596	\$ 4,721,488	\$ 4,830,838
PROJECT FINANCING					
Reserves: Capital Reserves	\$ (540,000) ¹	\$ (450,000)	\$ (465,000)	\$ (495,000)	\$ (530,000)
Reserves: Development Charges	\$ (225,000)	\$ (225,000)	\$ (225,000)	\$ (225,000)	\$ (225,000)
CAPITAL ENVELOPE (Tax Levy)	\$ 3,787,072	\$ 3,857,133	\$ 3,928,596	\$ 4,001,488	\$ 4,075,838
Components of Total Capital Envelope:					
Citizen and Leisure - Capital Envelope	\$ 3,503,072	\$ 3,573,133	\$ 3,644,596	\$ 3,717,488	\$ 3,791,838
South Branch Library Loan (Annual Contribution from South Branch Library Operating Cost Centre for Debt Repayment)	\$ 168,000	\$ 168,000	\$ 168,000	\$ 168,000	\$ 168,000
Countryside Arena (Annual Contribution from Countryside Arena Operating Cost Centre for Debt Repayment)	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000
Total Capital Envelope	\$ 3,787,072	\$ 3,857,133	\$ 3,928,596	\$ 4,001,488	\$ 4,075,838

Notes:

1) Parks Equipment Replacement Reserve Fund (\$100,000), Capital Financing Reserve Fund (\$150,000), Cemetery Reserve Fund (\$240,000), Capital Financing Reserve Fund - Leisure Committed (\$50,000)

Priority Setting:

Priority setting for Leisure is based on renewal, health and safety and new facilities. For new facilities, priority is based on Parks/Open Space Leisure Master Plan in order to implement identified priority projects. Priority setting for Facilities is based on aging facilities and need in areas of building shell, roofs, mechanical, electrical and health and safety. Priority setting for Citizen Services is based on building renewal and expansion. In regards to facility priority, it is based on building age (repair roof, replace lighting, replace boiler etc) as well as expansion.

Citizen & Leisure Services Details

PROJECT DESCRIPTION

PROJECT TYPE

R (Renewal)

E (Expansion)

N (New)

2017 REQUEST 2018 OUTLOOK 2019 OUTLOOK 2020 OUTLOOK 2021 OUTLOOK

Leisure

Previous Council Approvals (Internal Borrowing)

Gerry McCrory Countryside Arena - New Ice Pad (2011 to 2035)
 Adanac Ski Hill Lift Replacement

SUBTOTAL Previous Council Approvals

Parks / Playgrounds

Redevelopment of Former St. Joseph's Hospital Parking Lot
 Playground/Outdoor Rinks/Play Structure/General Upgrades
 Tennis Court Resurfacing/Retrofit for Multisport Usage
 Upgrade / Develop Bike Path / Community Trails
 McLean Park Upgrade
 Sports Field Upgrades (ie. Fencing, Bleachers, Player Benches)
 Adanac/Lively Equipment Upgrades
 Capreol Lakefront / Beach Improvement
 Durham Street Parkette Redevelopment
 Pool / Arenas Redevelopment Health & Safety Issues

SUBTOTAL - Parks / Playgrounds

Parks Equipment

Tractor Attachments
 Yard Rakes
 Groomers (2)
 Farm Tractor / Mower
 OverSeeder
 Aerator
 Utility Vehicle
 Toro Walk Behind Mowers
 Trimmers
 Spreader
 Sweeper
 Field Liner
 Mower (16")

SUBTOTAL - Parks Equipment

TOTAL Leisure

	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
N	\$ 404,732 ¹	\$ 404,732	\$ 404,732	\$ 404,732	\$ 404,732
R	\$ 915,000 ²	\$ -	\$ -	\$ -	\$ -
SUBTOTAL	\$ 1,319,732	\$ 404,732	\$ 404,732	\$ 404,732	\$ 404,732
N	\$ 275,000 ³				
R	\$ 75,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000
R	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000	
R	\$ 50,000	\$ 200,000			\$ 100,000
R	\$ 50,000 ⁴				
R	\$ 25,000	\$ 120,000	\$	\$ 200,000	\$ 200,000
N	\$ 12,000	\$ 10,000			\$ 20,000
N	\$ 240,000				
N	\$ 150,000 ⁷				
SUBTOTAL	\$ 537,000	\$ 570,000	\$ 1,160,000	\$ 700,000	\$ 1,170,000
R	\$ 40,000				\$ 45,000
R	\$ 30,000			\$ 15,000	\$ 35,000
R	\$ 30,000	\$ 30,000			\$ 35,000
R	\$	\$ 25,000			
R	\$	\$ 20,000			
R	\$	\$ 10,000	\$ 20,000	\$ 10,000	
R	\$	\$ 5,000	\$	\$ 5,000	
R	\$	\$ 5,000			
R	\$	\$ 5,000	\$ 10,000	\$	
R	\$	\$ 5,000	\$ 50,000	\$	
R	\$	\$ 5,000	\$ 5,000	\$ 5,000	
R	\$	\$ 5,000	\$	\$ 80,000	
SUBTOTAL	\$ 100,000 ⁵	\$ 100,000	\$ 85,000	\$ 115,000	\$ 115,000
TOTAL Leisure	\$ 1,956,732	\$ 1,074,732	\$ 1,999,732	\$ 1,219,732	\$ 1,689,732

Citizen Services

Previous Council Approvals (Internal Borrowing)

South Branch Library (2012 to 2031)
 Civic Mausoleum Phase 5 (2013 to 2022)

Subtotal Previous Council Approvals

N	\$ 278,000 ¹	\$ 278,000	\$ 278,000	\$ 278,000	\$ 278,000
N	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
SUBTOTAL	\$ 323,000	\$ 323,000	\$ 323,000	\$ 323,000	\$ 323,000

Citizen & Leisure Services Details

PROJECT DESCRIPTION

PROJECT TYPE

R (Renewal)

E (Expansion)

N (New)

		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Library, Citizen Services, Museum and Cemetery Projects						
Cemetery						
Columbarium Niche Wall w/engineered cement foundation - Civic	N	\$ 55,000 ⁶			\$ 55,000	
General Maintenance Trees/Irrigation/Fence Repair	R	\$ 45,000 ⁶		\$ 50,000	\$ 40,000	\$ 15,000
Columbarium Niche Wall - St. Joseph	N	\$ 35,000 ⁶			\$ 40,000	
In-Ground Lot Expansion - Capreol	R	\$ 25,000 ⁶				
Civic Mausoleum - Roof Repair	R		\$ 150,000			
Columbarium Niche Wall w/engineered cement foundation - Valley East	N		\$ 55,000			
Surveying & Mapping	N		\$ 15,000			\$ 65,000
Utility Tractor	R			\$ 50,000	\$ 45,000	
Mini Excavator	R			\$ 50,000	\$ 50,000	
Monument Strip Foundations - St. Joseph/Chelmsford	R			\$ 35,000		
Ruff Cemetery - Fencing & Road Repair	N			\$ 35,000		
In-Ground Lot Expansion: Civic	N					\$ 100,000
Road/Driveway Repair: Various Cemeteries	N					\$ 50,000
SUBTOTAL - Cemetery		\$ 160,000	\$ 220,000	\$ 220,000	\$ 230,000	\$ 230,000
Library, Citizen Services & Museum Projects						
Mackenzie Library Roof	R	\$ 250,000				
Lively Citizens Services Centre Roof	R	\$ 150,000				
Chelmsford CSC - Replace HVAC Units on Roof x 2	R	\$ 63,000				
Greater Sudbury Historical Database - Software/Digitization Fees	R		\$ 60,000			
Mackenzie Library Renovations - Public Washrooms	R		\$ 50,000			
Chelmsford CSC - Boiler Replacement	R		\$ 50,000			
Capreol CSC - Windows	R		\$ 50,000			
New Sudbury Library Renovations - Interior/Childrens Area	R		\$ 50,000			
Capreol CSC Boiler Replacement	R		\$ 50,000			
City Museums - Capital Repairs	R		\$ 30,000	\$ 30,000	\$ 30,000	\$ 25,000
Library Interior Signage and Shelving (All Locations)	R		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Mackenzie Library Renovations - Children's Area	R		\$ 25,000			
New Main Library Proposal (for New Downtown Library, Museum and Archives Complex)	E			\$ 250,000	\$ 250,000	\$ 250,000
Community Archives - Development (Building Renovations / Upgrades)	R			\$ 100,000	\$ 100,000	\$ 100,000
Anderson Farm - Building Maintenance	R					\$ 25,000
Contingency	R	\$ 26,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 25,000
SUBTOTAL - Library, Citizen Services & Museum Projects		\$ 489,000	\$ 410,000	\$ 425,000	\$ 435,000	\$ 450,000
TOTAL Citizen Services		\$ 972,000	\$ 953,000	\$ 968,000	\$ 988,000	\$ 1,003,000

Citizen & Leisure Services Details

PROJECT DESCRIPTION	PROJECT TYPE R (Renewal) E (Expansion) N (New)	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Leisure Facilities						
Roofing						
Carmichael Arena (flat portion of roof identified in 2012 BCA for 2017)	R	\$ 150,000				
Cambrian Arena Re-roofing (flat portion identified in 2012 BCA for 2017)	R	\$ 150,000				
Kathleen Depot Re-roofing (bay Area - original roof 1958)	R	\$ 130,000				
Minnow Lake Place Roof Repairs	R	\$ 25,000				
McClelland Arena - Re-roofing	R		\$ 200,000			
Toe Blake Arena - Re-roofing	R		\$ 200,000			
Onaping Falls Community Centre	R		\$ 150,000			
Howard Armstrong Recreation Complex	R		\$ 150,000			
Chelmsford Arena - Main Rink Roof	R		\$ 15,000		\$ 200,000	
Garson Arena - Flat Roof	R		\$ 15,000			
Capreol Arena - Main Roof	R			\$ 250,000		
Raymond Plourde Arena - Main Rink Roof	R			\$ 250,000		
Sudbury Community Arena	R				\$ 625,000	
Roofing - Leisure Facilities						\$ 500,000
Centennial Arena						\$ 250,000
SUBTOTAL - Roofing		\$ 455,000	\$ 730,000	\$ 500,000	\$ 825,000	\$ 750,000
Equipment Replacement						
Chelmsford Arena Chiller Replacement	R				\$ 90,000	
Chelmsford Arena Compressor Replacement	R				\$ 50,000	
SUBTOTAL - Equipment Replacement		\$ -	\$ -	\$ -	\$ 140,000	\$ -
Structural Repairs & Upgrades						
T.M. Davies Arena - Drainage/Exterior Wall Repairs	R	\$ 125,000				
Sudbury Arena - North East Stairwell Structural Repairs/Waterproofing	N	\$ 100,000	\$ 125,000			
Chelmsford Arena - Drainage/Exterior Wall Repairs	R		\$ 150,000			
I.J. Coady Arena - Exterior Wall Restoration	R		\$ 70,000			
Onaping Falls Pool - Exterior Restoration	R		\$ 60,000			
Centennial Arena - Door Replacement	R		\$ 33,000			
T.M. Davies Arena - Door Replacement	R		\$ 25,000			
Centennial Arena - Zamboni Entrance	R		\$ 10,000			
Garson Arena - Exterior Wall Restoration	R		\$ 10,000			
Raymond Plourde Arena - Exterior Wall Restoration	R		\$ 10,000			
Carmichael Arena (Water Infiltration/Drainage)	R		\$ 10,000		\$ 90,000	
SUBTOTAL - Structural Repairs & Upgrades		\$ 225,000	\$ 493,000	\$ -	\$ 90,000	\$ -

Citizen & Leisure Services Details



PROJECT DESCRIPTION	PROJECT TYPE	2017 REQUEST			2018 OUTLOOK			2019 OUTLOOK			2020 OUTLOOK			2021 OUTLOOK		
		R (Renewal)	E (Expansion)	N (New)	R (Renewal)	E (Expansion)	N (New)	R (Renewal)	E (Expansion)	N (New)	R (Renewal)	E (Expansion)	N (New)	R (Renewal)	E (Expansion)	N (New)

Notes:

- Development charges are partially funding the internal debt repayments for Gerry McCrory Countryside Arena (\$115,000) and the South Branch Library (\$110,000).
- Total funding committed for the Adanac Ski Lift replacement is \$2.3 million.
- Total funding for the St. Joseph Parking lot redevelopment is \$975,000 which consists of \$275,000 in the 2017 Capital Budget and \$700,000 in the 2016 Capital Budget. The 2017 cost of \$275,000 is partially funded from the Capital Financing Reserve Fund - Leisure in the amount of \$240,000.
- Funding for McLean Playground upgrades are set aside in the Capital Financing Reserve Fund - Leisure Committed from the annual lease revenue at this site.
- Funded from the Parks Equipment Replacement Reserve Fund.
- Following Cemetery projects funded from the Cemeteries Reserve Fund
 - Columbarium Niche Wall w/engineered cement foundation - Civic \$ 55,000
 - General Maintenance Trees/Irrigation/Fence Repair \$ 45,000
 - Columbarium Niche Wall - St. Joseph \$ 35,000
 - In-Ground Lot Expansion - Capreol \$ 15,000
 - \$ 150,000
- Combined project with Roads with previously approved funds of \$167,000 in the 2016 Leisure Capital Budget.

Health & Social Services

PROJECT DESCRIPTION	PROJECT TYPE R (Renewal) E (Expansion) N (New)	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Pioneer Manor						
Paving and Lining of Parking Lot	N	\$ 100,000 ¹	\$ 100,000 ¹	\$ 100,000 ¹	\$ 62,000	\$ 62,000
Tubs	R	\$ 93,000	\$ 62,000	\$ 62,000	\$ 62,000	\$ 62,000
Boilers	R	\$ 50,000	\$ 55,000	\$ 90,000	\$ 100,000	\$ 100,000
Energy Efficient Lighting	R	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
High Low Beds	R	\$ 40,000	\$ 35,000	\$ 40,000	\$ 40,000	\$ 40,000
Pot Washer	N	\$ 35,000				
Sprinkler System - Fire Code Compliance	N	\$ 35,000				
Therapeutic Mattresses	R	\$ 19,328	\$ 25,475	\$ 21,945	\$ 29,744	\$ 33,879
Kitchen Equipment	R	\$ 20,000	\$ 20,000	\$ 10,000	\$ 20,000	\$ 20,000
Mattresses	R	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Lifts	R	\$ 12,000	\$ 12,000	\$ 12,000	\$ 20,000	\$ 20,000
Resident Dining Room Furniture	R	\$ 10,000	\$ 10,000	\$ 10,000		
IT Capital Replacement and Software	R	\$ 10,000	\$ 5,000	\$ 5,000	\$ 20,000 ²	\$ 5,000
New Audio Visual and Replacement	N/R	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
MotoMed	R	\$ 8,000		\$ 8,000		\$ 8,000
Steam Kettle	R				\$ 15,000	
Air Handling Units	R		\$ 100,000	\$ 100,000	\$ 100,000	\$ 175,000
EIFS & Window Replacement	R		\$ 43,000		\$ 40,000	
Dryers	R		\$ 6,000	\$ 6,000		
Floor Washing Machine	R					
Washing Machine	R			\$ 25,000		
Total Pioneer Manor		\$ 507,328	\$ 543,475	\$ 559,945	\$ 516,744	\$ 563,879
Social Services						
Social Services - Carpet Replacement	R	\$ 50,000				
Community Hubs / Recommissioning Space	N	\$ 250,000 ³	\$ 280,000	\$ 280,000	\$ 340,000	\$ 310,000
Total Social Services		\$ 300,000	\$ 280,000	\$ 280,000	\$ 340,000	\$ 310,000
PROJECT COSTS		\$ 807,328	\$ 823,475	\$ 839,945	\$ 856,744	\$ 873,879
PROJECT FINANCING						
Reserves: Capital		\$	\$	\$	\$	\$
CAPITAL ENVELOPE (Tax Levy)		\$ 807,328	\$ 823,475	\$ 839,945	\$ 856,744	\$ 873,879

Notes:

- 1) Parking lot redevelopment is required so that bed redevelopment construction can occur on existing parking lot.
- 2) Replacement of Point Click Care Tablets.
- 3) This is funding towards renovating space in municipal facilities to create Community Hubs.

Priority Setting:

Based on strategic priorities for Health and Social Services such as infrastructure in Housing, Child Care, Social Services and Pioneer Manor. Capital expenditures at Pioneer Manor are prioritized taking into consideration health & safety of residents, staff and visitors to Pioneer Manor as well as legislative requirements, best practice and community needs.

Healthy Community Initiative Fund (HCI)

PROJECT DESCRIPTION

	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Healthy Community Initiatives Fund	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
PROJECT COSTS	\$ 600,000				
CAPITAL ENVELOPE (Tax Levy)	\$ 600,000				

In accordance with Section 5 of the By-Law 2016-18 on the Healthy Community Initiative Fund, the HCI funds form part of the City's Capital Fund and therefore the unspent balance at the end of each fiscal year, can be carried forward to be spent in future years on eligible capital projects in accordance with Section 7.

Priority Setting:

The Healthy Community Initiative (HCI) Fund supports one of Council's strategic priorities, supporting the promotion of Greater Sudbury as a healthy community. HCI funds allocate \$50,000 annually to each of the 12 wards, with 75 per cent of the funds going to capital projects and 25 per cent to community grants. Funds will be issued to projects that promote community growth and contribute to the quality of life in Greater Sudbury as outlined in the approved By-Law 2016-18.

Healthy Community Initiative Fund Policy - Eligible Expenditures:

As per By-Law 2016-18, the sum of eligible expenses in the categories of grants and donations, community event expenses, gifts and promotions for community events cannot exceed 25% of the HCI annual allocation per annum. The remaining 75% of the annual allocation is available only for eligible Capital projects to build, replace, repair or purchase municipally owned assets. A capital asset or expenditure may be defined as any expenditure to acquire or improve buildings or structures, playground structures, machinery or equipment, extension of utilities to or within a city property.

Note 1: Each approved request must positively advance at least one of the HCI priorities and at least one Sustainable Development Challenge as indicated below:

(A) Human Health & Well-Being	Healthy Community Initiative Priorities	Sustainable Development Challenge
(B) Civic Engagement / Social Capital		Health Status
(C) Environmental Sustainability		Safety
(D) Economic Vitality		Poverty
		Educational Achievement
		Homelessness
		Ecosystems
		Lake Water Quality
		Youth Out-migration
		Employment
		Arts and Culture
		Infrastructure

Facilities Summary (Excl. Citizen & Leisure)

CATEGORY DESCRIPTION

Annual Funding ²
Sustainability

(For detailed project listing see attached)

	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Previous Council Approvals	\$ 431,201	\$ 389,501	\$ 389,501	\$ 389,501	\$ 389,501
Lionel E Lalonde Centre	\$ 190,000	\$ 185,000	\$ 160,000	\$ 50,000	\$ 1,015,000
EMS and Fire Halls	\$ 280,000	\$ 150,000	\$ 50,000	\$ 500,000	\$ -
Transit Buildings	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Infrastructure Buildings	\$ 330,000	\$ 210,000	\$ 555,000	\$ 650,000	\$ -
Tom Davies Square Complex Building	\$ 580,000	\$ 490,000	\$ 240,000	\$ 25,000	\$ 200,000
Other Buildings	\$ 223,859	\$ 233,060	\$ 296,211	\$ 110,025	\$ 154,516
PROJECT COSTS	\$ 2,235,060	\$ 1,657,561	\$ 1,690,712	\$ 1,724,526	\$ 1,759,017

PROJECT FINANCING

Reserves: Capital

\$ (610,000) ¹

CAPITAL ENVELOPE (Tax Levy)

	\$ 1,625,060	\$ 1,657,561	\$ 1,690,712	\$ 1,724,526	\$ 1,759,017
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1) Parking Improvements Reserve Fund - \$160,000, Capital Financing Reserve Fund - Buildings - \$450,000

2) Annual funding sustainability based on estimated 2014 replacement cost over estimated useful life. This does not include the infrastructure deficit / gap as well upgrades related to various Building Code and Regulations (ie. Accessibility).

Priority Setting:

Each facility project was analyzed using a reference matrix which takes into account both end user input (projects viewed as Health and Safety by staff on site, etc) and also were prioritized regarding impact versus probability (ie. impact of a serious failure on the facility versus how likely is the failure to occur).

Facilities Summary (Excl. Citizen & Leisure)

PROJECT DESCRIPTION	PROJECT TYPE	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
PREVIOUS COUNCIL APPROVALS						
Boiler Upgrades: Decommission Electric and Continue System Installation	R	\$ 105,000				
Tom Davies Square - Courtyard Project (2016 to 2022)	R	\$ 326,201	\$ 389,501	\$ 389,501	\$ 389,501	\$ 389,501
SUBTOTAL - PREVIOUS COUNCIL APPROVALS		\$ 431,201	\$ 389,501	\$ 389,501	\$ 389,501	\$ 389,501
Lionel E Lalonde Centre						
Building Shell / Exterior Renovations						
Soffit Review, Design and Repairs	R	\$ 125,000				
Window Refurbishment	R		\$ 150,000			
Interior Renovations						
Stair Railings and Guards	N	\$ 15,000				
Interior Door Refurbishment	R		\$ 35,000			
Accessibility Provisions	R					\$ 235,000
Heating and Ventilation						
BAS (Building Automation System)	R	\$ 50,000		\$ 100,000	\$ 50,000	
Fire Detection and Suppression System Upgrades	R			\$ 60,000		
Heating Document, Refurbish, Balance System	R					\$ 200,000
Heating Replace AC units 4 and 5	R					\$ 250,000
Heating Replace HV 1, 2, 3, 4	R					\$ 330,000
SUBTOTAL - Lionel E Lalonde Centre		\$ 190,000	\$ 185,000	\$ 160,000	\$ 50,000	\$ 1,015,000
EMS and Fire Halls						
Roof Repairs						
Van Horne Station 1 - Roof Replacement	R	\$ 250,000				
Building Shell / Exterior Renovations						
Various Fire Halls - Health and Safety	R	\$ 30,000	\$ 20,000	\$ 50,000		
Various Firehall - Window/Door Replacement	R		\$ 75,000			
Heating and Ventilation						
Chelmsford Fire and EMS Station - HVAC	R		\$ 55,000			
Other Projects & Studies						
General Repairs and Upgrades to Fire Halls (from CCI/BCA report)	R				\$ 500,000	
SUBTOTAL - EMS and Fire Halls		\$ 280,000	\$ 150,000	\$ 50,000	\$ 500,000	\$ -

Facilities Summary (Excl. Citizen & Leisure)

PROJECT DESCRIPTION	PROJECT TYPE	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Transit Buildings						
Building Shell / Exterior Renovations						
Downtown Terminal - Door Upgrade and Replacement	R	\$ 200,000 ³				
SUBTOTAL - Transit Buildings		\$ 200,000				
Infrastructure Buildings						
Roof Repairs						
St. Clair Administration Building - Re-roofing	R	\$ 250,000 ³				
Naughton Depot Main Building - Re-Roof A	R		\$ 90,000			
Suez Depot Salt Sheds - Re-roofing	R		\$ 80,000			
Naughton Depot Main Building - Re-Roof B	R			\$ 90,000		
Building Shell / Exterior Renovations						
Various Public Works Facility - Overhead Door Replacement	R	\$ 50,000		\$ 50,000		
Frobisher Operations Buildings - Building Shell Repairs	R	\$ 30,000	\$ 50,000			
Various Public Works - Building Shell Upgrades	R		\$ 60,000	\$ 75,000		
Whitefish Public Works Garage - Building Shell - Windows / Doors	R			\$ 100,000		
Dowling Public Works Garage - Building Shell Repairs	R				\$ 60,000	
Interior Renovations						
Various Public Works Buildings - Interior Improvements	R			\$ 70,000		
Levack Public Works Depot - Flooring	R			\$ 10,000		
Heating and Ventilation						
Frobisher Operations Building - Replace Existing Rooftop Units HVAC	R		\$ 100,000			
Other Projects & Studies						
Various Repairs and Upgrades to PW Depots (from CCI BCA report)	R			\$ 80,000	\$ 500,000	
SUBTOTAL - Infrastructure Buildings		\$ 330,000	\$ 210,000	\$ 555,000	\$ 650,000	\$ -

Facilities Summary (Excl. Citizen & Leisure)

PROJECT DESCRIPTION

PROJECT TYPE

		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Tom Davies Square Complex Building¹						
Paris Street Ramp Slab Heating Repairs - Underground Parking	R	\$ 160,000 ²				
Stair Repairs and Restoration Phase 2	R	\$ 150,000				
Building Shell - Fire-Rating Repairs Design (partial funding)	R	\$ 100,000				
Ventilation Fan (Fresh Air Fan #15)	R	\$ 80,000				
Interior Finishes (TDS) - Ongoing Interior Upgrades and Replacements (Elevator related)	R	\$ 40,000	\$ 90,000	\$ 100,000		\$ 175,000
Main fresh air supply fan #4 - Replacement	R	\$ 30,000				
Electrical Systems - Distribution Audit and Review, Arc + Coord Study	R	\$ 20,000				
Ext. Window and Door Replacement (Ongoing Replacements Throughout Facility)	R	\$ 150,000	\$ 10,000			
Replace Pumps, Motors and Accessories (TDS)	R	\$ 80,000				
Building Shell - Repairs Design (partial funding)	R	\$ 70,000				
HVAC Air Handlers Replacements (190 Brady)	R	\$ 50,000				
Smoke Seal and Firestop	R	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Interior Plumbing Upgrades and Refurbishments	R	\$ 25,000	\$ 25,000			
Water Heater Replacement (190 Brady)	R	\$ 50,000				
Water Heater Replacement (200 Brady)	R	\$ 30,000				
SUBTOTAL - Tom Davies Square Complex Building		\$ 580,000	\$ 490,000	\$ 240,000	\$ 25,000	\$ 200,000
Other Buildings						
Various Locations - Roof Repairs	R	\$ 115,000	\$ 140,000	\$ 140,000		\$ 50,000
Contingency		\$ 108,859	\$ 93,060	\$ 156,211	\$ 110,025	\$ 104,516
SUBTOTAL - Other Buildings		\$ 223,859	\$ 233,060	\$ 296,211	\$ 110,025	\$ 154,516
PROJECT COSTS		\$ 2,235,060	\$ 1,657,561	\$ 1,690,712	\$ 1,724,526	\$ 1,759,017

Notes:

- 1) Tom Davies Square Complex Building consists of 200 Brady Street - TDS and 190 Brady Street - Police; excludes 199 Larch Street - Provincial Tower as separate capital budget.
- 2) This project will be funded from the Parking Improvements Reserve Fund.
- 3) These projects will be funded from the Capital Financing Reserve Fund - Buildings (\$450,000).

199 Larch Street

PROJECT DESCRIPTION	PROJECT TYPE	OUTLOOK					2021 OUTLOOK
		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	
Building Shell / Exterior Renovations							
Upgrade Main Level Curtainwall and Revolving Door at Main Entrance	R	\$ 325,000	\$	35,000			
Loading Dock Platform Upgrade	R				93,000		
Doors - Interior Refurbishment and Replacement	R					\$ 250,000	
Exterior Walls - Sealant Replacement (partial funding)	R					\$ 210,000	
Windows - Refurbish All Fenestrations and Localized Glazing Replacements	R						
Mechanical, Heating and Ventilation							
Humidification	R	\$ 225,000					
Fresh Air Intake - Filters	R	\$ 185,000					
Elevator Machine Room Temperature Control	R	\$ 65,000					
Hydronic Heating Upgrades	R	\$ 50,000					
Upgrade Cooling System Chemical Treatment	R	\$ 30,000					
Loading Dock / Larch - Heat Tracing	R	\$ 30,000					
Elevator Upgrades and Refurbishments (partial funding)	R	\$ 550,000 ²	\$ 550,000 ²				
Make Up Air Unit and Heat Recovery Coil Replacement	R	\$ 185,000					
Air Handling Compartment and Fan Units	R		\$	125,000			
Energy Conservation / Upgrades / Lighting	R						\$ 75,000
HVAC Supply Fan Replacement Motors/Units (8 Units)	R						\$ 60,000
HVAC update garage exhaust system (new fan, new sensors)	R						\$ 60,000
Machine Guarding (Localized) in Various Rooms	R						\$ 45,000
HVAC Replace Keitch Panel at CHW System	R						\$ 40,000
Repair Entrance Ramp at Paris Street	R						\$ 30,000
New Gate at Cooling Tower	R						\$ 15,000
Interior Renovations							
Washrooms Upgrade (partial funding) (AODA compliance prior to 2025)	R	\$ 175,000	\$	225,000	\$	225,000	
Interior Finishes Upgrade (Common Areas)	R		\$	202,500	\$	202,500	
PROJECT COSTS		\$ 1,085,000	\$ 972,500	\$ 1,195,500	\$ 685,000	\$ 325,000	
PROJECT FINANCING							
Reserves: Capital		\$ (1,085,000) ¹	\$ (972,500)	\$ (1,195,500)	\$ (685,000)	\$ (325,000)	
CAPITAL ENVELOPE (Tax Levy)		\$ -	\$ -	\$ -	\$ -	\$ -	

Priority Setting:

The above projects were identified based on life safety, expected life cycle and existing condition as well as recent building condition assessment reports that identified critical/urgent repairs. Based on the Lease Agreement for 199 Larch Street, the Province pays a portion of operating expenditures for the building. Several projects above are operating expenditures in terms of the lease contract and generally accepted accounting principles, therefore will be partially funded by the Province.

1) There are additional needs for capital replacement/repairs that have exceeded the balance in the 199 Larch Street Reserve Fund. This has resulted in projects to be funded from the Capital Financing Reserve Fund - General Committed. Any draws will be repaid as funds become available.

2) The elevators have recently (in summer 2016) had a large quantity of equipment related downtime during regular working hours. Our consultant recommends replacement of the equipment before 2019.

Parking

PROJECT DESCRIPTION	PROJECT TYPE	2017 REQUEST		2018 OUTLOOK		2019 OUTLOOK		2020 OUTLOOK		2021 OUTLOOK	
Parking											
Parking Improvements	R	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PROJECT COSTS		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PROJECT FINANCING											
Reserves: Capital		\$	(100,000) ¹	\$	(100,000)	\$	(100,000)	\$	(100,000)	\$	(100,000)
CAPITAL ENVELOPE (Tax Levy)		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

Notes:

1 - Parking Improvements Reserve Fund.

Priority Setting:

Projects for 2017 Parking Improvements include resurfacing/aspahling parking lots and upgrading pay and display machines.

Transit

PROJECT DESCRIPTION	PROJECT TYPE R (Renewal) E (Expansion) N (New)	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Garage Improvements - Lorne St.	R	\$ 3,700,000 ^{1,3}				
Transit Buses	R	\$ 2,908,000 ^{1,3}				
Accelerated Rebuild Program Costs	R	\$ 1,350,000 ^{1,3}				
Terminal Improvements - Elm St.	R	\$ 1,025,000 ^{1,3}				
Route Optimization Study	N	\$ 1,000,000 ^{1,3}				
AVL Modem Upgrade	R	\$ 200,000 ^{1,3}				
Scheduling Software Upgrade	N	\$ 200,000 ^{1,2,3}				
Accelerated Shelter Restoration	R	\$ 120,000 ^{2,3}				
Handi Transit Buses (Contribution to Operating)	E	\$ 80,000 ^{2,3}				
Bus Rebuilds	R	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Transit Maintenance Software	N	\$ 40,000 ³				
Pedestrian Crosswalk Upgrades to Terminal (for Roads Project)	N	\$ 25,000				
Bus Shelters (Contribution to Reserve Fund)	E	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000
Stop Announcement System Upgrade	R	\$ 7,000				
Vans/Cars	R		\$ 90,000		\$ 90,000	\$ 35,000
Service Trucks/Equipment	R					\$ 67,570
PROJECT COSTS		\$ 10,718,000	\$ 153,000	\$ 63,000	\$ 153,000	\$ 165,570
PROJECT FINANCING						
Reserves: Capital		\$ (115,835) ²	\$ -	\$ 59,591	\$ -	\$ -
Reserves Obligatory: Provincial Gas Tax		\$ (1,434,706) ¹	\$ (780,438)	\$ (747,626)	\$ (775,583)	\$ (785,653)
Internal Future Financing		\$ (3,738,129) ^{1,4}	\$ 747,626	\$ 747,626	\$ 747,626	\$ 747,626
Grants: Public Transit Infrastructure Fund		\$ (5,311,500) ³	\$ -	\$ -	\$ -	\$ -
CAPITAL ENVELOPE (Tax Levy)		\$ 117,830	\$ 120,188	\$ 122,591	\$ 125,043	\$ 127,543

Notes:

1 - Provincial Gas Tax Reserve Fund
 Garage Improvements - Lorne Street
 Transit Buses
 Accelerated Rebuild Program Costs
 Terminal Improvements - Elm Street
 Route Optimization Study
 AVL Modern Upgrade
 Scheduling Software Upgrade

	2017 Funding	Internal Financing
	\$ -	\$ 1,850,000
	\$ 1,434,706	\$ 19,294
	\$ -	\$ 675,000
	\$ -	\$ 512,500
	\$ -	\$ 500,000
	\$ -	\$ 100,000
	\$ -	\$ 81,335
	\$ 1,434,706	\$ 3,738,129
	\$	\$ 5,172,835

Total funding from Provincial Gas Tax Reserve Fund

2 - Capital Financing Reserve Fund - Transit
 Scheduling Software Upgrade
 Accelerated Shelter Restoration
 Handi Transit Buses (Contribution to Operating)

	\$ 18,665
	\$ 60,000
	\$ 37,170
	\$ 115,835

3 - Grants - Public Transit Infrastructure Fund
 Garage Improvements - Lorne Street
 Transit Buses
 Accelerated Rebuild Program Costs
 Terminal Improvements - Elm Street
 Route Optimization Study
 AVL Modern Upgrade
 Scheduling Software Upgrade
 Accelerated Shelter Restoration
 Handi Transit Buses (Contribution to Operating)
 Transit Maintenance Software

	\$ 1,850,000
	\$ 1,454,000
	\$ 675,000
	\$ 512,500
	\$ 500,000
	\$ 100,000
	\$ 100,000
	\$ 60,000
	\$ 40,000
	\$ 20,000
	\$ 5,311,500

4 - Internal future financing relates to the City's share for the PTIF related projects. Future repayments will be made from the Provincial Gas Tax Reserve Fund over the next 5 years.

Priority Setting:

There is a Transit long term financial plan for a 20 year period which is based on the estimated lifecycle of transit buses and need for replacement of other assets. Typically, the Capital Budget has been prepared in accordance with this plan to ensure fiscal sustainability. However, in August 2016 staff has received a federal grant opportunity (Public Transit Infrastructure Fund) and as a result staff is still in the process of updating the plan, particularly the replacement cycle of buses. Therefore, the outlook years presented above are subject to change.

Fleet Summary

CATEGORY DESCRIPTION <i>(For detailed project listing see attached)</i>	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Heavy Duty Trucks (Equipped for Winter Control)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,048,199	\$ 1,100,000
Specialty Equipment (Sweepers, Flushers, Vactors etc)	\$ 310,000	\$ 310,000	\$ -	\$ 485,000	\$ 600,000
Medium Duty Vehicles (3/4 and 1 Ton Trucks & Vans)	\$ 230,000	\$ 230,000	\$ 290,000	\$ 250,000	\$ 300,000
Light Duty Vehicles (Cars, Mini-Vans, 1/2 Ton Pickup Trucks)	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000
Heavy Duty Trucks (Not Equipped for Winter Control)	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000
Zamboni's	\$ 95,000	\$ -	\$ 95,000	\$ -	\$ 95,000
Hybrid Vehicles	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
Garbage Packers	\$ 800,000	\$ 800,000	\$ 800,000	\$ -	\$ -
Heavy Duty Equipment (Graders, Loaders, Backhoes etc)	\$ 200,000	\$ -	\$ 175,000	\$ 300,000	\$ -
Vehicle/Equipment Rebuilding	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Fuel System Upgrade	\$ 115,000	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS	\$ 3,132,000	\$ 2,722,000	\$ 2,742,000	\$ 2,690,199	\$ 2,752,000
PROJECT FINANCING					
Reserves: Capital	\$ (3,132,000)	\$ (2,722,000)	\$ (2,742,000)	\$ (2,690,199)	\$ (2,752,000)
CAPITAL ENVELOPE (Tax Levy)	\$ -				
Annual Contribution to Reserve Fund	\$ 2,535,034	\$ 2,585,735	\$ 2,637,450	\$ 2,690,199	\$ 2,744,003
Additional Draw from Equipment and Vehicle Replacement Reserve Fund - Fleet	\$ 596,966	\$ 136,265	\$ 104,550	\$ -	\$ 7,997
Total Funding from Reserve Fund	\$ 3,132,000	\$ 2,722,000	\$ 2,742,000	\$ 2,690,199	\$ 2,752,000

Notes:

- 1 - The annual operating budget includes a contribution to the Equipment and Vehicle Replacement Reserve Fund - Fleet of \$2,535,034 in 2017 with a 2% increase in future years.
- 2 - This 5 year capital budget includes an additional contribution from the Equipment and Vehicle Replacement Reserve Fund - Fleet of various amounts per year to meet the fleet lifecycle replacement requirements.

Priority Setting:

Priority setting is based on review of each vehicle for its age and condition (ie. mileage, body condition, etc). Based on available funding, the most urgent vehicles required to be replaced based on age/conditions are recommended in the budget on a yearly basis.

Fleet Detail

PROJECT DESCRIPTION	PROJECT TYPE	OUTLOOK				
		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Heavy Duty Trucks (Equipped for Winter Control)	R (Renewal)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,048,199	\$ 1,100,000
Tandem Multi-Function	N (New)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,048,199	\$ 1,100,000
SUBTOTAL - Heavy Duty Trucks (Equipped for Winter Control)		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,048,199	\$ 1,100,000
Specialty Equipment (Sweepers, Flushers, Vactors etc.)	R	\$ 310,000	\$ 310,000	\$ -	\$ 165,000	\$ 300,000
Trackless MT5	R	\$ 310,000	\$ 310,000	\$ -	\$ 165,000	\$ 300,000
Asphalt Equipment	R	\$ -	\$ -	\$ -	\$ 120,000	\$ -
Compressors	R	\$ -	\$ -	\$ -	\$ 100,000	\$ -
Boilers / Steamers	R	\$ -	\$ -	\$ -	\$ 100,000	\$ -
Street Sweeper	R	\$ -	\$ -	\$ -	\$ 100,000	\$ -
SUBTOTAL - Specialty Equipment (Sweepers, Flushers, Vactors etc.)		\$ 310,000	\$ 310,000	\$ -	\$ 485,000	\$ 600,000
Medium Duty Vehicles (3/4 and 1 Ton Trucks & Vans)	R	\$ 100,000	\$ 100,000	\$ 140,000	\$ 100,000	\$ 100,000
1 Ton Dump	R	\$ 100,000	\$ 100,000	\$ 140,000	\$ 100,000	\$ 100,000
3/4 Ton 4x4 Pickup / Crew Cabs	R	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 100,000
Vans	R	\$ 55,000	\$ 55,000	\$ 75,000	\$ 75,000	\$ 100,000
SUBTOTAL - Medium Duty Vehicles (3/4 and 1 Ton Trucks & Vans)		\$ 230,000	\$ 230,000	\$ 290,000	\$ 250,000	\$ 300,000
Light Duty Vehicles (Cars, Mini-Vans, 1/2 Ton Pickup Trucks)	R	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
1/2 Ton Pickups	R	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Cars	R	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 100,000
Mini Vans	R	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL - Light Duty Vehicles (Cars, Mini-Vans, 1/2 Ton Pickup Trucks)		\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000
Heavy Duty Trucks (Not Equipped for Winter Control)	R	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000
Single Axle Dump Truck	R	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000
SUBTOTAL - Heavy Duty Trucks (Not Equipped for Winter Control)		\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000
Zamboni's	R	\$ 95,000	\$ 95,000	\$ 95,000	\$ -	\$ 95,000
Zamboni	R	\$ 95,000	\$ 95,000	\$ 95,000	\$ -	\$ 95,000
SUBTOTAL - Zamboni's		\$ 95,000	\$ 95,000	\$ 95,000	\$ -	\$ 95,000
Hybrid Vehicles	R	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
Hybrid Cars	R	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
SUBTOTAL - Hybrid Vehicles		\$ 32,000				
Garbage Packers	R	\$ 800,000	\$ 800,000	\$ 800,000	\$ -	\$ -
Garbage Packers	R	\$ 800,000	\$ 800,000	\$ 800,000	\$ -	\$ -
SUBTOTAL - Garbage Packers		\$ 800,000	\$ 800,000	\$ 800,000	\$ -	\$ -
Heavy Duty Equipment (Graders, Loaders, Backhoes etc)	R	\$ 200,000	\$ -	\$ 175,000	\$ 300,000	\$ -
Wheel Loader	R	\$ 200,000	\$ -	\$ 175,000	\$ 300,000	\$ -
Grader/Loader	R	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL - Heavy Duty Equipment (Graders, Loaders, Backhoes etc)		\$ 200,000	\$ -	\$ 175,000	\$ 300,000	\$ -
Vehicle / Equipment Rebuilds	R	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Fuel System Upgrade	R	\$ 115,000	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS		\$ 3,132,000	\$ 2,722,000	\$ 2,742,000	\$ 2,690,199	\$ 2,752,000

Please refer to the next page for a detailed list of vehicles/equipment that are planned to be replaced during 2017.

Fleet Planned Replacements

UNIT #	DESCRIPTION	REPLACEMENT VALUE	EXPECTED LIFE CYCLE
Light Duty Vehicles (Cars, Mini-Vans, 1/2 Ton Pickup Trucks)	10 Light Duty Vehicles to be replaced	\$ 250,000	7 Years (Note 1)
Medium Duty Vehicles (3/4 and 1 Ton Trucks & Vans)			
S550	2003 Ford F250 4x4 Pickup Truck	\$ 40,000	
S469	2004 Ford F250 Pickup	\$ 35,000	
S016	1997 GMC 3500 Flat Deck	\$ 50,000	
S056	2007 Ford F350 Crew Cab	\$ 50,000	
S007	2005 Chevrolet Express Van c/w Racking	\$ 55,000	
		<u>\$ 230,000</u>	8-10 Years
Heavy Duty Trucks (Equipped for Winter Control)			
S611	2005 International Tandem Multi-Function Truck	\$ 250,000	
S612	2005 International Tandem Multi-Function Truck	\$ 250,000	
S613	2005 International Tandem Multi-Function Truck	\$ 250,000	
S614	2005 International Tandem Multi-Function Truck	\$ 250,000	
		<u>\$ 1,000,000</u>	10 Years
Hybrid Vehicles			
S1924	2008 Toyota Prius	\$ 32,000	7 Years
Garbage Packers			
S833	2007 32 Yard, Dual stream Garbage Packer	\$ 400,000	
S834	2007 32 Yard, Dual stream Garbage Packer	\$ 400,000	
		<u>\$ 800,000</u>	10 Years
Specialty Equipment (Sweepers, Flushers, Vactors, etc)			
S254	2002 Trackless MT5	\$ 155,000	
S236	2002 Trackless MT5	\$ 155,000	
		<u>\$ 310,000</u>	12 Years
Heavy Duty Equipment (Graders, Loaders, Backhoes, etc)			
S409	1994 Volvo Loader	\$ 200,000	15 years
Zambonis			
R974	2003 Zamboni Model 520	\$ 95,000	12 Years
Other			
Vehicle/Equipment Rebuilds		\$ 100,000	Extends Life of Existing Units
Fuel System Upgrade		\$ 115,000	Added Cost to Existing Budget
		<u>\$ 3,132,000</u>	

Total Funds for Fleet Capital - 2017

Note 1 - A total of 10 light duty vehicles will be replaced during 2017. Vehicles assigned to operating departments are transferred to the "retired fleet pool (corporate fleet)". Fleet management determines actual replacements in the spring based on worst condition from the "retired fleet pool".

Fire

PROJECT DESCRIPTION	PROJECT TYPE	2017 REQUEST		2018 OUTLOOK		2019 OUTLOOK		2020 OUTLOOK		2021 OUTLOOK	
Aerial Fire Truck	N	\$	1,400,000								
Funding from Future Years (2018 - 2024)	N	\$	(1,196,673)	\$	173,797	\$	173,797	\$	173,797	\$	173,797
Aerial Fire Truck - Funding in Budget Year	N	\$	203,327	\$	173,797	\$	173,797	\$	173,797	\$	173,797
Custom Pumper	R	\$	-	\$	-	\$	663,000	\$	-	\$	693,000
Emergency Response Vehicle	R	\$	-	\$	-	\$	-	\$	308,000	\$	-
Support Unit	R	\$	202,399	\$	-	\$	-	\$	371,176	\$	-
Tanker Truck (x1)	R	\$	306,750	\$	313,652	\$	-	\$	-	\$	-
Communication & Technology	R	\$	120,655	\$	12,724	\$	13,010	\$	13,303	\$	13,602
Personal Protective Equipment	R	\$	370,321	\$	617,107	\$	375,396	\$	375,396	\$	375,396
Primary Firefighting Equipment	R	\$	36,561	\$	17,361	\$	10,412	\$	19,077	\$	-
Specialized Firefighting Equipment	R	\$	41,023	\$	172,016	\$	97,175	\$	98,697	\$	130,839
PROJECT COSTS		\$	2,477,709	\$	1,132,860	\$	1,158,993	\$	1,185,649	\$	1,212,838
PROJECT FINANCING											
Capital Envelopes: Future Years		\$	(1,196,673)	\$	173,797	\$	173,797	\$	173,797	\$	173,797
CAPITAL ENVELOPE (Tax Levy)		\$	1,281,036	\$	1,306,657	\$	1,332,790	\$	1,359,446	\$	1,386,635

Priority Setting:

Fire project priorities are based on a 10 year tangible capital asset plan using vehicle / equipment life cycles and current utilization strategies.

Emergency Services

PROJECT DESCRIPTION	PROJECT TYPE	OUTLOOK					2021 OUTLOOK
		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK	
	R (Renewal)						
	E (Expansion)						
	N (New)						
EMS							
Medical Equipment - Battery Chargers	R			\$ 19,791			
Medical Equipment - Continuous Positive Airway Pressure Units (CPAP)	R		\$ 74,366				
Medical Equipment - Defibrillators	R						\$ 1,525,630
Medical Equipment - Personal Protective Equipment	R			\$ 213,806			
Medical Equipment - Stair Chairs Power x 25	R	\$ 254,400					
Technology - Automatic Vehicle Locators	R		\$ 193,052				
Technology - Kronos Workforce Telestaff	R	\$ 105,000					
Technology - Panasonic Toughbooks	R		\$ 207,440				
Vehicles - Ambulance x 3	R	\$ 465,679	\$ 476,157	\$ 486,871	\$ 497,825	\$ 497,825	
Vehicles - Emergency Response Unit (ERV)	R			\$ 81,236	\$ 166,128		
Vehicles - Paramedic Response Unit (PRU) x 2	R	\$ 163,600	\$ 83,641	\$ 85,522	\$ 174,893	\$ 178,828	
TOTAL - EMS		\$ 988,679	\$ 1,034,656	\$ 887,226	\$ 838,846	\$ 2,202,283	
EMERGENCY MANAGEMENT							
Emergency Operation Centre Renewal	R	\$ 11,268	\$ 11,493	\$ 11,723	\$ 11,957	\$ 12,196	
TOTAL - EMERGENCY MANAGEMENT		\$ 11,268	\$ 11,493	\$ 11,723	\$ 11,957	\$ 12,196	
CLELC							
Previous Council Approvals (Internal Borrowing)							
Lionel E Lalonde Centre Improvements (2007 - 2021)	R	\$ 431,223	\$ 431,223	\$ 431,223	\$ 431,223	\$ 431,223	
Equipment Upgrades	R	\$ 11,268	\$ 11,493	\$ 11,723	\$ 11,957	\$ 12,196	
TOTAL - CLELC		\$ 442,491	\$ 442,716	\$ 442,946	\$ 443,180	\$ 443,419	
PROJECT COSTS		\$ 1,442,438	\$ 1,488,865	\$ 1,341,895	\$ 1,293,983	\$ 2,657,898	
PROJECT FINANCING							
Reserves: Capital		\$ (988,679)	\$ (1,034,656)	\$ (887,226)	\$ (838,846)	\$ (2,202,283)	
CAPITAL ENVELOPE (Tax Levy)		\$ 453,759	\$ 454,209	\$ 454,669	\$ 455,137	\$ 455,615	
CAPITAL ENVELOPES							
Emergency Management		\$ 11,268	\$ 11,493	\$ 11,723	\$ 11,957	\$ 12,196	
CLELC		\$ 11,268	\$ 11,493	\$ 11,723	\$ 11,957	\$ 12,196	
Lionel E Lalonde Centre Internal Borrowing		\$ 431,223	\$ 431,223	\$ 431,223	\$ 431,223	\$ 431,223	
Total Capital Envelopes		\$ 453,759	\$ 454,209	\$ 454,669	\$ 455,137	\$ 455,615	

1 - Emergency Medical Services (EMS) capital projects are funded from the Capital Financing Reserve Fund - Emergency Medical Services. The City of Greater Sudbury and Ministry of Health and Long Term Care each contribute 50% funding to this reserve fund which are used for capital projects.

2 - Year one, two and five of the five year Capital Budget includes an additional contribution from the Capital Financing Reserve Fund - Emergency Medical Services versus the contribution to reserves per the annual Operating Budget in order to meet lifecycle requirements.

Priority Setting:

EMS project priorities are based on a 10 year tangible capital asset plan using vehicle / equipment life cycles and utilization strategies.

Administrative Services Summary

CATEGORY DESCRIPTION <i>(For detailed project listing see attached)</i>	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Information Technology					
Software, Applications and Licences	\$ 40,000	\$ 200,000	\$ 200,000	\$ 240,000	\$ 200,000
Network and Wireless Infrastructure	\$ 50,000	\$ 940,000	\$ 80,000	\$ 80,000	\$ 140,000
Servers	\$ 400,000	\$ -	\$ 25,000	\$ -	\$ -
Total Information Technology	\$ 490,000	\$ 1,140,000	\$ 305,000	\$ 320,000	\$ 340,000
Administration					
Telephone Upgrades	\$ 46,996	\$ 38,670	\$ 96,543	\$ 89,474	\$ 50,000
Committee Rooms Electronic Equipment and Refurbishments	\$ -	\$ 30,000	\$ 50,000	\$ 50,000	\$ 67,464
By-law Enforcement Equipment	\$ 75,000	\$ 25,000	\$ -	\$ -	\$ -
Print Shop	\$ 50,000	\$ 50,000	\$ -	\$ 10,000	\$ 35,000
Total Administration	\$ 171,996	\$ 143,670	\$ 146,543	\$ 149,474	\$ 152,464
Corporate Infrastructure	\$ 108,499	\$ 110,669	\$ 112,882	\$ 115,139	\$ 117,442
ERP Peoplesoft Projects	\$ 104,040	\$ 106,121	\$ 108,243	\$ 110,408	\$ 112,616
PROJECT COSTS	\$ 874,535	\$ 1,500,460	\$ 672,668	\$ 695,021	\$ 722,522
PROJECT FINANCING					
Reserves: Capital - IT	\$ (253,370)	\$ (898,638)	\$ (58,810)	\$ (68,886)	\$ (83,864)
Reserves: Capital - Corporate Infrastructure	\$ (31,143)	\$ -	\$ -	\$ -	\$ -
CAPITAL ENVELOPE (Tax Levy)	\$ 590,022	\$ 601,822	\$ 613,858	\$ 626,135	\$ 638,658

Priority Setting:

Priority is based on lifecycle replacement of equipment and software.

Administrative Services Detail

PROJECT DESCRIPTION	PROJECT TYPE		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
	R (Renewal)						
Information Technology							
Servers							
VMWare Cluster Servers and Licensing (Central Site)	R		\$ 300,000 ¹				
VMware Cluster Servers and Licensing (Backup Site - LEL Centre)	R		\$ 100,000		\$ 25,000		
Library Servers	R						
SUBTOTAL - Servers			\$ 400,000	\$ -	\$ 25,000	\$ -	\$ -
Network and Wireless Infrastructure							
Network/Wireless / Security Infrastructure	R		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Mobile / Remote Desktop Infrastructure	R		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Network OS (Operating System) / Mail Licences	R		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
SAN (Storage Area Network) Replacement	R		\$ 800,000				
Server Room Air Conditioner	R		\$ 40,000				
SAN (Storage Area Network) Storage Upgrades	R		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Server Room UPS (Uninterruptible Power Supply)	R		\$ 20,000				\$ 60,000
SUBTOTAL - Network and Wireless Infrastructure			\$ 50,000	\$ 940,000	\$ 80,000	\$ 80,000	\$ 140,000
Software, Applications and Licences							
Database Licences	R		\$ 40,000			\$ 40,000	
Business Applications Implementation	R			\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
SUBTOTAL - Software, Applications and Licences			\$ 40,000	\$ 200,000	\$ 200,000	\$ 240,000	\$ 200,000
TOTAL - Information Technology			\$ 490,000	\$ 1,140,000	\$ 305,000	\$ 320,000	\$ 340,000

Administrative Services Detail

PROJECT DESCRIPTION	PROJECT TYPE					
	R (Renewal)	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Administration						
Committee Rooms Electronic Equipment and Refurbishments	R	\$ -	\$ 30,000	\$ 50,000	\$ 50,000	\$ 67,464
Committee Rooms Electronic Equipment and Refurbishments						
SUBTOTAL - Committee Rooms Electronic Equipment and Refurbishments		\$ -	\$ 30,000	\$ 50,000	\$ 50,000	\$ 67,464
Telephone Upgrades						
Telephone Upgrades	R	\$ 46,996 ²	\$ 38,670	\$ 96,543	\$ 89,474	\$ 50,000
SUBTOTAL - Telephone Upgrades		\$ 46,996	\$ 38,670	\$ 96,543	\$ 89,474	\$ 50,000
By-law Enforcement Equipment						
By-law Enforcement Equipment	R	\$ 75,000	\$ 25,000	\$ -	\$ -	\$ -
SUBTOTAL - By-law Enforcement Equipment		\$ 75,000	\$ 25,000	\$ -	\$ -	\$ -
Print Shop						
Central Printer / Copier	R					\$ 35,000
Table Top Folder Inserter	R	\$ 50,000	\$ 50,000			
Central Semi Automatic Paper Cutter	R				\$ 10,000	
SUBTOTAL - Print Shop		\$ 50,000	\$ 50,000	\$ -	\$ 10,000	\$ 35,000
TOTAL - Administration		\$ 171,996	\$ 143,670	\$ 146,543	\$ 149,474	\$ 152,464
Corporate Infrastructure						
Corporate Infrastructure	R	\$ 81,380	\$ 83,008	\$ 84,668	\$ 86,361	\$ 88,088
Ergonomic Furniture and Equipment Upgrades	R	\$ 27,119	\$ 27,661	\$ 28,214	\$ 28,778	\$ 29,354
TOTAL - Corporate Infrastructure		\$ 108,499	\$ 110,669	\$ 112,882	\$ 115,139	\$ 117,442
ERP PeopleSoft Projects						
Various ERP Projects	R	\$ 104,040	\$ 106,121	\$ 108,243	\$ 110,408	\$ 112,616
TOTAL - ERP PeopleSoft Projects		\$ 104,040	\$ 106,121	\$ 108,243	\$ 110,408	\$ 112,616
PROJECT COSTS		\$ 874,535	\$ 1,500,460	\$ 672,668	\$ 695,021	\$ 722,522

1 - Capital Financing Reserve Fund - Information Technology
VMWare Cluster Servers and Licensing (Central Site)

2 - Capital Financing Reserve Fund - Corporate Infrastructure
Telephone Upgrades

Police

PROJECT DESCRIPTION	PROJECT TYPE	OUTLOOK				
		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
	R (Renewal)					
	E (Expansion)					
	N (New)					
Equipment - Fleet	R	\$ 1,040,400 ¹	\$ 756,500	\$ 846,900	\$ 1,153,800	\$ 1,333,700
Automation	R	\$ 300,000 ²	\$ 188,393	\$ 188,392	\$ 208,393	\$ 261,890
Communications	R	\$ 100,000 ²	\$ 150,000	\$ 150,000	\$ 170,000	\$ 70,000
Police Equipment and Supplies	R	\$ 116,071 ²	\$ 140,000	\$ 140,000	\$ 125,387	\$ 171,889
Leasehold Improvements	R	\$ 62,920 ²	\$ 112,678	\$ 125,000	\$ 112,180	\$ 125,000
Security	R	\$ 25,000 ²	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Police Headquarters and LEL - Additions/Renovations	R/E	\$ 7,854,854	\$ 5,234,229	\$ 4,986,240		
Funding in Future Years (External Debt Financing in 2017)		\$ (4,610,974)				
Funding in Future Years (External Debt Financing in 2018)		\$ (5,234,229)				
Funding in Future Years (External Debt Financing in 2019)				\$ (4,986,240)		
Funding in Current Years		\$ 3,243,880 ³	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS		\$ 9,499,245	\$ 6,606,800	\$ 6,461,532	\$ 1,794,760	\$ 1,987,479
PROJECT FINANCING						
Reserves: Capital		\$ (4,888,271)	\$ (1,372,571)	\$ (1,475,292)	\$ (1,794,760)	\$ (1,987,479)
External Debt Financing		\$ (4,610,974)	\$ (5,234,229)	\$ (4,986,240)		
Capital Envelope (Tax Levy)		\$ -	\$ -	\$ -	\$ -	\$ -

- 1) Equipment & Vehicle Replacement Reserve Fund - Police
- 2) Capital Financing Reserve Fund - Police
- 3) Capital Financing Reserve Fund - Police Committed (funds previously approved)





S1204

Water
Dept.
Salisbury

M.O.



Water/
Wastewater

Water/Wastewater Budget

In 2011, a ten-year Water and Wastewater Financial Plan was approved by Council which recommended an annual rate increase of 7.4 % to achieve financial sustainability. In 2016, the recommended 7.4 % increase was approved, and this same increase is recommended for 2017.

The City has three main components to the water and wastewater billing structure that fund Water/Wastewater expenditures:

Variable Water Rate: The City establishes a per cubic metre rate for water. All water customers pay the same amount for every cubic metre (1,000 litres of water used). Since a customer only pays for the volume of water they use, this portion of the rate is referred to as the variable water rate.

Fixed Water Charge: Water budgets contain fixed costs that do not change in direct proportion to water consumption. The cost to treat and distribute municipal water remains relatively constant, regardless of the volume actually consumed by residents. The fixed water charge provides the City with a stable source of annual funding to offset these fixed costs. The fixed water charge is set for a residential meter (5/8 and 3/4 inch meter) and is increased for each larger size meter in accordance with the ratios established by the American Water Works Association.

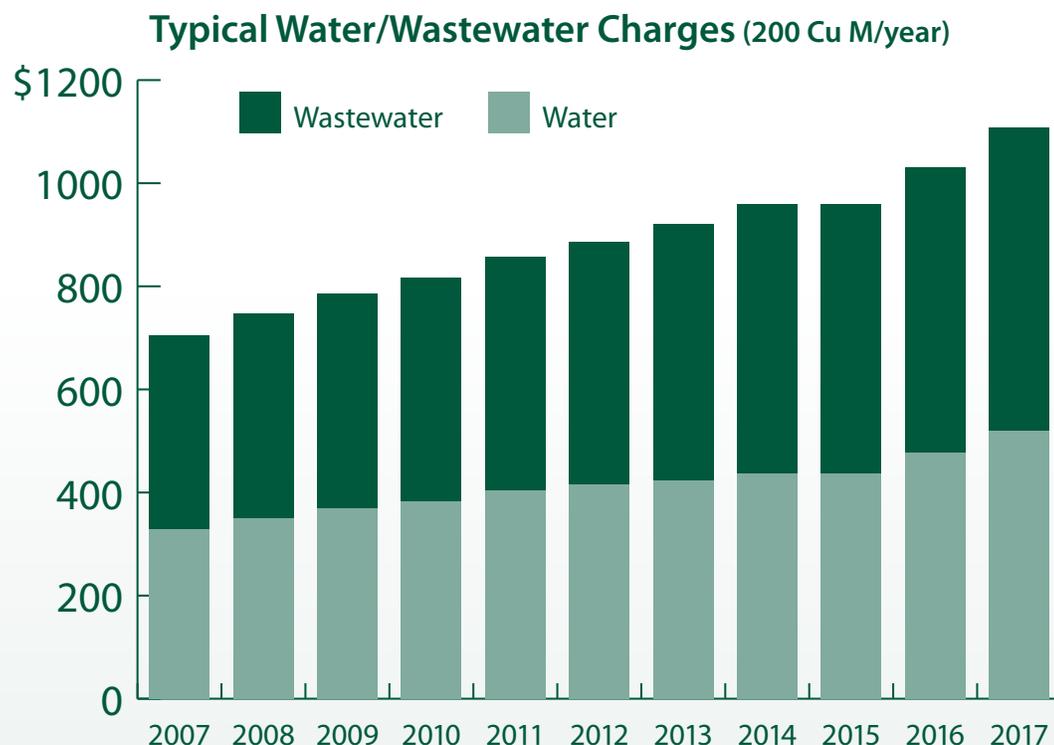
Wastewater Surcharge: The wastewater surcharge is a percentage and is applied to total water charges (variable and fixed) as there are no meters to measure the outflows of wastewater.

This rate structure is consistent with most Ontario municipalities.

The Water and Wastewater user fee rates are calculated on the projected consumption for the upcoming year. Consistent with similar trends across the province, consumption of water has been decreasing for a number of years. This decline can be attributed to many factors, including:

- Conservation of water through education and technology such as water saving devices.
- Customers using less water in response to increased prices.

Although this reduction in consumption has delayed the need for costly capital infrastructure expansions, it has put upward pressure on the water and wastewater user fee rates in recent years.



Sample Residential Customer - 2016 Rates

	Sudbury	North Bay	Timmins	Sault Ste. Marie	Thunder Bay
Water					
Annual Volume Charge	\$273	\$206	\$398	\$130	\$311
Annual Service Charge	\$205	\$388	\$0	\$289	\$256
Total Annual Water	\$478	\$594	\$398	\$419	\$567
Wastewater					
Annual Volume Charge	\$316	\$158	\$406	\$87	\$280
Annual Service Charge	\$237	\$296	\$0	\$179	\$232
Total Annual Wastewater	\$553	\$454	\$406	\$266	\$512
Total Water/Wastewater	\$1,031	\$1,048	\$804	\$685	\$1,079

Water/Wastewater Rates

The City of Greater Sudbury is dedicated to the supply and delivery of high quality potable water and the effective collection and treatment of wastewater to meet the current and future needs of our community. As one of our most precious resources, the City is committed to working with our residents and partners to protect water in all of its forms.

Water/Wastewater operates in a highly regulated framework of federal, provincial and municipal regulations, standards and policies. The operation is guided by financial and tactical strategic plans, with an updated Asset Management and Master Plan currently in development.

Water and wastewater budgets contain fixed costs that do not change in direct proportion to water consumption. The cost to distribute, collect and treat municipal water and wastewater throughout the city remains relatively constant, regardless of the volume actually consumed by all residents.

Operational expenses are affected by rising energy prices, chemical prices and many other factors outside the control of the municipality.

The City of Greater Sudbury is responsible for 1,700 kilometres of water and wastewater mains, that's more than the distance to Winnipeg. The average water pipe is close to 45 years old. A total of 12 treatment facilities, much higher than the provincial average, were constructed to meet the needs of individual communities prior to amalgamation. These also require funds for operations and maintenance. The older this infrastructure becomes, the more costly it is to operate, maintain and replace.

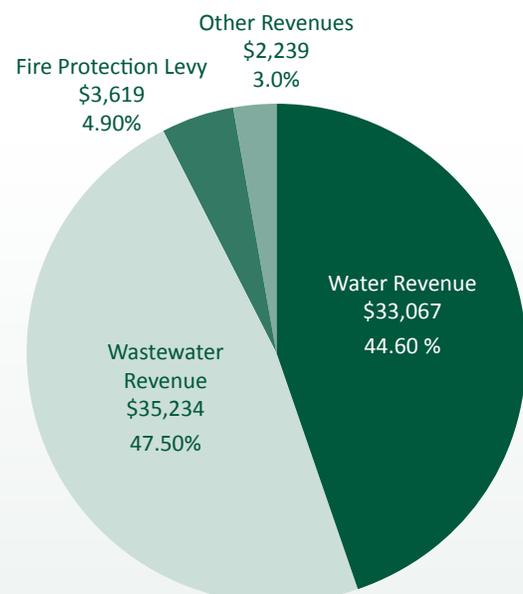
The Province of Ontario requires that all municipalities collect the full cost of water and wastewater services directly from end users. City Council adopted a user pay system in 2001 and charges that were previously rolled into municipal property taxes are billed directly to customers.

The City of Greater Sudbury understands the effect of rate increases on households. Water/Wastewater operations are under constant review to improve efficiencies wherever possible.

Water/Wastewater operates five areas:

- 1. Water Treatment:**
Responsible for the operation and maintenance of water treatment plants, supply wells, booster stations, residential and bulk fill stations, and storage tanks/reservoir.
- 2. Wastewater Treatment:**
Responsible for the operation and maintenance of wastewater treatment facilities, sewage lift stations, sludge and hauled liquid waste receiving.
- 3. Distribution and Collection:**
Responsible for the operation and maintenance of underground infrastructure, including water mains, water system valves, fire hydrants, pressure regulating stations, sewer mains, rock tunnel, and manholes.
- 4. Compliance and Operational Support:**
Responsible for water metering, regulatory compliance sampling and monitoring, data management, technical computer system integration and planning, maintenance planning, quality management systems, drinking water source protection, and wastewater source control program implementation.
- 5. Capital Engineering and Administration:**
Responsible for oversight, strategic planning, administrative coordination as well as long-range planning of Water and Wastewater facilities and linear infrastructure, and capital renewal and replacement of existing infrastructure assets.

Water/Wastewater Revenues (000's)



Infrastructure Services - Water/Wastewater

	Actual		2016 Projected Actuals	Budget		Budget Change	
	2014 Actuals	2015 Actuals		2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Levies	(521,986)	(229,969)	(127,908)	(58,908)	(58,908)	-	0.0%
User Fees	(60,554,757)	(59,860,905)	(64,221,033)	(65,372,751)	(69,519,030)	(4,146,279)	-6.3%
Contr from Reserve and Capital	(2,223,668)	(3,735,798)	(498,619)	(374,998)	(445,345)	(70,347)	-18.8%
Other Revenues	(101,481)	(628,940)	(723,495)	(517,100)	(517,100)	-	0.0%
Total Revenues	(63,401,892)	(64,455,612)	(65,571,055)	(66,323,757)	(70,540,383)	(4,216,626)	-6.4%
Expenses							
Salaries & Benefits	12,151,004	12,374,564	12,650,079	13,339,361	13,693,976	354,615	2.7%
Materials - Operating Expenses	4,475,867	3,465,737	4,224,467	4,731,944	4,877,735	145,791	3.1%
Energy Costs	4,086,957	4,284,666	4,817,573	4,313,559	4,507,295	193,736	4.5%
Rent and Financial Expenses			21,827	19,260	19,260	-	0.0%
Purchased/Contract Services	10,114,516	12,699,951	10,554,453	11,847,764	11,084,719	(763,045)	-6.4%
Debt Repayment	540,337	2,719,262	4,010,789	4,010,789	4,177,445	166,656	4.2%
Grants - Transfer Payments	3,400	4,034	3,100	5,000	5,000	-	0.0%
Contr to Reserve and Capital	28,651,691	25,551,165	25,698,417	24,473,260	28,302,725	3,829,465	15.6%
Internal Recoveries	6,640,256	6,677,233	7,049,350	7,041,820	7,491,228	449,408	6.4%
Total Expenses	66,664,028	67,776,612	69,030,055	69,782,757	74,159,383	4,376,626	6.3%
Net Budget	3,262,136	3,321,000	3,459,000	3,459,000	3,619,000	160,000	4.6%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	135	135
Part Time Hours	5,163	5,163
Crew Hours	30,773	30,198

Analysis of Water/Wastewater Budget Changes – Revenues (\$000)

2016 Revenue Budget		\$66,324
1	Water Revenue	2,393
2	Wastewater Revenue	1,716
3	Contribution from Reserve and Capital	70
4	Other user fees	37
2017 Revenue Budget		\$70,540

Analysis of Water/Wastewater Budget Changes – Expenses (\$000)

2016 Expense Budget		\$69,783
1	Salaries and Benefits (Base Change) - reflects negotiated wage increases, in range progression and job reclassification and benefits costs	355
2	Changes to Debt Servicing costs	166
3	Inflationary and contractual cost increases - materials, purchased services and energy	556
4	Permanent transfer from Operating to Capital	(1,000)
5	Increased Capital Envelopes to support Capital Projects	3,830
6	Increased billing and collection costs from GSU	256
7	Increased costs allocated from other departments	213
2017 Expense Budget		\$74,159

Water/Wastewater Revenue Sources

On July 1, 2001, the City adopted a fully user-pay basis for water and wastewater services, whereby the full cost would be funded through user fees except for a percentage of costs that relate to fire protection capacity.

Under the City's current rate structure, customers are charged a fixed monthly service fee (2016: \$17.12 residential) that varies based on the size of the water service as well as a variable consumption charge calculated on a per cubic metre basis (2016: \$1.364 per cubic metre), with revenues from the fixed charge accounting for approximately 43 % of user fee revenues.

In the absence of meters for wastewater inflows, user fees for wastewater are calculated as a percentage of water rates (2016: 115.6%) and as such, incorporate both a fixed and variable component.

Average Homeowner

The chart below illustrates the impact of the 2017 rates on a homeowner who uses 200 cubic metres of water per year. The cost increase for 2017 is approximately \$6.38 per month for the average homeowner.

2017 Water/Wastewater Rate Impact				
Annual	2016	2017	\$ Change	% Change
Water				
Annual Usage Charge	272.76	296.76	24.00	
Annual Fixed Service Charge	205.44	223.68	18.24	
Total Annual Water	478.20	520.44	42.24	8.8%
Wastewater				
Annual Usage Surcharge	315.31	334.75	19.44	
Annual Fixed Service Surcharge	237.49	252.31	14.82	
Total Annual Wastewater	552.80	587.06	34.26	6.2%
Total Annual Water/Wastewater Charges	\$1,031.00	\$1,107.50	\$76.50	7.4%

Rate Consumption : Sample Residential Customers

The following chart compares Greater Sudbury's 2016 Rates to those of other northern Ontario municipalities. The chart uses rates for 2016, as some other cities have not yet determined the rates for 2017.

Sample Residential Customer - 2016 Rates

	Sudbury	North Bay	Timmins	Sault Ste. Marie	Thunder Bay
Water					
Annual Volume Charge	\$273	\$206	\$398	\$130	\$311
Annual Service Charge	\$205	\$388	\$0	\$289	\$260
Total Annual Water	\$478	\$594	\$398	\$419	\$571
Wastewater					
Annual Volume Charge	\$315	\$157	\$406	\$131	\$280
Annual Service Charge	\$237	\$296	\$0	\$289	\$234
Total Annual Wastewater	\$553	\$453	\$406	\$420	\$514
Total Water/Wastewater	\$1,031	\$1,047	\$804	\$839	\$1,086

Water Revenue

Revenue Details (000's)	2016 Budget	2016 Sept Forecast	2017 Budget	Budget Change	
				Dollar Change	Percent Change
Water Charges	30,660	30,340	33,067	2,407	7.8%
Other user fees	1,093	1,235	1,063	(30)	-2.8%
Contributions from Reserve and Capital	167	167	128	(39)	-23.5%
Other Revenues	138	239	138	0	0.0%
Total Water Revenues	\$32,059	\$31,981	\$34,397	\$2,337	7.3%

The rate structure for water includes a monthly service charge that varies according to the size of the water meter. The variation in the service charge is based on ratios recommended by the American Water Works Association (AWWA).

The rate structure for water also includes a uniform rate for each cubic metre of water consumed. For water, the uniform rate is applied to all consumption. The impact of the proposed rate increase on the monthly service charge and consumption water rate is shown in the following table.

Water Rates Monthly Service Charge	
Meter Size	2017
5/8"	\$18.64
3/4"	\$18.64
1"	\$46.59
1.5"	\$93.18
2"	\$149.09
3"	\$298.19
4"	\$465.92
6"	\$931.84
8"	\$1,490.94
10"	\$2,143.23
Volume Charge per Cubic Metre	\$1.484

Wastewater Revenue					
Revenues Details (000's)	2016 Budget	2016 Sept Forecast	2017 Budget	Budget Change	
				Dollar Change	Percent Change
Wastewater Charges	33,504	32,724	35,234	1,730	5.2%
Other user fees	270	270	214	(56)	-20.8%
Contributions from Reserve and Capital	111	111	317	206	185.0%
Other Revenues	379	485	379	0	0.0%
Total Wastewater Revenues	\$34,264	\$33,590	\$36,144	\$1,880	5.5%

The wastewater surcharge is a percentage and is applied to total waste charges (volume and fixed) as there are no meters to measure the outflows of wastewater. For 2017 the wastewater surcharge is 112.8 % of water charges.

Water/Wastewater

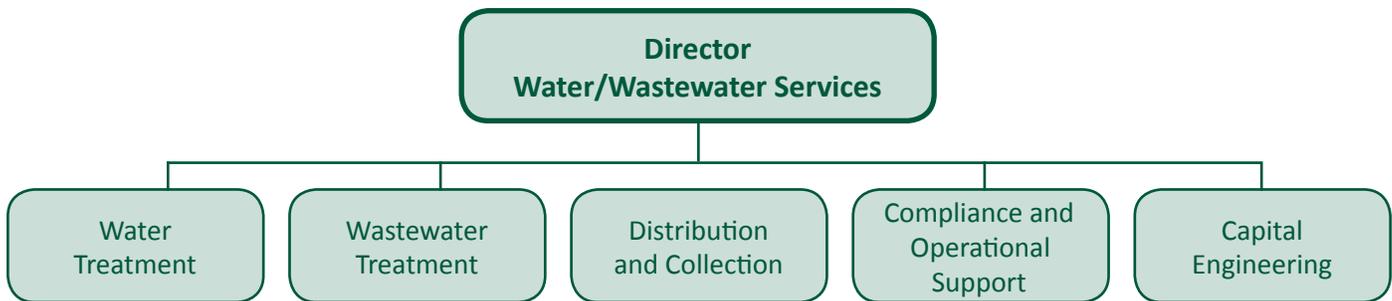
The capital budget for Water/Wastewater is approximately \$56 million in 2017, compared to \$37 million in 2016. This increase is the result of:

A Clean Water/Wastewater Fund grant of \$6.7 million for Water and \$160,000 for Wastewater, which will fund various watermain and sewermain improvements in our community.

Internal financing of \$16.7 million for various Wastewater capital projects such as St. Charles Lift Station upgrades, Gatchell Outfall Sewer, Sudbury Wastewater Treatment Plant upgrades, and Lively Sanitary Sewer upgrades.

Capital envelopes include a higher allocation due to Council direction for a Water/Wastewater user fee increase of 7.4 % in 2017, in line with the long-term financial plan for this division.

Water/Wastewater



Mandate:

Water/Wastewater is responsible for the planning, constructing, operating, and maintenance of the city’s water supply and its distribution, as well as wastewater collection and treatment facilities and related programs for Greater Sudbury.

Overview:

Water/Wastewater is responsible for all water and wastewater infrastructure assets and operates in a regulated framework of federal, provincial and municipal regulations, standards and policies.

It operates five areas: Water Treatment, Wastewater Treatment, Distribution and Collection, Compliance and Operational Support, and Administration/Capital Engineers.

Services:

Water Treatment:

- Responsible for the operation and maintenance of water treatment plants, supply wells, booster stations, residential and bulk fill stations, and storage tanks/reservoir.

Wastewater Treatment:

- Responsible for the operation and maintenance of wastewater treatment facilities, sewage lift stations, sludge and hauled liquid waste receiving.

Distribution and Collection:

- Responsible for the operation and maintenance of underground infrastructure, including water mains, water system valves, fire hydrants, pressure regulating stations, sewer mains, rock tunnel, and manholes.

Compliance and Operational Support:

- Responsible for water metering, regulatory compliance sampling and monitoring, data management, technical computer system integration and planning, maintenance planning, quality management systems, drinking water source protection, and wastewater source control program implementation.

Capital Engineering and Administration:

- Responsible for oversight, strategic planning, administrative coordination as well as long-range planning of Water/Wastewater facilities and linear infrastructure, and capital renewal and replacement of existing infrastructure assets.

2016 Accomplishments:

- Completed the implementation of the updated Computerized Maintenance Management System for Distribution and Collection assets.
- In conjunction with Communications, implemented a system to notify residents of wastewater releases via the website, as well as near real time notices of their terminations.
- Completed Phase II upgrades to the Wanapitei Water Treatment Plant.
- Fully treated over 23,000 m³ of waste from private septic systems, portable toilets and holding tanks since the implementation of the Hauled Liquid Waste receiving station at the Sudbury Water Wastewater Treatment Plant in 2015.
- Lined 9 kilometres of water and sewer mains to minimize impacts on traffic, reduce the risk of underground failures and extend the life of the underground infrastructure.

Issues and Opportunities:

- The completion of Water/Wastewater Master Plan updates will provide direction for capital investments to enhance system safety, meet legislated requirements, improve system performance and efficiency, and support community growth.
- The completion of the Asset Management Plan updates will provide a risk reduction based framework to guide the strategic management of current and future infrastructure assets, better define future funding requirements, and prepare for future legislative requirements.
- Business improvement initiatives through the introduction of improved technology, including plans to update metering technology through a feasibility study, will lead to improved operations and service.

Key Deliverables in 2017:

- Completion of the Water/Wastewater Master Plan.
- Continue to update the Asset Management Plan.
- Update the Financial Plan, which defines funding requirements to achieve fiscally sustainable water and wastewater systems in Greater Sudbury.

Water Summary

CATEGORY DESCRIPTION <i>(For detailed project listing see attached)</i>	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Previous Council Approvals	\$ 1,359,368	\$ 700,738	\$ -	\$ -	\$ -
Water Distribution					
Condition Assessment - Watermains	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Watermain Replacement / Rehabilitation	\$ 1,400,000	\$ 1,750,000	\$ 1,850,000	\$ 1,950,000	\$ 2,050,000
Watermain Priority Projects	\$ 5,775,753	\$ 15,529,236	\$ 8,409,777	\$ 8,641,639	\$ 7,995,138
Network Looping	\$ -	\$ 2,750,000	\$ 250,000	\$ 250,000	\$ -
Distribution System - Other	\$ 551,000	\$ 490,000	\$ 490,000	\$ 490,000	\$ 490,000
Water Plants					
Plants - Water Treatment Plants	\$ 1,340,000	\$ 1,400,000	\$ 1,500,000	\$ 850,000	\$ 10,850,000
Plants - Wells	\$ 1,475,900	\$ 1,300,000	\$ 2,000,000	\$ 1,500,000	\$ 2,000,000
Plants - Reservoirs / Tanks / Booster Stations	\$ 1,000,000	\$ -	\$ -	\$ 600,000	\$ -
Plants - System Wide	\$ 475,000	\$ 600,000	\$ 615,000	\$ 615,000	\$ 575,000
Water Works - Strategic Initiatives	\$ 722,500	\$ 677,500	\$ 677,500	\$ 677,500	\$ 652,500
Clean Water Wastewater Fund Projects					
Clean Water Wastewater Fund Projects	\$ 8,877,000	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS	\$ 23,076,521	\$ 25,297,474	\$ 15,892,277	\$ 15,674,139	\$ 24,712,638
PROJECT FINANCING					
Reserves: Capital	\$ (470,000)	\$ (710,184)	\$ -	\$ -	\$ -
Recovery from Others	\$ -	\$ -	\$ -	\$ -	\$ -
Government Grant: Clean Water and Wastewater Fund Program	\$ (6,657,750)	\$ -	\$ -	\$ -	\$ -
Government Grants: Federal and Provincial Funding for Lorne	\$ -	\$ (3,000,000)	\$ -	\$ -	\$ -
Government Grants: Federal and Provincial Funding for MR35	\$ -	\$ (1,420,368)	\$ -	\$ -	\$ -
Capital Envelopes: Future Years or Debt Financing	\$ -	\$ (3,899,176)	\$ 700,824	\$ 1,250,824	\$ (7,449,176)
CAPITAL ENVELOPE (W/WW User Fees)	\$ 15,948,771	\$ 16,267,746	\$ 16,593,101	\$ 16,924,963	\$ 17,263,462

Priority Setting:

Watermain priority projects are determined based on a review of:

- A) Condition: The database of watermain breaks is ranked according to number and frequency of breaks per section of pipe. This ranking is combined with the pipe age, material and diameter to determine priority sections for replacement, either as a watermain priority project or in conjunction with a roads priority project.
- B) Capacity/Security of Supply: Fire flows and pressures are analyzed for anticipated future developments, as well as opportunities for looping or upsizing the watermains, to improve the security of supply.

When a roads or sanitary sewer priority project is identified, all of the above criteria are reviewed to determine if associated watermain replacement / upgrades are required.

The following is the criteria considered for Prioritizing Water and Wastewater Facilities :

- Legislation / Compliance
- Health & Safety
- Protecting Public Health
- Enhancing Productivity
- Protection of the Environment
- Maintenance / Renewal / Replacement of Existing Capital Assets

Water Detail

PROJECT DESCRIPTION	PROJECT TYPE	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
PREVIOUS COUNCIL APPROVALS						
Wanapitae WTP Phase 2 Loan Repayment (2015-2018)	R	\$ 816,753	\$ 700,738			
New Valley Wells (Internal Financing - \$3,500,000 (2013-2017))	N	\$ 542,615				
SUBTOTAL PREVIOUS COUNCIL APPROVALS		\$ 1,359,368	\$ 700,738	\$ -	\$ -	\$ -
Condition Assessment - Watermains						
Condition Assessment	R	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
SUBTOTAL - Condition Assessment - Watermains		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Watermain Replacement / Rehabilitation						
Watermain Rehabilitation (Lining)	R	\$ 1,000,000	\$ 1,350,000	\$ 1,450,000	\$ 1,550,000	\$ 1,650,000
Consultant Services (Inspection & Contract Administration) for Lining Projects	R	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Watermain Valve Replacement	R	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Water Service Replacement	R	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Watermain Air Release Valve Installation & Replacement	R	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
SUBTOTAL - Watermain Replacement / Rehabilitation		\$ 1,400,000	\$ 1,750,000	\$ 1,850,000	\$ 1,950,000	\$ 2,050,000
Watermain Priority Projects						
Barrydowne - Westmount to Kingsway (rebudgeted as was cancelled for Ash / Adler Street Emergency) & Additional Funding	R	\$ 1,160,000				
Margaret - Second Avenue to East End	R	\$ 500,000				
Fairburn Street - Barry Downe Road to East End	R	\$ 485,000				
Stanley Street - Ash to Pine	R	\$ 475,000				
Ash Street - Parkwood to Stanley	R	\$ 475,000				
Lorne Street / MR55 - Detailed Design Engineering	R	\$ 470,000	\$ 1,100,000			
West End Trunk Watermain Replacement	R,N	\$ 400,000				
Power Street - MR 55 to Collins Drive	R	\$ 375,000				
Westmount Ave - Barrydowne to Atlee	R	\$ 335,000				
Beatty - Mickim to Hickory	R	\$ 250,000				
Lively - Backyard and Small Diameter W/M Replacement	R	\$ 220,000	\$ 580,000			
System Improvements (Development Related)	R	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	
Elm Street - MacLachlan to Simcoe	R	\$ 150,000				
Rita Street - Wilfred Street to Grace Street	R	\$ 80,000				
Preliminary Design for Subsequent Year Projects (Geotech, Surveys, Consultant Fees)	N,R	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Mont Adam - Lloyd to Cochrane	R	\$ 25,000				
Lorne Street / MR55 Watermain	R		\$ 4,500,000 ²			
Funding from Future Year Envelopes (2018-2037)			\$ (1,399,176)			
Lorne Street / MR55 Financing in Current Year			\$ 100,824	\$ 100,824	\$ 100,824	\$ 100,824
MR35 Watermain			\$ 2,130,552 ³			
Danforth Avenue - Fielding to Barrington	R	\$ 1,000,000	\$ 1,000,000			
Beisle - MR15 to End	R	\$ 630,000				
Atlee Avenue - Gemmill to Lasalle	R	\$ 500,000				
Leslie Street - Myles to bridge	R	\$ 350,000				
Maple Street (Eitelbert Street to East End)	R	\$ 250,000				
Maple (Parkwood to West End)	R	\$ 250,000				
McAllister Ave - Lasalle to South End	R	\$ 250,000				
Laberge Lane - North End to Bancroft Drive	R	\$ 210,000				
O'Neil Drive E - Penman to Margaret	R	\$ 210,000				
Avalon Road - Bancroft Drive to South End	R	\$ 165,000				

Water Detail

PROJECT DESCRIPTION

PROJECT TYPE
R (Renewal)
E (Expansion)
N (New)

	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Melvin Avenue - Kathleen to Mable		\$ 160,000			
Dell Street - Boivin to Morin		\$ 150,000			
Brookside Road - Rushbrook to Omer		\$ 150,000			
Elm Street - Froad to Elgin		\$ 150,000			
Maple Street (Between Reginald & Eitelbert)		\$ 150,000			
Lorne Street (Easement) - Dean to Sutherland (Combine with Dean)		\$ 130,000	\$ 200,000	\$ 400,000	\$ 200,000
Replacement of 2 " Watermains (Various Locations):		\$ 125,000			
Loach's Road - Edent Point to Aspenwood		\$ 50,000			
Maki Avenue Upgrades - Preliminary Design		\$ 25,000			
Dean - Lorne Easement					
MR15 from Belisle Drive to 2.2 km west - Hydrant Relocation			\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Various Watermain with Roads Priority Projects			\$ 3,264,807	\$ 2,435,615	\$ 2,106,839
Various Watermain Priority Projects			\$ 500,000	\$ 500,000	\$ 500,000
Replacement / Relocation of Backyard Watermains (Various Locations)		\$ 1,504,769	\$ 785,369	\$ 1,816,581	\$ 1,848,417
Projects to be Identified	\$ 150,753	\$ 308,915	\$ 434,601	\$ 264,443	\$ 314,882
Contingency - Watermain Priority Projects					
SUBTOTAL - Watermain Priority Projects	\$ 5,775,753	\$ 15,529,236	\$ 8,409,777	\$ 8,641,639	\$ 7,995,138
Network Looping					
Valley Water System Looping - Construction (Four Contracts)		\$ 2,500,000			
Funding from Future Year Envelopes (2019-2020)		\$ (2,500,000)		\$ 1,300,000	\$ 1,200,000
Valley Water System Looping - Financing in Budget Year		\$ -	\$ 1,300,000	\$ 1,200,000	\$ -
Water System Looping (Various Areas)		\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
SUBTOTAL - Network Looping	\$ -	\$ 2,750,000	\$ 250,000	\$ 250,000	\$ -
Distribution System - Other					
Distribution System Operational Optimization (incl. non-revenue water reduction)	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Distribution Support - Contract Support	\$ 141,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Large Water Meter Replacement	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Distribution Health & Safety Equipment (Lock Out / Tag Out / Trench Box/ Confined Space Entry / Depot Improvements)	\$ 60,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
SUBTOTAL - Distribution System - Other	\$ 551,000	\$ 490,000	\$ 490,000	\$ 490,000	\$ 490,000
Plants - Water Treatment Plants					
Wanapitei WTP - Filter Backwash Blower Replacement (2)	\$ 490,000				
David Street WTP - Membrane Filter Replacement (Contribution to Reserve Fund)	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Vermilion WTP - Capital Contribution to Vale (Contribution to Reserve Fund)	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000
Wanapitei WTP - Various Plant Repairs / Equipment Replacement	\$ 75,000	\$ 75,000	\$ 100,000	\$ 75,000	\$ 75,000
David Street WTP - Various Plant Repairs / Equipment Replacement	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Wanapitei WTP - Intake Pump Replacement (2)		\$ 350,000			
Wanapitei WTP - Entrance Modifications - Design, CA & Insp./Construction		\$ 200,000	\$ 300,000	\$ 325,000	\$ 10,000,000
Wanapitei WTP - Treatment Plant Pump Replacements (2)		\$ -	\$ -	\$ -	\$ (8,000,000)
Wanapitei WTP Reactivator Upgrades					
Funding from Future Year Envelopes (2022-2024)					
Wanapitei WTP Reactivator Upgrades (Construction 2021) - Financing in Budget Year					
SUBTOTAL - Plants - Water Treatment Plants	\$ 1,340,000	\$ 1,400,000	\$ 1,500,000	\$ 850,000	\$ 2,000,000
SUBTOTAL	\$ 1,340,000	\$ 1,400,000	\$ 1,500,000	\$ 850,000	\$ 10,850,000

Water Detail

PROJECT DESCRIPTION	PROJECT TYPE R (Renewal) E (Expansion) N (New)	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Plants - Wells						
Wells Inspection / Rehabilitation				\$ 1,000,000		
Well Building Repairs / Upgrades, Emergency Power - Design & Construction	R	\$ 1,475,900	\$ 1,300,000	\$ 1,000,000	\$ 1,500,000	\$ 2,000,000
Funding from Future Year Envelopes (2019-2020)				\$ (700,000)	\$ 350,000	\$ 350,000
Well Building Repairs - Financing in Budget Year				\$ 300,000	\$ 350,000	\$ 350,000
SUBTOTAL - Plants - Wells		\$ 1,475,900	\$ 1,300,000	\$ 2,000,000	\$ 1,500,000	\$ 2,000,000
Plants - Reservoirs / Tanks / Booster Stations						
Kingsway B.S Demolition/Moss & Montrose B.S. Control Upgrades	R	\$ 600,000			\$ 600,000	
Storage Tank Inspection / Cathodic Protection / Rehab - Various Tanks		\$ 400,000			\$ (400,000)	\$ 100,000
Funding from Future Year Envelopes (2020-2021)						\$ 100,000
Storage Tank Inspection / Cathodic Protection / Rehab - Financing in Budget Year					\$ 200,000	\$ 100,000
SUBTOTAL - Plants - Reservoirs / Tanks / Booster Stations		\$ 1,000,000	\$ -	\$ -	\$ 600,000	\$ -
Plants - System Wide						
Health and Safety Inspections and Upgrades (includes Prestart Health & Safet	R	\$ 150,000	\$ 150,000	\$ 50,000	\$ 50,000	\$ 25,000
Various Plant Repairs / Equipment Upgrades	R	\$ 100,000	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000
Annual SCADA / Communications Upgrades, All Facilities	R	\$ 100,000	\$ 250,000	\$ 315,000	\$ 315,000	\$ 325,000
Operating Manuals & As-Builts	R	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Condition Assessment		\$ 50,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000
Security Improvements (Surveillance, Fencing, Alarms, Keys)	N	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
SUBTOTAL - Plants - System Wide		\$ 475,000	\$ 600,000	\$ 615,000	\$ 615,000	\$ 575,000
Water Works - Strategic Initiatives						
AMR (Automatic Meter Reading) Water Meters (Contribution to Reserve Fund)	R,N	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Contribution to Current (Locates Program Staff & Equipment - Capital Costs)	R	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Source Protection Plan (Incl. Modeling Scenarios)	N	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Contribution to Operating (Benchmarking and Water Festival)		\$ 32,500	\$ 32,500	\$ 32,500	\$ 32,500	\$ 32,500
Strategic Planning (Tactical/Financial Plans)		\$ 30,000				
GIS - Various Equipment & Software	N	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Backflow Cross- Connection Reduction	R	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Quench Buggy (Water/Wastewater Contribution)		\$ 15,000				
SUBTOTAL - Water Works - Strategic Initiatives		\$ 722,500	\$ 677,500	\$ 677,500	\$ 677,500	\$ 652,500
Clean Water Wastewater Fund Projects						
Spruce Street (Regent Street to Travers Street)	R	\$ 4,257,000				
Balsam and 1st Avenue - Coniston	R	\$ 3,870,000				
York Street Lining (Regent Street to Paris Street)	R	\$ 500,000				
Strathmere Lining (Robinson Drive E to Robinson Drive W)	R	\$ 250,000				
SUBTOTAL - Clean Water Wastewater Fund Projects		\$ 8,877,000	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS		\$ 23,076,521	\$ 25,297,474	\$ 15,892,277	\$ 15,674,139	\$ 24,712,638

Water Detail



PROJECT DESCRIPTION	PROJECT TYPE		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
	R (Renewal)	E (Expansion)					
	N (New)						
Notes:							
1) Clean Water Wastewater Fund Program				3) MR35			
Spruce Street (Regent Street to Travers Street)		Provincial	\$ 1,064,250	Proposed Federal Government Funding			\$ 710,184
Balsam and 1st Avenue - Coniston	\$ 1,935,000		\$ 967,500	Proposed Provincial Government Funding			\$ 710,184
York Street Lining (Regent Street to Paris Street)	\$ 250,000		\$ 125,000	Previously Approved Council Funds (CFRF - Water)			\$ 710,184
Strathmere Lining (Robinson Drive E to Robinson Drive W)	\$ 125,000		\$ 62,500				\$ 2,130,552
	\$ 4,438,500		\$ 2,219,250				
2) Lorne							
Proposed Federal Government Funding	\$ 1,500,000						
Proposed Provincial Government Funding	\$ 1,500,000						
External Debt Financing (2019-2037)	\$ 1,399,176						
2018 Year Financing	\$ 100,824						
	\$ 4,500,000						

Wastewater Summary

CATEGORY DESCRIPTION <i>(For detailed project listing see attached)</i>	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Previous Council Approvals					
Wastewater Collection					
Condition Assessment - Sewer System	\$ 600,000	\$ 800,000	\$ 600,000	\$ 600,000	\$ 600,000
Sewer System Rehabilitation	\$ 1,541,841	\$ 1,625,000	\$ 1,725,000	\$ 1,825,000	\$ 1,925,000
Sewer Priority Projects	\$ 11,434,507	\$ 6,886,866	\$ 2,661,376	\$ 4,836,070	\$ 4,499,002
Collection System - Other	\$ 200,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
Wastewater Plants					
Wastewater Treatment Plants	\$ 7,035,000	\$ 210,000	\$ 85,000	\$ 85,000	\$ -
Plants - Lift Stations	\$ 9,220,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,500,000
Plants - System Wide	\$ 1,000,000	\$ 952,120	\$ 1,023,363	\$ 1,029,730	\$ 825,000
Wastewater General					
Wastewater - Strategic Initiatives	\$ 226,000	\$ 215,000	\$ 215,000	\$ 215,000	\$ 215,000
Clean Water Wastewater Program					
Clean Water Wastewater Fund Projects	\$ 210,000	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS	\$ 33,097,595	\$ 13,494,233	\$ 9,114,986	\$ 11,396,047	\$ 14,369,249
PROJECT FINANCING					
Reserves: Capital	\$ (1,973,341)	\$ (1,200,000)			
Reserves: Federal Gas Tax	\$ (1,960,000)	\$ (1,960,000)			
Government Grant: Clean Water and Wastewater Fund	\$ (157,500)				
Government Grants: Federal and Provincial Funding for Lome	\$ (16,652,800)	\$ 3,206,800			
Capital Envelopes: Future Years or Debt Financing					
CAPITAL ENVELOPE (W/WWW User Fees)	\$ 12,353,954	\$ 12,601,033	\$ 12,853,054	\$ 13,110,115	\$ 13,372,317

Priority Setting:

Sanitary sewer priority projects are determined based on a review of:

- A) Condition: Camera inspections of the sanitary sewers are conducted to determine pipes that are in need of repair / replacement.
- B) Operational Issues: Groundwater infiltration into aging infrastructure and sagged systems of sewer that require frequent maintenance are prioritized for repair / replacement.
- C) Capacity: Flow capacity is analysed for new and future growth conditions and upsizing is completed as required.

When a roads or watermain priority project is identified, all of the above criteria are reviewed to determine if associated sanitary sewer replacement / upgrades are required.

The following is the basis for prioritizing Water and Wastewater Facility Projects:

- Legislation / Compliance
- Health & Safety
- Protecting Public Health
- Maintenance / Renewal / Replacement of Existing Capital Assets
- Enhancing Productivity
- Protection of the Environment

Wastewater Detail

PROJECT DESCRIPTION

PROJECT TYPE

		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
	R (Renewal)					
	E (Expansion)					
	N (New)					
PREVIOUS COUNCIL APPROVALS						
Copper Cliff Wastewater System Upgrades - Construction (\$7,275,000 Internal Financing 2017-2023)	R,N	\$ 1,167,684	\$ 1,167,684	\$ 1,167,684	\$ 1,167,684	\$ 1,167,684
Sudbury WWTP Upgrades - Headhouse Construction & Standby Power Design (\$4,000,000 Internal Financing 2015 to 2023)	N,R,E	\$ 462,563	\$ 462,563	\$ 462,563	\$ 462,563	\$ 462,563
SUBTOTAL PREVIOUS COUNCIL APPROVALS		\$ 1,630,247	\$ 1,630,247	\$ 1,630,247	\$ 1,630,247	\$ 1,630,247
Condition Assessment - Sewer System						
Sewer Inspection Program (Closed-Circuit Television, Zoom Camera, Cleaning)	R	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Sanitary Rock Tunnel Inspections (Contribution to Reserve Fund)	R	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Inflow / Infiltration Assessment (Reduction)	R	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
SUBTOTAL - Condition Assessment - Sewer System		\$ 600,000	\$ 800,000	\$ 600,000	\$ 600,000	\$ 600,000
Sewer System Rehabilitation						
Sanitary Sewer System Rehabilitation (Lining) & Repair (3 Yr Contracts)	R	\$ 1,341,841 ¹	\$ 1,425,000	\$ 1,525,000	\$ 1,625,000	\$ 1,725,000
Consultant Services (Inspection & Contract Administration) for Rehabilitation Projects (3 Year Contracts)	R	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Rock Tunnel Maintenance & Repair (Contribution to Reserve Fund)	R	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
SUBTOTAL - Sewer System Rehabilitation		\$ 1,541,841	\$ 1,625,000	\$ 1,725,000	\$ 1,825,000	\$ 1,925,000
Sewer Priority Projects						
Gatchell Outfall Sewer - (Construction)	R	\$ 6,000,000				
Funding from Future Year Envelopes (2019-2020)		\$ (3,350,000)	\$ -	\$ 1,000,000	\$ 2,350,000	
Gatchell Outfall Sewer (Construction) - Financing in Budget Year		\$ 2,650,000 ¹	\$ -	\$ 1,000,000	\$ 2,350,000	
Lively Sanitary Sewer Upgrades - Construction	R	\$ 3,052,800				
Funding from Future Year Envelopes (2018-2019)		\$ (3,052,800)	\$ 1,267,800	\$ 1,785,000		
Lively Sanitary Sewer - Financing in Budget Year		\$ -	\$ 1,267,800	\$ 1,785,000		
Algonquin Road Sewer Upgrades (Construction) (includes upsizing)	R	\$ 1,000,000 ¹				
Margaret - Second Avenue to East End	R	\$ 285,000 ¹				
System Improvements (Development Related)	R,E	\$ 275,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Ash Street - Parkwood to Stanley	R	\$ 110,000				
Atlee Avenue - Hawthorne to Gemmell	R	\$ 100,000				
Beatty Street - Flood to Elm	R	\$ 100,000				
Bethune - Randolph to Richard	R	\$ 100,000				
Combined Sewer Investigation	R	\$ 70,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Elm Street - Machtachlin to Big Nickel Mine Rd	R	\$ 65,000				

Wastewater Detail

PROJECT DESCRIPTION	PROJECT TYPE	2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Talon Street - Josephine to Will	R	\$ 55,000				
Melvin - Kathleen to Mable	R	\$ 55,000				
Stanley Street - Ash to Pine	R	\$ 35,000				
Northway Avenue - Lasalle to Pallasade	R	\$ 30,000				
Preliminary Design for Subsequent Years	R	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Mont Adam Street from Lloyd Street to Cochrane Street(Lining in 2016)	R	\$ 25,000				
Lively Foremain	R		\$ 2,238,720			
Funding from Future Year Envelopes (2020)			\$ (361,000)		\$ 361,000	
Lively Foremain Financing in Current Year			\$ 1,877,720		\$ 361,000	
Lorne Street / MR55	R	\$ 1,410,000				
West End Trunk Watermain Replacement (related sanitary sewer work)	R, N	\$ 200,000				
Various Sewer with Watermain and Roads Priority Projects	R	\$ 200,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 2,644,074
Dell Street - Tedman to Morin	R	\$ 150,000				
Maki Avenue Upgrades - Preliminary Design	R	\$ 125,000				
Brookside Road - Errington to St. Onge	R	\$ 100,000				
Main Street East - MR15 to Tracks	R	\$ 90,000				
McAllister Avenue - Lasalle to South End	R	\$ 80,000				
Maple (Eithelbert to East End)	R	\$ 75,000				
Maple (Parkwood to West End)	R	\$ 75,000				
O'Neil Drive E - Penman to Margaret	R	\$ 70,000				
Leslie Street - Myles to Bridge	R	\$ 50,000				
Avalon Road - Bancroft Drive to South End	R	\$ 40,000				
Projects to be Identified	R	\$ 1,496,800	\$ 1,173,936	\$ 1,173,936	\$ 3,391,100	\$ 1,769,928
Contingency - Sewer with Watermain Priority Projects	R	\$ 61,346	\$ 62,440	\$ 62,440	\$ 19,970	\$ 60,000
SUBTOTAL - Sewer Priority Projects		\$ 11,434,507	\$ 6,886,866	\$ 2,661,376	\$ 4,836,070	\$ 4,499,002
Collection System - Other						
Collection Support - Contract Support	N	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Collection Health & Safety Equipment (Trench Box/						
Confined Space Entry / Depot Improvements)	R	\$ 50,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
SUBTOTAL - Collection System - Other		\$ 200,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000

Wastewater Detail

PROJECT DESCRIPTION

PROJECT TYPE

		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Wastewater Treatment Plants						
Sudbury WWTP Upgrades - Standby Power/Parking Lot/RV						
Dump Station - Construction	R, N	\$ 5,100,000				
Funding from Future Year Envelopes		\$ (3,250,000)	\$ 1,300,000	\$ 1,950,000		
Sudbury WWTP Upgrades - Standby Power Construction - Financing in Budget Year		\$ 1,850,000	\$ 1,300,000	\$ 1,950,000		
Valley East WWTP Upgrades - Contract Administration and Inspection	R	\$ 900,000 ²				
Azilada WWTP Rehabilitation (Additional Funding)	R	\$ 700,000 ²				
Sudbury WWTP - Unit Process Audit - for Compliance	R	\$ 150,000				
Sudbury WWTP Equipment Upgrades (Tank Cleaning, Equipment Failure)	R	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
Copper Cliff Sewage Treatment Plant - Capital Contribution to Vale (Contribution to Reserve Fund)	R	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	
Sudbury WWTP - Decking Rehabilitation	R	\$	\$ 125,000			
SUBTOTAL - Wastewater Treatment Plants		\$ 7,035,000	\$ 210,000	\$ 85,000	\$ 85,000	\$ -
Plants - Lift Stations						
St. Charles Lift Station Upgrades (Construction)	R, N	\$ 8,000,000				
Funding from Future Year Envelopes (2018)		\$ (1,000,000)	\$ 1,000,000			
Funding from Future Year Envelopes (2019-2025)		\$ (6,000,000)			\$ 963,068	\$ 963,068
St. Charles Lift Station Upgrades (Construction) - Financing in Budget Year		\$ 1,000,000	\$ 1,000,000	\$ 963,068	\$ 963,068	\$ 963,068
Lift Station Upgrades / Standby Power - Various Locations	N	\$ 1,220,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,500,000
SUBTOTAL - Plants - Lift Stations		\$ 9,220,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,500,000
Plants - System Wide						
Various Plant Repairs / Equipment Upgrades / Operational Support	R	\$ 350,000 ²	\$ 322,120	\$ 368,363	\$ 374,730	\$ 350,000
Annual SCADA/Communication Upgrades	R,N	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000
Lagoon Upgrades	N	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Operating Manuals & Facility As-Built Updates	R,N	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 50,000
Condition Assessment	R	\$ 50,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000
Roofing and Fencing	R	\$ 50,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Security Improvements (Card Access, Surveillance etc.)	N	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Health and Safety Inspections and Upgrades (Pre-Start Health & Safety Reviews)	R	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
SUBTOTAL - Plants - System Wide		\$ 1,000,000	\$ 952,120	\$ 1,023,363	\$ 1,029,730	\$ 825,000

Wastewater Detail

PROJECT DESCRIPTION

PROJECT TYPE

R (Renewal)
E (Expansion)

		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
Wastewater - Strategic Initiatives						
Demand - Side Management (Wet Weather Flow Reduction)	N	\$ 96,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Contribution to Operating (Locates Program for Staffing & Equipment - Capital Costs)	R	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
GIS - Various Equipment & Software	N	\$ 40,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Benchmarking (Contribution to Operating)	R	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Community Spills Management Fund	R	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
SUBTOTAL - Wastewater - Strategic Initiatives		\$ 226,000	\$ 215,000	\$ 215,000	\$ 215,000	\$ 215,000
Clean Water Wastewater Fund Projects						
York Street Lining (Regent Street to Paris Street Lining)	R	\$ 110,000 ³				
Strathmere Lining (Robinson Dr. E to Robinson Dr. W)	R	\$ 100,000 ³				
SUBTOTAL - Clean Water Wastewater Fund Projects		\$ 210,000	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS		\$ 33,097,595	\$ 13,494,233	\$ 9,114,986	\$ 11,395,047	\$ 14,369,249

Notes:

1) Federal Gas Tax Reserve Fund:

Gatchell Outfall Sewer (Construction)	\$ 750,000
Sanitary Sewer System Rehabilitation (Lining) & Repair (3 Yr Contracts)	\$ 575,000
Algonquin Road Sewer	\$ 500,000
Margaret - Second Avenue to East End	\$ 135,000
	\$ 1,960,000

2) Capital Financing Reserve Fund - Wastewater:

Valley East WWTP Upgrades - Contract Administration and Inspection	\$ 900,000
Azilda WWTP Rehabilitation (Additional Funding)	\$ 700,000
Various Plant Repairs / Equipment Upgrades / Operational Support	\$ 288,341
Copper Cliff Sewage Treatment Plant - Capital Contribution to Vale	\$ 85,000
	\$ 1,973,341

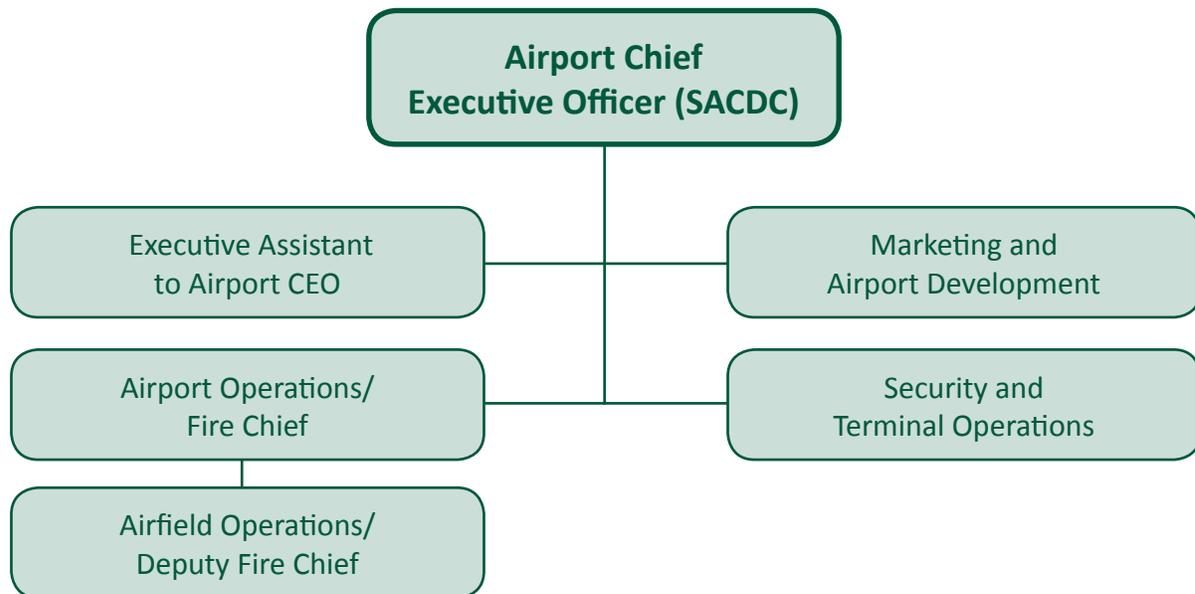
3) Clean Water Wastewater Fund:

York Street Lining (Regent Street to Paris Street Lining)	Federal	\$ 55,000	Provincial	\$ 27,500
Strathmere Lining (Robinson Dr. E to Robinson Dr. W)	Federal	\$ 50,000	Provincial	\$ 25,000
		\$ 105,000		\$ 52,500

4) Lorne Street / MR55

Proposed Federal Government Funding	\$ 470,000
Proposed Provincial Government Funding	\$ 470,000
2018 City Portion (1/3)	\$ 470,000
	\$ 1,410,000

Sudbury Airport Community Development Corporation (SACDC)



Mandate

The SACDC is a community development corporation. Their mandate is to promote community economic development in the City of Greater Sudbury with the cooperation and participation of the community by encouraging, facilitating and supporting community strategic planning, and increasing self-reliance, investment and job creation, through the development and enhancement of the Greater Sudbury Airport. The City recovers 100 per cent of associated costs and there is no impact to the tax levy. Their focus is to position the Greater Sudbury Airport as the preeminent aviation hub and the key engine for the economic growth of Greater Sudbury and the surrounding region.

Overview

The Airport, under direction of the Sudbury Airport Community Development Corporation, provides world class services and facilities to customers, guests, partners and stakeholders. Passengers are their passion.

Services

- Provides commercial scheduled and charter airline operations.
- Has two Fixed Based Operators (Fuel and Ground Services).
- Has Private Charter Operators and Cargo Operations.
- Has a flight school, aircraft maintenance and fire services.
- Houses the Ministry of Natural Resources and Forestry (MNRF) Base.
- Houses Ornge, Ontario Provincial Police and Transport Canada.
- Has private aircraft hangars.
- Has land available for development.

2016 Accomplishments

- Developed and implemented a new hangar and tenant operations
- Completed the new MNRF facility.
- Completed the terminal restaurant renovation and secured a new operator.
- Celebrated Hope Air's 100,000 passenger.
- Celebrated with Canada by welcoming new Canadian arrivals to Greater Sudbury.
- Added Cambrian College Art Mural to the Airport Terminal Building.

Strategic Issues and Opportunities

- Gaining a better understanding of market dominance and where Greater Sudbury fits within the Airport network.
- Positioning the Greater Sudbury Airport to utilize innovation and deliver on commitments.
- Developing a growth strategy and joint investment in time and effort required, with commitment from the Economic Development group.
- Developing a marketing strategy to set the foundation and roadmap that when implemented leads success.

Key Deliverables in 2017

- Develop and implement new land development opportunities.
- Develop and implement improved or new commercial scheduled air services.
- Pursue marketing and business development opportunities.
- Launch new airport website.
- Focus on diversity and support of general aviation.
- Demonstrate adaptability.

Airport Personnel

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Other Revenues	(2,142,822)	(2,074,135)	(2,172,870)	(2,172,870)	(2,193,226)	(20,356)	-0.9%
Total Revenues	(2,142,822)	(2,074,135)	(2,172,870)	(2,172,870)	(2,193,226)	(20,356)	-0.9%
Expenses							
Salaries & Benefits	2,142,487	2,074,068	2,172,870	2,172,870	2,193,226	20,356	0.9%
Materials - Operating Expenses	336	67	-	-	-	-	0.0%
Total Expenses	2,142,822	2,074,135	2,172,870	2,172,870	2,193,226	20,356	0.9%
Net Budget	-	-	-	-	-	-	-

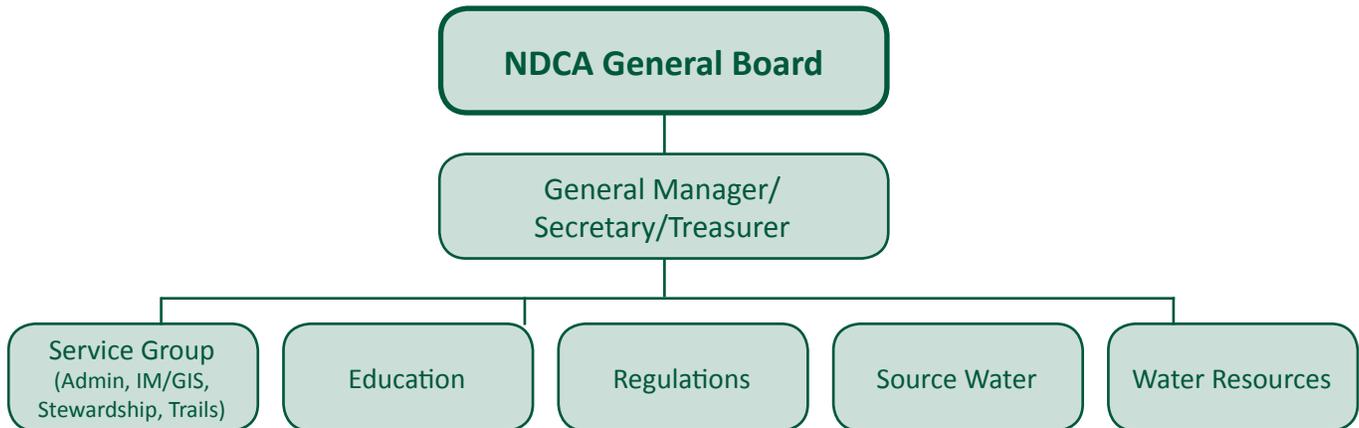
Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	20	20
Part Time Hours	5,408	5,408
Overtime Hours	2,330	2,330

Conservation Sudbury (Nickel District Conservation Authority)

Mandate

Conservation Sudbury (Nickel District Conservation Authority) uses an integrated approach in carrying out its mandate in the Vermilion, Wanapitei and Whitefish watersheds. The objective is to ensure the conservation, restoration and responsible management of waters, land and natural habitats through programs that balance human, environmental and economic needs.



Overview

Services

Under the direction of the GM, staff provides support to other groups in the organization.

Education

Under the direction of the Outdoor Education Lead, Education provides environmentally-focused education and outreach based at the Lake Laurentian Conservation Area.

Regulations

Led by the Regulations / Provincial Offences Officer, Regulations provides local delivery of the Conservation Authorities Act as delegated by the Minister of Natural Resources and Forestry (MNRF).

Source Water

Under the direction of the Source Water Protection Authority, staff prepares and updates the Assessment Report Card and the Source Water Protection Plan under the Ontario Clean Water Act as delegated by the Minister of Environment and Climate Change (MOECC).

Water Resources

Under the direction of the Water Resources Lead, Water Resources operates flood-forecasting and warning programs in cooperation with MNRF, water control structures, erosion control structures and water quantity and quality programs.

Services

Services Group

- Information management / GIS
- Administrative, finance and human resources
- Stewardship including tree planting and natural heritage surveys
- Maintenance of lands and trails and the coordination of volunteers at the Lake Laurentian Conservation Area.

Education

- Environmental programming for all ages but primarily children aged 5 - 12
- Monthly outreach events and workshops
- Summer and March-break day camps, school visit program, fast-flowing water safety program and contest
- Involved in children's water festival .

Regulations

- Enforcement of the MNRF's Conservation Authorities Act, that affords protection to watercourses, wetlands, shorelines, valley slopes and floodplains.
- Provides hazard-based input to official plan and supporting studies, building permit review, hazard land review on behalf of the province at planning, legal reviews, committee of adjustment reviews, and other related planning and review services.
- Responds to complaints and alerts from the public.

Source Water

- Supports the mandates of the Sudbury Source Protection Authority and Committee
- Prepares and updates the Assessment Report and the Source Water Protection Plan under the MOECC's Ontario Clean Water Act
- Provides input to subwatershed studies and other drinking-water related issues.

Water Resources

- Operates flood-forecasting and warning systems
- Operate and maintain water control structures (dams), erosion control structures (box culverts and stream-bank stabilizations) and water quantity measurements programs (stream-flow gauges), Provincial Water Quality Monitoring Program, Provincial Groundwater Monitoring Program, CGS Valley wells program, watershed report cards
- Input to subwatershed studies, contributes to provincial climate-change monitoring and MNRF flood-forecasting.

2016 Accomplishments

- Provided timely warnings for potential flood events as well as a low-water condition.
- Completed an update of the Conservation Sudbury Strategic Plan for 2017-2021
- Commenced updating six stream-flow gauge stations on area rivers.
- Launched a tree-planting pilot program successfully in partnership with Forests Ontario, complementary to the City's re-greening efforts, with plantings in Hanmer, New Sudbury, Copper Cliff and Chelmsford.
- Participated in updating aerial-photo mapping of portions of the watersheds including collaborating with the Province and the City to ensure the Junction Creek watershed was fully captured.
- Partnered in studies and citizen engagement within a portion of the Ponderosa Wetland in the New Sudbury Conservation Area.

- Participated on the Technical Advisory Committee for nine sub-watershed studies lead by the City with provincial funding.
- Provided safety-message outreach to thousands of area school children through the Fast-Flowing Water Safety program.
- Initiated an information management database to improve efficiency and tracking of internal records.
- Improved safety and overall conditions on trails and commenced Phase I of the upgrade of trails signage in collaboration with the Friends of Lake Laurentian Conservation Area.
- Hosted a workshop for local resource and public works managers on the topic of nuisance beavers.
- Completed geotechnical and concrete studies at Nickeldale and Maley dams respectively.
- Participated in a meaningful way in the consultations regarding a potential review of the Conservation Authorities Act.

Strategic Issues and Opportunities

- The current staff contingent will require specialized skills and/or enhanced capacity to take on the work required in future years by the changing regulatory landscape with respect to wetland and storm water management. This will also be required pending the completion of the City's subwatershed studies and the recommended monitoring forthcoming. Planning for this will be undertaken during 2017.
- Funding for certain programs continues to be a challenge. The Authority will look to its charitable arm, the Nickel District Conservation Foundation, to increase its profile and activities in the community.

Key Deliverables for 2017

- Implement Strategic Plan objectives.
- Roll out of new flood-forecasting system components.
- Utilize new data for improved mapping products.
- Complete asset management plan.
- Perform ongoing studies and maintenance of infrastructure.
- Perform staffing review.
- Continued involvement in sub-watershed studies and plans .
- Expand tree-planting targets and explore hazard land securement.
- Draft storm water and wetland policy in alignment with provincial review outcomes, with input from the City and pending release of guidance from the Province.

Conservation Sudbury (Nickel District Conservation Authority)

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Contr from Reserve and Capital			(30,000)	(30,000)	-	30,000	100.0%
Total Revenues	-	-	(30,000)	(30,000)	-	30,000	100.0%
Expenses							
Grants - Transfer Payments	655,000	655,000	700,500	700,500	683,910	(16,590)	-2.4%
Total Expenses	655,000	655,000	700,500	700,500	683,910	(16,590)	-2.4%
Net Budget	655,000	655,000	670,500	670,500	683,910	13,410	2.0%

Sudbury & District Health Unit

The Health Unit is a progressive public health agency committed to improving health and reducing social inequities in health through evidence-informed practice.

With a head office in the City of Greater Sudbury and five offices throughout the City of Greater Sudbury and the districts of Sudbury and Manitoulin, the Health Unit has over 250 staff who deliver provincially legislated public health programs and services.

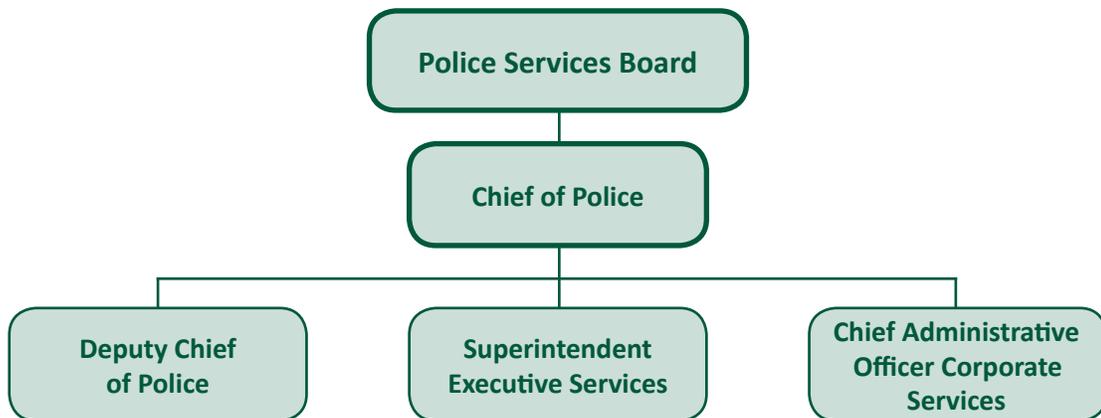
The Health Unit is governed by an autonomous Board of Health and has strong community and inter-agency partnerships, for example, with the Northern Ontario School of Medicine and Laurentian University. The Health Unit has an enriched public health practice environment that fosters research, ongoing education, and the development of innovative programs and services.

The Health Unit works locally with individuals, families, the community and partner agencies to promote and protect health and to prevent disease. Public health programs and services are geared toward people of all ages and are delivered in a variety of settings including workplaces, day care and educational settings, homes, health care settings and community spaces.

Sudbury & District Health Unit

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Total Revenues	-	-	-	-	-	-	0.0%
Expenses							
Grants - Transfer Payments	5,659,139	5,773,378	5,917,248	5,917,248	6,035,593	118,345	2.0%
Total Expenses	5,659,139	5,773,378	5,917,248	5,917,248	6,035,593	118,345	2.0%
Net Budget	5,659,139	5,773,378	5,917,248	5,917,248	6,035,593	118,345	2.0%

Greater Sudbury Police Service (GSPS)



Mandate:

A special purpose body reporting directly to the Police Services Board, the Greater Sudbury Police Service works collaboratively with our community and in accordance with the Ontario Police Services Act. A range of services are provided to ensure the safety and wellbeing of our community including but not limited to crime prevention, law enforcement, assistance to victims of crime, public order maintenance, and emergency response including 911 call answering. Working with citizens and business partners, GSPS embraces a community policing approach which means that the police work with you and your community to prevent crime and to address safety issues working together to protect the lives and property of citizens

Overview

The Greater Sudbury Police Services Board is the governing body and provides direction and guidance to the Greater Sudbury Police Service while ensuring that adequate and effective police services are provided in accordance with the needs of the municipality and in accordance with legislation.

The Chief of Police is responsible for developing and implementing the operating philosophy of the Service, planning and directing police members and administrative operations, managing the day to day operations, planning, directing and implementing community-based police services, and ensuring an operating structure that supports delivery of services. Their Shared Commitment is founded in their proud traditions to provide exemplary service. As inclusive leaders, they ensure community safety and wellbeing through collaborative partnerships, innovation, and community engagement.

Services

The Service is divided into six business operating units providing the following services:

Patrol Operations

- Patrol response to calls for service and community mobilization.

Criminal Investigation Division

- Provides specialized investigative services and support including crime analytics, Fraud, Cybercrime, Forensics, Drugs, Intelligence, and Break Enter and Robbery.

Administrative Support

- Provides Communications Dispatch Services, Court Services, and Property Management.

Operational Support

- Provides Emergency Management, Tactical, Hostage Rescue Team, Major Incident Commanders, Crisis Negotiators, Police Explosive Forced Entry Technicians, Explosive Disposal Technicians, Police Community Response Centre, Alternate Response, Traffic Management, and Volunteer Coordination.

Executive Services

- Provides Business Planning support, corporate communications, audit, research, planning, diversity, and professional standards.

Corporate Services

- Provides core business services including records and information management, professional development and training, payroll, benefits, wellness, labour relations processes, fleet, facilities, human resources, financial services, and technology management.

In addition to the full range of police services provided in accordance with the Adequacy and Effectiveness Standards, the Service provides direct dispatch services for police and fire through the P25 radio system which is also shared by transit. Police work closely with a number of City divisions including Finance, Human Resources, Purchasing, Legal Services, and more recently Information Technology. Their aim is to pursue additional partnerships potentially in the area of Fleet Services specifically.

2016 Accomplishments

- Full deployment of eight Community Safety Personnel and establishment of a Police Community Response Centre to improve service to the community more efficiently.
- Expanded use technology to support field operations hand held devices, in-car cameras and automatic vehicle licence plate reader.
- Launch of ROADWATCH © for improving driver behaviours.
- Establishment of a Bear Management Strategy.
- Key interventions through the Community Mobilization Sudbury's Rapid Mobilization Table.
- Effective police response to mental health calls in partnership with the Community Crisis.
- Continued evolution of internal member wellness programs and supports.
- Implement an Aboriginal Violence Prevention Coordinator position in partnership with N'Swakamok to build a Murdered & Missing Indigenous Women Strategy.

Strategic Issues and Opportunities

- Finalize Facilities Improvement Plan to address inefficiencies and safety issues identified specific to Police Operations and Customer Service.
- Monitoring of Community Safety Personnel staffing model and redeployment of six frontline officers for improved frontline capacity.
- Establishment of Continuous Improvement Team to action KPMG recommendations.
- Leverage technology for business improvements in the area of mobile technology for field users and digital document and evidence management storage solution.
- Continued enhancement and expansion of community partner relationships.
- Development of succession plan and leadership development proactively.
- Modernize service where possible through the use of technology.

Key Deliverables for 2017

- Continued modernization of policing model through the Police Community Response Centre, Community Safety personnel, online reporting and realignment of patrol resources.
- Augmented decision making will be through the integration of business analytics into every facet of business practices.
- Complete comprehensive rollout of Ontario Regulation 58/16 under in accordance with the collection of identifying information regulated interactions.
- Counter Sexual Exploitation Strategy to be instituted to minimize risk and reduce incidents of crimes against potentially exploited persons.
- Develop a proactive response plan to PTSD and other wellness supports to ensure resiliency and responsiveness of the organization will continue to evolve.
- Evaluate and develop Greater Sudbury's "Looking Ahead to Build the Spirit of our Women", learning to live free from violence project led by GSPS and N'Swakamok.

Greater Sudbury Police Service

	Actual			Budget		Budget Change	
	2014 Actuals	2015 Actuals	2016 Projected Actuals	2016 Budget	2017 Budget	Dollar Change	Percent Change
Revenues							
Provincial Grants & Subsidies	(3,135,506)	(4,032,223)	(4,270,817)	(3,643,564)	(3,659,970)	(16,406)	-0.5%
Federal Grants & Subsidies	(988)	(3,078)	(13,492)	(13,492)	(97,273)	(83,781)	-621.0%
User Fees	(953,414)	(1,008,989)	(1,139,324)	(754,257)	(759,725)	(5,469)	-0.7%
Contr from Reserve and Capital	(482,618)	(304,258)	(301,204)	(301,204)	(451,204)	(150,000)	-49.8%
Other Revenues	(363,787)	(81,173)	(25,659)	(20,402)	(20,402)	-	0.0%
Total Revenues	(4,936,314)	(5,429,721)	(5,750,496)	(4,732,919)	(4,988,574)	(255,656)	-5.4%
Expenses							
Salaries & Benefits	46,923,239	48,380,218	49,859,620	49,143,612	50,983,801	1,840,188	3.7%
Materials - Operating Expenses	3,616,300	4,128,149	4,060,964	3,832,581	4,035,787	203,206	5.3%
Energy Costs	572,030	440,211	427,187	456,910	452,439	(4,471)	-1.0%
Rent and Financial Expenses			62,367	50,930	66,962	16,032	31.5%
Purchased/Contract Services	803,775	405,693	662,164	579,832	590,779	10,947	1.9%
Debt Repayment	239,782	213,479	186,204	186,204	186,204	0	0.0%
Grants - Transfer Payments	17,338	9,300				-	0.0%
Contr to Reserve and Capital	2,691,906	3,032,307	2,780,142	2,780,142	2,994,497	214,355	7.7%
Internal Recoveries	1,265,296	1,293,363	1,260,509	1,252,427	1,282,309	29,882	2.4%
Total Expenses	56,129,665	57,902,720	59,299,157	58,282,638	60,592,778	2,310,139	4.0%
Net Budget	51,193,352	52,472,999	53,548,661	53,549,719	55,604,204	2,054,483	3.8%

Staffing Complement

	2016 Budget	2017 Budget
Full Time Positions	383	386
Part Time Hours	48,203	49,703

Contact us:

For information on the budget or the budget process, visit www.greatersudbury.ca/budget.

For general citizen service inquiries, please call 311, or email 311@greatersudbury.ca.

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