

# Written Submissions

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**From:** <webmaster@city.greatersudbury.on.ca>  
**To:** <publiccomments@greatersudbury.ca>, <ed.stankiewicz@city.greatersudbury.on.ca>, <paul.demers@city.greatersudbury.on.ca>, <jason.nelson@greatersudbury.ca>, <kathryn.oleary@greatersudbury.ca>  
**Date:** 9/13/2005 2:00:24 PM  
**Subject:** CMS >City Budget > Budget Comments

~~~ CMSv2 GENERIC FORM TO EMAIL HANDLER ~~~  
~~~ Do not reply to this email. ~~~

\* LANGUAGE - en

\* NAME - Josee Rainville

\* MAILTO -  
publiccomments@greatersudbury.ca;ed.stankiewicz@city.greatersudbury.on.ca;paul.demers@city.greatersudbury.on.ca;jason.nelson@greatersudbury.ca;kathryn.oleary@greatersudbury.ca

\* COMMENTS - I would like to know how much money goes to protecting the drinking water in greater sudbury with the Nickel District Conservation Authority.  
and if there is no money there should be some put towards that..... please.....

also Branding should be faster because we have to move the city into the next century faster than the rest of ontario.

Tourism is very important.

thank you

Josee Rainville

Proud Greater Sudbury citizen.

\* TELEPHONE - 705-897-6302

\* REQUIRED\_FIELDS - name,telephone,address,comments

\* ADDRESS - 3316 St. Laurent St.  
(on Valley View Rd)  
Greater Sudbury  
Ontario  
P0M 1L0

\* SUBJECT - CMS >City Budget > Budget Comments

\* EMAIL - jrainville@sprint.ca

**From:** <webmaster@city.greatersudbury.on.ca>  
**To:** <publiccomments@greatersudbury.ca>, <ed.stankiewicz@city.greatersudbury.on.ca>, <paul.demers@city.greatersudbury.on.ca>, <jason.nelson@greatersudbury.ca>, <kathryn.oleary@greatersudbury.ca>  
**Date:** 9/15/2005 11:33:25 AM  
**Subject:** CMS >City Budget > Budget Comments

~~~ CMSv2 GENERIC FORM TO EMAIL HANDLER ~~~  
~~~ Do not reply to this email. ~~~

\* LANGUAGE - en

\* EMAIL - joannerenzoni@kon-x.com

\* MAILTO -  
publiccomments@greatersudbury.ca;ed.stankiewicz@city.greatersudbury.on.ca;paul.demers@city.greatersudbury.on.ca;jason.nelson@greatersudbury.ca;kathryn.oleary@greatersudbury.ca

\* COMMENTS - I am the co-chair of the newly formed Copper Cliff Community Action Group. As one of our first initiatives we would like to request funding for an attractive 'Welcome to Copper Cliff' sign to be placed at the hwy. 55, Balsam St. entrance. We seem to be the only small community that does not have such a sign! I understand the cost could be in the \$10,000. range. I am prepared to do the organizing of this effort, with advice from the community. We would also like to have a nice planting of trees and flowers to compliment the sign. I think this sign would be an important step in the beautification of our corner of the Sudbury Disstrict!!

\* TELEPHONE - 682-0307

\* REQUIRED\_FIELDS - name,telephone,address,comments

\* NAME - Renzoni, Joanne

\* SUBJECT - CMS >City Budget > Budget Comments

\* ADDRESS - 39 Creighton Rd.  
Copper Cliff

**From:** <webmaster@city.greatersudbury.on.ca>  
**To:** <publiccomments@greatersudbury.ca>, <ed.stankiewicz@city.greatersudbury.on.ca>, <paul.demers@city.greatersudbury.on.ca>, <jason.nelson@greatersudbury.ca>, <kathryn.oleary@greatersudbury.ca>  
**Date:** 9/17/2005 4:42:28 PM  
**Subject:** CMS >City Budget > Budget Comments

~~~ CMSv2 GENERIC FORM TO EMAIL HANDLER ~~~  
~~~ Do not reply to this email. ~~~

\* LANGUAGE - en

\* COMMENTS - Re: Ladies and Mixed Bocce playing during June, July and August, 2006 at Diorite playground. We are asking the city for help in maintenance of the courts to be done once per week. We are approx. 75 Seniors who are getting too old to maintain them. Since the city is maintaining the baseball field in the Copper Cliff park, we feel that it can maintain our courts once a week. Thank you.

\* SUBJECT - CMS >City Budget > Budget Comments

\* TELEPHONE - 682-2264

\* REQUIRED\_FIELDS - name,telephone,address,comments

\* MAILTO -  
publiccomments@greatersudbury.ca;ed.stankiewicz@city.greatersudbury.on.ca;paul.demers@city.greatersudbury.on.ca;jason.nelson@greatersudbury.ca;kathryn.oleary@greatersudbury.ca

\* ADDRESS - 6 McKeen St.  
Copper Cliff, ON  
P0M 1N0

\* NAME - Lisa Dicaire - Copper Cliff Bocce Leagues

\* EMAIL - lisaray@sympatico.ca

**From:** <webmaster@city.greatersudbury.on.ca>  
**To:** <publiccomments@greatersudbury.ca>, <ed.stankiewicz@city.greatersudbury.on.ca>, <paul.demers@city.greatersudbury.on.ca>, <jason.nelson@greatersudbury.ca>, <kathryn.oleary@greatersudbury.ca>  
**Date:** 9/20/2005 9:12:21 AM  
**Subject:** CMS >City Budget > Budget Comments

~~~ CMSv2 GENERIC FORM TO EMAIL HANDLER ~~~

~~~ Do not reply to this email. ~~~

\* COMMENTS - I strongly urge for consideration to be given during the up coming budget deliberations for a set of traffic lights to be installed at the intersection of Mallards Landing and Regent St.

Traffic has been increasing due to the new residential homes being constructed, thus causing a real hazard to pedestrians trying to cross Regent St. and cars exisitng Mallards Landing Dr.

\* SUBJECT - CMS >City Budget > Budget Comments

\* REQUIRED\_FIELDS - name,telephone,address,comments

\* EMAIL - jlbruni@hotmail.com

\* NAME - Jim Bruni

\* ADDRESS - 30 Mist Hollow Dr.  
Sudbury, ON P3E 6L7

\* LANGUAGE - en

\* TELEPHONE - 523-7481

\* MAILTO -  
publiccomments@greatersudbury.ca;ed.stankiewicz@city.greatersudbury.on.ca;paul.demers@city.greater  
sudbury.on.ca;jason.nelson@greatersudbury.ca;kathryn.oleary@greatersudbury.ca

## Specific Questions or Concerns?

If you have specific questions or concerns relating to the 2006 Budget please let us know and we will be certain to pass the information along to the appropriate department. In order that we are able to best respond to your questions or concerns we ask that you provide us with the following information:

Name: GORD SLADE  
"ME"  
 Organization (if applicable):  
 Mailing Address : 248 MCNAUGHTON ST.  
 City SUDBURY  
 Postal Code P3E 1V5 Box Number —  
 Phone Number: 674-9991  
 Email Address (if applicable): SUDSLADE@SYMPATICO.CA

### Questions or Concerns:

RECOMMEND all Public Works & Capital Projects  
when going out for bids request prices  
for 1 shift, 2 shift & 3 shift operators.  
Question - how many new vehicles were purchased  
and what size?

### PERSONAL INFORMATION

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Additional information on the budget can be located on the website at [www.greatersudbury.ca](http://www.greatersudbury.ca) or by calling 671-CITY (2489), TTY Only 688-3919.

Simon Nickson  
49 Mist Hollow Drive  
Sudbury, Ontario  
Canada, P3E 6L7  
705-522-1868

September 19, 2005

Council Secretary  
Second Floor  
Tom Davies Square  
200 Brady Street  
Sudbury, Ontario  
P3A 5P3

Dear Sir/Madam,

I provide the following comments for the Ward 5 Pre-Budget Public Consultations on September 19<sup>th</sup>, 2005.

My family lives in the Mallard's Landing Subdivision that is located south of the Four Corners intersection off the west side of Regent Street. My intention tonight, as part of these Pre-Budget Consultations, is to advocate for improved pedestrian access and traffic controls along the Regent Street corridor between our neighborhood and the Four Corners intersection.

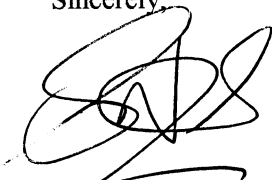
First, the section of Regent Street to the south of the Four Corners intersection is currently poorly sidewalked beyond the Southridge Mall. Proper pedestrian access south of the Southridge Mall is limited to a section on the east side that extends to Loach's Road. The West side of the road has a 2.5' section of poorly maintained paved edging that runs as far as the Algonquin-Regent intersection. The sidewalk is non-existent to the south of the Loach's-Algonquin intersection over the kilometer or so that leads to our neighborhood and the Louisa/Muriel residential area. Regent Street is a major access into Sudbury from Toronto and warrants better consideration for pedestrian access than has been provided by the City. Pedestrian passage along Regent is extremely dangerous as no sidewalk or pathway currently exists. This important artery has got to receive more attention to service the expending neighborhoods that the City continues to support in this area. In 2003, an additional 60 home development off Trailridge and Mallard Landing was approved by the rezoning of a Parcel of land and the development of Trailview Drive. The City has done little to improve pedestrian access along Regent Street in the interim.

The second issue that I would like to mention is tied to the need to control traffic in order to permit safe access from Cam and Mallard's Landing Drive onto Regent Street. It is currently dangerous for people crossing or turning onto Regent (by car, bicycle or on foot) since there are no traffic controls and the 60 km/hr speed limit is exceeded by the majority of cars traveling on this section of road from the Hwy 69 corridor. Cars coming from Toronto do not slow down even after the marked 60 km/hr signage that exists north of the Hwy 17 Bypass and the attempts to ticket speeding drivers does not seem to have impacted significantly on slowing traffic down. In addition, the recently announced rock tunnel is going to provide an additional fleet of trucking traffic along Regent from the Burwash Ramp to the new University roadway that is going to make access from our neighborhood even more difficult. My suggestion here is to add a traffic light at the Mallard's Landing Drive/Cam crossroads to service the Mallard's Landing/Vintage Green access onto Regent and also the existing residential access from Louisa and Muriel areas.

The City should also improve the speed limit signage and warnings in order to make it clear that the speed reduction requirement is required for drivers entering Sudbury from Highway 69.

Please ensure that this important access point to our City receives some attention in the next annual budget to provide for the growing number of residents in this area. The theme here is safety and accessibility – both critical considerations in the “growing” of our community.  
THANK YOU.

Sincerely,

A handwritten signature in black ink, appearing to be 'Simon Nickson', with a large, stylized 'S' and 'N'.

Simon Nickson



## Specific Questions or Concerns?

If you have specific questions or concerns relating to the 2006 Budget please let us know and we will be certain to pass the information along to the appropriate department. In order that we are able to best respond to your questions or concerns we ask that you provide us with the following information:

Name: Simon Nickson

Organization (if applicable): \_\_\_\_\_

Mailing Address : 49 MIST HOLLOW DRIVE

City SUDBURY, ONTARIO

Postal Code P3E6L7 Box Number \_\_\_\_\_

Phone Number: 705-522-1868

Email Address (if applicable): \_\_\_\_\_

### Questions or Concerns:

Can you advise on progress on water leakage brought up at the Water/Wastewater Public Input Sessions earlier this year. How will this impact Water/Wastewater rates for the 2006 budget.

### **PERSONAL INFORMATION**

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Additional information on the budget can be located on the website at [www.greatersudbury.ca](http://www.greatersudbury.ca) or by calling 671-CITY (2489), TTY Only 688-3919.

## Specific Questions or Concerns?

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Name: DENNIS PITRE

Organization (if applicable): VOLUNTEER REPRESENTATIVE FOR FITNESS CENTRE.

Mailing Address : P.O. Box 449

City TOWN OF CARleton (GREATER CITY OF SUDBURY)

Postal Code P0M1H0 Box Number 449

Phone Number: 705-858-5555

Email Address (if applicable): N/A.

### Questions or Concerns:

- ① CONCERN ON UPGRADING EQUIPMENT & PURCHASING NEW EQUIPMENT.
- ② HEALTH CONCERN E.g. CHANGING CARPETING IN ONE OF WORK OUT ROOM.
- ③ REMOVAL OF STAGNET EQUIPMENT.
- ④ REQUESTING A REPRESENTATIVE FROM THE MEMBERS- TO HAVE AN OPEN COMMUNICATION LINE ABOUT CONCERNING MATTERS OF OUR FACILITY.

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Name: Rev. Veronica Roydon

Organization (if applicable): St. Alban the Martyr Church

Mailing Address : \_\_\_\_\_

City CAPREOL

Postal Code POM 1H0 Box Number \_\_\_\_\_

Phone Number: 858-1087

Email Address (if applicable): \_\_\_\_\_

### Questions or Concerns:

Speeding vehicles on Dennie St. especially  
in the NIGHT HOURS.  
Police ? By-law officer ?

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Name: Romaine Chappell

Organization (if applicable): MUSEUM / CCPAC

Mailing Address : Box 864

City CAPREOL

Postal Code POM 4H0 Box Number ↓

Phone Number: 858 - 3859

Email Address (if applicable): \_\_\_\_\_

### Questions or Concerns:

YOUR PRIORITIES order (p.4)

How can Arts + Culture be more important than

ROADS — Economic Development — City Beautification

it IS important BUT - least important.

PLEASE get the PRIORITIES

STRAIGHT

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Name: Jean Tagliabracci

Organization (if applicable): \_\_\_\_\_

Mailing Address : 43 Vaughan Ave.

City Capitol, Ont.

Postal Code P0M 1H0 Box Number 254

Phone Number: 854 2538

Email Address (if applicable): \_\_\_\_\_

Questions or Concerns:

Geese Population on  
Lakeshore St. Geese droppings  
+ rashes

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Demande pour faire réparer la rue Bathurst, rue Léonard, Aurore Dr.

Request to repair Bathurst ST., Leonard St., Aurore Dr..

|    |                            |  |
|----|----------------------------|--|
| 1  | Lucie Belimeau 855-6657    |  |
| 2  | Al Bicus 397 Aurore St     |  |
| 3  | Yves Brûlé 377 Aurore St.  |  |
| 4  | Sylvie Brûlé 377 Aurore St |  |
| 5  | MAX LAVOIE 963-2411        |  |
| 6  | Stephen Arbeau 855-3348    |  |
| 7  | M. Arbeau 855-3348         |  |
| 8  | B. Arbeau 855-3348         |  |
| 9  | Lynne Trudeau 855-5606     |  |
| 10 | Quyen Laftop 855-1291      |  |
| 11 | Lucille Henry 855-9599     |  |
| 12 | Gas Henry 855-9599         |  |
| 13 | Jamie Henry 855-9599       |  |
| 14 | Chloé Wal Leger 855-1291   |  |
| 15 | Rose Bedard 855-5792       |  |
| 16 | Robert Rochon 855-5987     |  |
| 17 | Aline Rochon 855-5987      |  |
| 18 | Roland Portelance 855-2657 |  |

|    |                              |          |
|----|------------------------------|----------|
| 19 | Pauline Ventelane            | 855-2657 |
| 20 | Muriel Dugdean               | 855-3748 |
| 21 | Therese Pauline Michel       | 855-8371 |
| 23 | Gaston Martin                | 855-4833 |
| 24 | Sandra Ouellet               | 855-0399 |
| 25 | Florent Audette              | 855-0399 |
| 26 | Rose Dussan-Dupat            | 855-4725 |
| 27 | Angela Kindrat-Peach (Brian) | 855-4068 |
| 28 | Guy Leblond                  | 855-3457 |
| 29 | Genevieve Leblond            | 861-1131 |
| 30 | Canon Kowidney               | 855-1068 |
| 31 | Graig Wilson                 | 855-3437 |
| 32 | Judy Belong                  | 855-4279 |
| 33 | Wanda Belong                 |          |
| 34 | Roland Groulx                | 855-2320 |
| 35 | Dennis Groulx                | 855-2320 |
| 36 | Jean Claude Lachapelle       | 855-2470 |
| 37 | Gervaise Lachapelle          | 855-2470 |
| 38 | Noella Piette                | 855-4057 |
| 39 | Mme C. Messier               | 855-9569 |
| 40 | Daniel Messier               | 855-9569 |

|    |                         |          |
|----|-------------------------|----------|
| 41 | Albert Aubrey Adley     | 855-2916 |
| 42 | Laven Hunt. KAREN HUNT  | 855 2165 |
| 43 | Francine St Jam         | 855-1980 |
| 44 | Monique Martel          | 855-0347 |
| 45 | Yvan Martel             | 855-0347 |
| 46 | Rita MacLean            | 855-2749 |
| 47 | Aurion Pottle           | 855 4052 |
| 48 | Uola Lannon Bus Driver  | 855-5433 |
| 49 | William A. Amante Rhyno | 855 2909 |
| 50 | J. Lemay                | 855.4330 |
| 51 | H. Lemay                | 855-4336 |
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## Specific Questions or Concerns?

If you have specific questions or concerns relating to the 2006 Budget please let us know and we will be certain to pass the information along to the appropriate department. In order that we are able to best respond to your questions or concerns we ask that you provide us with the following information:

Name: Mrs. Ameer Talbot

Organization (if applicable): \_\_\_\_\_

Mailing Address : 307 College St

City Sudbury Ont

Postal Code P3C 4W6 Box Number —

Phone Number: 705 673 7157

Email Address (if applicable): \_\_\_\_\_

### Questions or Concerns:

*This has nothing to do with the Budget but rather getting this meeting*

*I live in the Norovian*

*I would like to know why we cant have a meeting near where we live Gas is very expensive as you know!*

*This concerns my budget.*

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## Avez-vous des questions ou des préoccupations particulières?

Si vous avez des questions ou des préoccupations particulières concernant le Budget 2006, veuillez remplir le formulaire ci-dessous et nous l'enversons au service approprié.

Nom :

Noëlla Piette

Organisme (le cas échéant) :

Adresse postale :

382 Aurore Dr.

Ville Chelmsford

Code postal POM1L0 Case postale POM1L0

Numéro de téléphone :

Adresse de courriel (le cas échéant):

napiette@personainternet.com

### Questions ou préoccupations :

Chemin, Hydro  
Ne pas dépenser sur les chemins de fer  
"Rail Road" dans quelques années il n'existera  
peut-être plus.

### RENSEIGNEMENTS PERSONNELS

Les renseignements personnels sont recueillis par la Ville du Grand Sudbury en vertu de la Loi de 1999 sur la ville du Grand Sudbury et la Loi de 2001 sur les municipalités. Les commentaires reçus d'ici le vendredi 23 septembre feront partie de l'ordre du jour de la séance du lundi 26 septembre 2005. Les commentaires reçus après le vendredi seront présentés à la réunion. Votre nom et vos commentaires peuvent faire partie d'un registre public, et peuvent être affichés sur le site Web. On peut poser des questions sur la collecte des renseignements à Janet Veale, coordonnatrice de l'Accès à l'information et des dossiers corporatifs, au (705) 671-2489, poste 2476.

De plus amples détails sur le budget sont affichés sur le site Web de la ville au [www.grandsudbury.ca](http://www.grandsudbury.ca). On peut aussi obtenir d'autres renseignements en composant le 671-2489 (ATS seulement 688-3919).

## Specific Questions or Concerns?

If you have specific questions or concerns relating to the 2006 Budget please let us know and we will be certain to pass the information along to the appropriate department. In order that we are able to best respond to your questions or concerns we ask that you provide us with the following information:

**Name:** Rachel Russell

**Organization (if applicable):** Coppercliff community Action Network

**Mailing Address :** Box 962 54 Godfrey Drive  
**City** Coppercliff  
**Postal Code** R0M 1N0 **Box Number** \_\_\_\_\_

**Phone Number:** (705) 682-9096

**Email Address (if applicable):** smileright@hotmail.com

### Questions or Concerns:

Families have inquired about funding<sup>or subsidy</sup> for hockey for families that can not afford it.

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Name: Janet Zanetti

Organization (if applicable): Re Summer Playground Program

Mailing Address : P.O. Box 156

City Copper Cliff Ont

Postal Code P0M 1N0 Box Number \_\_\_\_\_

Phone Number: 6822798

Email Address (if applicable): \_\_\_\_\_

### Questions or Concerns:

2005 Cancelled re no enough children  
Not advertised enough  
Ads in school and in local stores  
would help

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Name: LISA DICAIRE  
 Organization (if applicable): LADIES' & MIXED BOCCIE LEAGUES  
 Mailing Address : P.O. Box 542  
 City COPPER CLIFF ON.  
 Postal Code P0M 1N0 Box Number 542  
 Phone Number: 682-2264  
 Email Address (if applicable): lisa.roy@sympatico.ca

## Questions or Concerns:

Could the city please maintain our courts at the  
Diorite playground during June, July & Aug/2006.  
(see attached)

## PERSONAL INFORMATION

Personal information received by the City of Greater Sudbury is collected under the authority of the City of Greater Sudbury Act, 1999 and the Municipal Act, 2001. Comments received by Friday will appear on the Agenda for the Meeting of Monday, September 26, 2005. Comments received later will be tabled at the meeting. As such your name and comments may become part of public record, and may be posted to this website. Questions about the collection of this information may be directed to Ms. Janet Veale, Freedom of Information and Corporate Records Coordinator at 705-671-2489, extension 2476.

Additional information on the budget can be located on the website at [www.greatersudbury.ca](http://www.greatersudbury.ca) or by calling 671-CITY (2489), TTY Only 688-3919.

September 19, 2005

City of Greater Sudbury

Attn: Coun. Terry Kett  
Eldon Gainer

Re: Maintenance of Bocce courts at Diorite playground for  
Copper Cliff Ladies Bocce and Copper Cliff Mixed Bocce Leagues

For several years the above-mentioned bocce leagues have been maintaining their own courts. Since the players are Seniors and no longer able to look after them, we are requesting that the city do this for us once a week during the summer of 2006. Our games are played on Monday (Wednesday if the Monday is a holiday) and Tuesday evenings during June, July and August.

Thank you

LISA DICAIRE (LADIES' BOCCIE)  
682-2264  
lisaray@sympatico.ca

SANDY ZANETTI (MIXED BOCCIE)  
682-2798

**DENNIS DATE CONSULTING  
160 COPPER STREET  
SUDBURY ON P3E 2C2**

**Tel No (705) 677-0999  
e-mail: [dennis.date@sympatico.ca](mailto:dennis.date@sympatico.ca)**

The Council Secretary  
Second Floor  
City of Greater Sudbury  
Tom Davies Square  
200 Brady Street, Sudbury P3A 5P3

September 22<sup>nd</sup> 2005

Dear Sir or Madam

**Re: Pre-Budget Consultations**

This letter is in response to the recent newspaper advertisements, under the above mentioned topic, and I would like to have it directed to the Finance Committee of Council. This letter is confined to looking at two inter dependent issues, namely debt formation policies and the financial policy role of the treasurer.

The topics take on added significance with the recent appointment of the new treasurer and by the City's challenging infrastructure, and other capital works, financing needs. I did write to the Mayor, earlier in the year, raising a number of issues, including those now revisited in this letter, and he may wish to have that letter also referred to the committee. With that letter to the Mayor, I enclosed a brief curriculum vitae so as to bring some perspective to the experience I was drawing on to relay the views I wanted to share with him.

Without having the benefit of a credit rating analysis of the City I start with the assumption that it does enjoy debt capacity under the current formula used by the Province for Ontario municipalities. With this proviso I find it difficult to understand how any unitary municipality, in the current economic climate facing municipalities, can avoid debt as being part of its overall capital financing package. To tar debt formation as being unacceptable as a source of finance is akin to telling ratepayers that they can only purchase a house if they use cash: a mortgage would not be allowed. I also assume that relying on capital grants and subsidies from senior levels of government for shortfalls in capital financing is not a viable option.

Clearly, a debt formation policy has to be responsible and not reflective of the "borrow for everything" era reminiscent of the early 1970s. During that period, as treasurer to the City Council of London, I recommended, as part of a capital financing policy, a debt ratio formula which was tied to a capital levy from the operating budget for every dollar of debt incurred.

This combination instilled a disciplined approach to debt formation. The more debt raised the greater the immediate burden on the current year tax rate through a prescribed increase in the capital levy. This pay as you go element was also, in that era, a rare commitment to any formalised pay as you go contributions from the operating budgets of most municipalities.

Council approved the policy and secured a triple AAA credit rating from both American agencies. An overview of debt management issues was captured in a Municipal Debt Carrying Capacity Study published in 1977, with assistance of a grant from the then Federal Ministry of Urban Affairs. Despite the time setting, economic climate and attitudes during that decade, many of the issues and commentary in the publication are still as relevant today as they were in the 1970s. The study includes a section comprising input from a number of invited individuals who, at that time, held either senior municipal positions, or had high level exposure to municipal debt matters, either in various municipalities and other local government organisations and institutions.

Addressing policy development leads into my second issue, namely the role of the treasurer. A recommended capital financing sources policy should originate from the City Treasurer. It will complement the financing needs of the capital works program developed and recommended by the administration to City Council. Council has the right to reject, modify or accept recommended policy courses, but should recognise that their appointed treasurer should be the best qualified person to advise it on all of its financial policies. After all council appoints the treasurer and holds that officer accountable for the municipality's financial health.

It is not appropriate for consultants to recommend financial policies directly to council. The Treasurer may be authorized to have consultants develop the information base from which he or she can develop policy recommendations. Reports to council from consultants should be for information purposes only, whereby the consultants expertise can be accepted as expert opinion. This arrangement enhances and clarifies the accountability roles of both Council and its administration. When consultants take over the role of recommending financial policies directly to council both elected, and appointed officials, can ignore their responsibilities.

Just as importantly, in my opinion, policy recommendations of the treasurer should come to Council **through** the office of the CAO. The CAO reviews the recommendations with the treasurer before submission to council, but the final reporting onus should rest with the treasurer, thereby, respecting that officer's special fiduciary relationship with the ratepayers. The reporting structures of the two cities I worked for supported this arrangement, in word and practice, of direct reporting by the treasurer through, and not to, the chief administrative officer. I have to admit that I am not fully conversant with the current statutory situation of the treasurer under the legislation in the new Municipal Act.

Before the treasurer develops a debt formation policy for Council consideration the Treasurer would probably want the City to seek a credit rating. In making a presentation to the rating agencies, this would probably be an area in which the Treasurer would want some outside



consulting assistance and possibly a fiscal agent. While municipalities may now not see the need for credit ratings, because of their ability to securing debt requirements through senior level of government agencies, a credit rating will stand a municipality in good stead. It also brings the municipality face to face with the capital markets and underscores in the mind of councillors the real cost of capital. Finally a credit rating adds a measure of autonomy to the municipality and can improve its standing in the eyes of the business and general community.

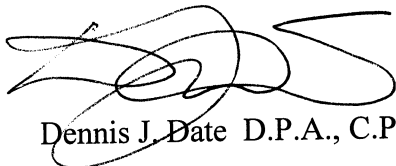
From an actual debt issuing perspective, although there are now various new sources of capital funds available to municipalities, at attractive rates, the Treasurer might consider looking at the prospects of local bond issues as being a component of a capital financing plan. This method of raising debt has generally been abandoned by municipalities, since the mid 1970s, and the vacuum created by this action has been quickly filled by the G.I.C. certificates of banks and trust companies. Such instruments are a major source of short term finance.

Personal experience with fully registered local bond issues, in the United Kingdom and Ontario, showed that a very high percentage of local bonds were rolled over at maturity by the bond holders. They were issued for terms of 1 to 10 years and residents liked to invest in their own community. Even without the current day computer aids and technology the administration of a fully registered local bond portfolio was very easy. Again local money and pride are twin spin offs from the local bond approach. Before 1973 fully registered bonds were a rarity at all levels of government in Canada and coupon clipping was a very onerous and labour intensive chore.

While I have only raised the issue of debt management policies and the treasurer's role in their formulation, it is clear that councils need to have a comprehensive and an inter-dependant set of financial policies in place. The cornerstone of my input centres on the source of those policies. With the appointment of a new treasurer it might seem, that in the light of consulting inputs in the past, that the treasurer should review all of the current financial policies and either endorse them, modify them, and/or introduce added policies deemed necessary, and have them adopted by Council.

I hope that these personal thoughts and opinions will be of interest to both council members and the administration, as the latter group put together the documentation and supporting financial planning options for the City's next 5 year capital works program. Personally, I will be pleased to the extent, if any, that this input adds to the scope and content of the council's deliberations on these matters.

Yours sincerely



Dennis J. Date D.P.A., C.P.F.A., C.M.A.

PS. A bullet point listing of some operating budget issues has been shown on an attachment.

## **OPERATING BUDGET FORMAT AND CONTENT**

- The budget overview should include estimates of the amounts that would be raised, by property tax class, through the increased assessment returned for the 2006 taxation year, without increasing property tax class rates.
- An estimate of the 2005 operating budget surplus, prior to any disposition should be given. The projected balances in both funded and unfunded reserve funds should be revealed through continuity accounts which show opening balances, contributions and their source, drawdowns and the year end balances.
- An analysis of the broad streams of operating revenues, and their percentage share of the total, should include taxation, user fees, provincial grants and other income.
- Operating fund revenue contributions to reserve funds should be separately listed together with reference, as appropriate, to policy positions with respect to reserve fund balances, activities etc. These may or may not be tied in with an overall capital financing policy re sources of revenue for capital works..
- The audit fees should be analysed to show the amount for the audit fee and other services. The other services should be explained. Presumable there is an audit committee comprised of councillors who meet at least once a year to receive the auditor's report on their audit of the City's financial statements?.
- A demographic profile for the City on a 5 year interval basis should be part of the budget presentation together with projections for future years. These would likely flow from Stats Canada data but with respect to future projections Council's goals could be reflected in the age group data. The mayor has a copy of a possible format for this information.
- The budget should be produced on a line oriented, or objects of expenditure basis, and also a program format. The first enable councils to see the sources of input and relationships to total costs while the second zeroes in on outputs and performance measures. The public should preferably concentrate on the program format.

Line by line budgets often provoke high profile debate but should be managed internally. Convention and travel expenses fall in this latter scenario along with consulting fees and external legal fees.

- Performance measures have taken on a greater role in the past decade and while comparative performance measure for municipalities are difficult to interpret hopefully the budget documentation provides some insight into this area of accountability.

September 20, 2005 - Quality Inn/Sudbury 10:45 am

In Attendance:

Aaron Taxi John Sanders, Linda Craig Fax - 670-0025  
Shawn Donohoe, O/O Aaron Taxi  
Clifford Maurice O/O Aaron Taxi Tel- 566-9044  
Dan McMahon O/O Aaron Taxi  
City Taxi/Sudbury Taxi - John Desjardins/Cathy McEachern Fax - 673-9430  
ABC - Joanne Hanley, Gloria C. Fax 674-3611  
Garson Taxi - Claudette Gascon 693-1928  
AC Taxi - Andre Piette 897-1658  
Lockerby Taxi Keith Flinn - Fax - 522-1654  
Cookie Taxi - U. Levesque 522-0012  
Vander Kratz Taxi - G. Vanderkratz Tel 674-6308

Tracey Duguay - Northern Life  
Denis St. Pierre - Sudbury Star

The purpose of this meeting was to organize the companies in preparation for the Special Meeting to tentatively be held in early October of 2005.

Linda of Aaron Taxi prepared the agenda to have an open forum on the following points.

1. TAXI COURSE

In 2004 there were 359 licensed taxi drivers (many career drivers). At Sept. 1/ 2005 there were 203 licensed drivers. There are presently 25 new drivers pending course completion and criminal record check. There are 37% fewer drivers than last year (131 drivers did not renew their licenses.) The meeting unanimously agreed that this loss is due to the high cost and inconvenience of the course and constant ticketing of taxi drivers for what they perceive as petty infractions.

It was unanimously agreed by everyone at the meeting that the course is too expensive. The course costs \$170.00 and is held at the Barrydowne Campus of Cambrian. Although some owners have taken the course, it was suggested that improvements could be made to streamline the process.

- There was a refresher course offered at \$91.00. It is no longer offered as anyone who has not renewed their license is deemed to be a new driver.

- A short test could be offered upon application for a taxi license in which the driver studies a taxi by-law agreement, write a short test (ie) like a beginners driver permit that is based on a handbook. The taxi license could be granted upon successful completion of the test and criminal record check.

This test could be done in a short period of time at very little cost to the applicant.

It was suggested that the test could be given at

- a) the police station (ie - first time speeding test)
- b) employment Canada - have computers and facilities
- c) Cambrian Foundation - (ie WIMUS test)

In actuality every person is not cut out to be a taxi driver and the price they have to pay to get started is very high considering they are in a low income bracket. A suggestion was made that a temporary license ( with a 1 month trial) may be the way to go. Taxi drivers learn streets etc. as they go. That is the only way to learn the City. (The existing test is with the "MapMan"!)

## 2. THE ZONING SYSTEM

The fine for picking up out of Zone is \$225.00

The customer's rights are jeopardized due to this system. The customer should be allowed to book the return with the company that picked them up. Everyone had stories about customers being stranded at various venues in Zone 2's, which tend to be under-serviced at busy times. It is absurd that a fare in Lively must call Garson Taxi to get home (these customers are almost always drinking) and with long wait times they will be tempted to get behind the wheel. This rule is counter-productive, environmentally stupid and dangerous.

It was unanimously decided that it would be in the best interest of all to be able to pick up in any zone as long as you return to your own zone with your fare. (These are not solicited calls but rather calls that have come in on our taxi lines).

There was also the question of the patrons freedom of choice.

## 3. RATE INCREASE

WE NEED A METER INCREASE TO SURVIVE IN THE TAXI BUSINESS. This was unanimous.

In the wake of sky-rocketing gas prices we need a system that responds more rapidly to the constant increases. With gas expected to go to \$1.50 in the next 6 months, we can not be expected to operate at a gas price of .84.

The present system only allows for an increase once per year at meter read (which is the last week in August. It was suggested that we need a review every 3 months or every .20 gas hike.

In cold weather cars must run 24/7 to maintain heat in the vehicle.

With the September 2006 by-law forcing us to buy new cars, ever-rising insurance costs, and driver shortages, we need the support of the City of Sudbury to continue to provide good taxi service to the community.

We want to mention that the majority of drivers are paid on an approximate 40% commission, and the owners pay the gas and maintenance. Therefore, any increase granted is a drop in the tank to the owner/operator!

We were told that the new by-law was designed to make the taxi business a much better industry. So far we have seen no improvement to customers, owners or drivers.

Customer wait time has increased substantially due to a shortage of drivers.

Owners have seen a severe decrease in profit due to lack of drivers and increase in gas.

Drivers are harassed and over-regulated and are not compensated by any increase in earnings.

We look forward to working with the Greater City of Sudbury to improve our vital and important taxi industry.

## **The Evolution of Maison La Paix House (MLPH) From a Supportive Housing Program to a Residential Hospice**

Maison “La Paix” House was opened on December 1, 1996, by *Groupe d’appui VIH-SIDA de Sudbury*<sup>1</sup> (HIV-AIDS Support Group of Sudbury).

Maison “La Paix” House is committed to providing support and quality care, in French and English, so residents may live and die in peace and dignity.

MLPH is the only supportive housing program in Northern Ontario that offers permanent and palliative care to persons living HIV-AIDS. Since March 2005, MLPH also offers hospice palliative care to non-HIV residents.

MLPH is managed by a full-time Executive Director and a Resident Care Coordinator. Seven part-time and full-time personal support workers and registered practical nurses provide services, along with volunteers, in partnership with the Volunteer hospice visiting program of the Sudbury Regional Palliative Care Association.

The 2005 Ontario Provincial Budget included the following commitment: "The government intends to improve access to doctors, nurses and other health professionals by (...) supporting end-of-life care services, including those in residential hospices, for 4,300 adults and children in their communities by investing an additional \$39 million this year." The \$39 million is a global budget figure for many services that comprise end-of-life care.

**Maison “La Paix” House is presently preparing a business case to obtain provincial funding to operate a Community Residential Hospice for the Sudbury region. A new residential hospice for our community could create 10-15 new health care jobs.**

Hospices are essential for people living with a life-threatening illness, who can no longer be cared for in their own homes. They offer compassionate and cost effective care for people who do not require the expensive and highly technical care available in an acute care hospital unit. They are designed to meet the needs of a patient and his or her loved ones when the curative approach is no longer achievable.

The Hospice Association of Ontario (HAO) states that residential hospices are a cost effective way of providing palliative care, as shown below:

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<sup>1</sup> Founded in 1991. Status as a non-profit and as a charitable organization confirmed in 1991 and 1996, respectively.

## **BACKGROUND – FINANCIAL SUMMARY**

### **Estimated Annual Operating Costs of a 10-Bed Residential Hospice**

|                  |           |
|------------------|-----------|
| Non salary costs | \$105,000 |
| Salary costs     | \$952,000 |

***Estimated total: \$1,057,000***

***Estimated per diem rate: \$289.60***

### **Estimated Capital Costs of a 10-Bed Residential Hospice**

***Estimated total: \$1,000,000 - \$1,300,000***

### **Estimated Annual Operating and Capital Costs of a 10-Bed Residential Hospice**

***Estimated total: \$2,357,000***

### **Estimated Costs for 10 acute care beds (not including capital costs)**

***Estimated total: \$3,030,000***

(The estimated daily costs of an acute care hospital bed obtained by HAO range from \$830 in the Hamilton, Ontario region to between \$700 - \$1,000 in the Toronto region.)

MLPH and a residential hospice share many characteristics:

- they provide palliative care and housing for terminally ill individuals;
- they employ health care professionals and volunteers, 24-hours a day, 7 days a week;
- they are managed by an Executive Director;
- volunteers are specifically trained to augment staff services;
- they collaborate with a multidisciplinary team of caregivers and service providers;
- they both require public relations and fundraising capabilities.

We believe that the province of Ontario will not fund 100% of the operating costs associated with a Residential Hospice, we therefore request that the City of Greater Sudbury consider:

1. An annual contribution to the operating costs.
2. Identifying and contributing land for the construction of the Residential Hospice.

Leo Therrien  
Daniel Gihgras



## BUDGET 2006

### LAKE WATER QUALITY PROGRAM

#### Background

The Lake Water Quality Program's budget covers the cost of a full time co-ordinator, supports 35 Lake Stewardship Groups, hosts an annual Living With Lakes Forum, updates the website, handles public enquiries, organizes the activities of the Advisory Panel, provides staff input to matters involving lake water quality, and covers part of the cost of summer field work carried out by interns on area lakes.

#### Core Programs

##### Lake Stewardship Assistance Grant Program

In the spring of 2005, the Lake Water Quality Program along with the Lake Improvement Advisory Panel initiated the Lake Stewardship Grant Assistance Program to support and encourage the initiatives of lake stewardship groups in achieving their goals of healthy waterfront living by providing them with additional resources. Ten lake groups were successful in obtaining funds totalling \$5,430.00. Projects included: shoreline enhancements, shoreline and lake clean ups, educational campaigns and newsletters, biodiversity monitoring, and water sampling.

##### Shoreline Home Visit Program

In 2005, the City of Greater Sudbury partnered with the Centre for Sustainable Watersheds (CSW) to implement a public education campaign to encourage lake residents to adopt sustainable solutions as a means to protect our lakes. During the course of the summer, shoreline visits were conducted on 14 city lakes and 200 information packages were handed out. The program achieved its goal of educating waterfront homeowners how to inexpensively alter their shorelines to protect, conserve, enhance, and restore water quality and wildlife habitat of Sudbury lakes. The response from the homeowners was overwhelmingly positive. **Everyone agreed this valuable program should be offered every year by the Lake Water Quality Program.**

#### Request

This is a request for an increase of \$35,000 to the Lake Water Quality Program to:

- 1) Continue to develop and expand the Shoreline Home Visit Program as a tool for public education and awareness to communicate the importance of healthy shorelines to the community and waterfront residents with increase in resources and incentives.
- 2) Continue with the mandate of the Lake Water Quality Program and Lake Improvement Advisory Panel to support the efforts of the Lake Stewardship Groups through the Lake Stewardship Assistance Grant Program.
- 3) Contribute to the cost of carrying out various lake surveys (e.g., water quality, fish populations, benthic organisms, aquatic vegetation) on Sudbury Lakes.

Austin Davey  
Chair, Greater Sudbury Lake Improvement Advisory Panel