
Report To: CITY COUNCIL

Report Date: November 19, 2001

Meeting Date: November 29, 2001

Subject: Maison La Paix Agreement

Department Review:


Mark Mieto, General Manager
Health and Social Services

Recommended for Agenda:


Jim Rule,
Chief Administrative Officer

Recommendation:

THAT the City of Greater Sudbury continue to assist Maison La Paix which is considered to be an essential health care service and the only AIDS haven in Northern Ontario on a month to month basis until long term funding is available from the Ministry of Health, and;

THAT the Ministry of Health fund the program at 80% and the remaining 20% will be funded by Maison La Paix.

Maison La Paix is a bilingual home where people with HIV-AIDS needing assistance or requiring total care can find haven to live or die with dignity, surrounded by people, family and friends who care. Maison La Paix provides 24 hour attendant care, professional health services, supportive services, spiritual and pastoral care, palliative care, support and companionship. Maison La Paix was officially opened in December 1996 by the Groupe d'Appui VIG-SIDA de Sudbury, a non-profit organization.

It was anticipated that the Ministry of Health would be assuming responsibility for this facility effective April 1, 2001. Although the Ministry of Health originally committed to funding Maison La Paix through multi-year funding for 2000-2001, this funding was not made available to Maison La Paix. We have information from Mr. John Roininen, Program Consultant with the Ministry of Health, that Maison La Paix continues to remain a funding priority in the Sudbury and Manitoulin Districts Community Support Service plan for the 2002-2003 fiscal year. He also confirmed that the Ministry will continue to provide 80% subsidy through the Homemakers and Nurses Services Act.

If Ontario Works Sudbury does not fund Maison La Paix, there is no other funding available from the Ministry of Health. It is important to note that Maison La Paix is an essential health care service since it is the only residence for individuals with AIDS in Northern Ontario. As there is no additional cost to the City of Greater Sudbury other than administrative responsibilities - Maison La Paix will continue to fund the remaining 20% community share - it is recommended that the City of Greater Sudbury continue to fund Maison La Paix on a month to month basis until the funding issues have been resolved.

Report To: CITY COUNCIL

Report Date: November 19, 2001 Meeting Date: November 29, 2001

Subject: Supporting Community Partnership Initiative (SCPI) - Phase 2 Funding

Department Review:


Mark Mieto, General Manager
Health and Social Services

Recommended for Agenda:


Jim Rufe,
Chief Administrative Officer

Recommendation:

That the City of Greater Sudbury approve the following proposals which are 100% federally funded:

1. Overcomers Group of Sudbury in Partnership with Elgin Street Mission - \$142,395.

Operating costs of \$120,895 for one year to expand services at the Elgin St Mission and at Overcomers. The Mission will expand their service to day time hours from the current evening program. There is also a contribution of 50% of One time costs of \$21,500 of which \$8,000 is to be utilized for the immediate installation of laundry and shower facilities and a portion to be used for transportation support to assist the homeless access the services of other agencies.

2. Centre de Santé Communautaire Corner Clinic - \$27,000

Operating costs for one year for their existing location as per their proposal for cleaning, insurance, rent, security system, telephone, transportation for clients, equipment and materials which will be used to help rehabilitate the homeless and provide primary care. Further funds for this project may be accessed by the Ministry of Health to ensure sustainability.

Executive Summary

The federal Supporting Community Partnership Initiatives (SCPI) program by Human Resources Development Canada (HRDC) is a funding strategy aimed at building community capacity to prevent and end homelessness. The City of Greater Sudbury is the broker for the federal government dollars. In conjunction with the Task Force on Emergency Shelter and Homelessness, a community plan which outlines strategies to end homelessness has been developed. This plan sets out ways that homelessness will be addressed locally, based on the findings of the homelessness studies.

This is the final allocation of monies awarded by the federal government for the SCPI initiative which is to be completed by March 31, 2003. There is a possibility that there may be another initiative in the spring or additional dollars may be reallocated as a number of communities have not yet been able to present a community plan. In either event, the City of Greater Sudbury is in a good position to apply for and receive further funding.

Phase 2 of the SCPI Funding entails A Request for Proposal to award the remaining \$169,395 to prevent and end homelessness which is 100% funded by federal government. The request for proposal process began October 17, 2001 with advertising in local newspapers and on the web site in both official languages.

Proposals were submitted by:

1. L' Association des Jeunes de la Rue (Community Outreach Program)
\$22,320 for December 1, 2001 - March 31, 2001
2. Anishnaabeg Shelter Proposal
\$ 9,010 for December 1 - 31, 2001
\$ 174,590 for April 1, 2002 - December 31, 2002

3. Centre de Santé Communautaire de Sudbury
\$228,381 for January 1, 2002 - December 31, 2002
4. Sudbury Mental Health Survivors Inc
\$63,313 for October 1, 2001 - March 31, 2002
5. Social Planning Council for Teen Mom Home
\$75,000 for January 1, 2002 - March 31, 2002
6. Overcomers Group of Sudbury
Option A
\$46,000 Dec 1, 2001 - March 31, 2002 and one time funding of \$43,000

Option B
\$46,000 Dec 1, 2001 - March 31, 2002 and one time funding of \$21,500
(Annualized)

The selection committee was made up of members of the community in addition to staff from the City of Greater Sudbury and 2 ex-officio members from Human Resources Development Canada. These members were as follows:

Voting Members

Linda Roseneck, Executive Director, United Way/Centraide Sudbury and District
Tracey Browne, Branch Manager, Canadian Red Cross, Sudbury Branch
Bernadette Walicki, Co-ordinator of Social Initiatives, City of Greater Sudbury (CGS)
Sandra Ferguson, Financial Manager, Social Services, City of Greater Sudbury
Mary Murdoch, Co-ordinator of Emergency Shelters and Homelessness Initiatives, CGS

Ex- Officio Members

Dena Morrison, Service Deliver Manager, Human Resources Development Canada
Monica Lenzi, Programs and Services Officer, Human Resources Development Canada

The selection committee members reviewed the funding applications according to their ability to meet the community priorities as outlined in Homelessness Study 3. Unfortunately, with limited dollars available, not all proposals were recommended for funding. Those not selected in this process may have the opportunity to apply for funding in the future if further funds become available.

The Selection Committee recommends the following proposals be funded:

1. Overcomers Group of Sudbury in Partnership with Elgin Street Mission - \$142,395.

Operating costs of \$120,895 for one year to expand services at the Elgin St Mission and at Overcomers. The Mission will expand their service to day time hours from the current evening program. There is also a contribution of 50% of One time costs of \$21,500 of which \$8,000 is to be utilized for the immediate installation of laundry and shower facilities and a portion to be used for transportation support to assist the homeless access services of other agencies.

2. Centre de Sante Communautaire Corner Clinic - \$27,000

Operating costs for one year for their existing location as per their proposal for cleaning, insurance, rent, security system, telephone, transportation for clients, equipment and materials which will be used to help rehabilitate the homeless and provide primary care.

Background:

Overcomers Group of Sudbury Inc. is a non-profit agency working with the homeless and ex-offenders to help them establish housing and become re-connected with the community. They work in conjunction with the Elgin Street Mission, which is a service that operates in downtown Sudbury providing meals and shelter to homeless and needy people between the hours of 8:00 p.m. to 11:00 p.m. With SCPI funding, Overcomers' project goals are to extend operating hours at the Elgin Street Mission from 7:30 a.m. to 4:30 p.m. in order to provide day-time programs for the homeless. They further intend to provide laundry and hygiene facilities for the homeless to assist them feel confident in presenting themselves to other service providers and job interviews. Overcomers will further provide transportation support to the homeless to assist them secure permanent housing and also to access the Elgin Street Mission.

The Corner Clinic is a community initiative which aims to improve access to primary and community care for homeless persons. They further assist the homeless become aware of health issues affecting them so that the homeless can work at eliminating the barriers that lie in the way of their becoming part of the community. The clinic provides a place where clients can access the services they need, in a non-threatening and welcoming atmosphere, providing a multi-lingual service. The clinic opened their doors on October 17th, 2001 and in two week period served more than 150 clients. The corner clinic provides health services through health promotion and disease prevention.

The "People Helping People Homelessness Initiative" is progressing well. We have fully implemented phase 1 and are beginning phase 2 of the initiative. The City of Greater Sudbury was the first community in Ontario and the second in Canada to be approved as a community

implemented phase 1 and are beginning phase 2 of the initiative. The City of Greater Sudbury was the first community in Ontario and the second in Canada to be approved as a community entity. We are the only community in Northern Ontario to have an approved community plan.

The People Helping People Initiative is being recognized provincially and federally. Claudette Bradshaw, Minister of Labour and federal co-ordinator on Homelessness, met with the Community Partners and staff involved in the initiative on October 26, 2001 and visited the McKee Wong Centre. The Regional HRDC Communications office from Toronto filmed 3 different projects the same day - Elizabeth Fry Transition House, Banque D' Aliments Sudbury Food Bank Warehouse, and Overcomers Support Group of Sudbury for an HRDC communications video on Ontario projects sponsored by SCPI funding. This has also led to recognition from the province and both Nancy Dube, the Chair of the Task Force on Emergency Shelters and Homelessness and Mary Murdoch, Co-ordinator have been invited to a special consultation in Hamilton which followed the Homeness II Learning Forum presented by OMSSA.

Many different communities attended Homeness II Learning Forum trying to develop innovative ideas to deliver a service to those who are homeless or at risk of being homeless. Our community has three projects which are unique from other communities in Ontario - InnerSight Educational Homes' hostel for men ages 16 - 19, Centre de Sante Communautaire's Corner Clinic for the hard to serve and homeless clients, and Overcomers who is partnering with the John Howard Society to provide outreach services to ex-offenders and their families. After a consultation with their colleagues, the Overcomers project was selected as being the one idea they wanted to present to the attendees of the Homeness II forum as a viable and innovative project to consider implementing in other communities.

City Agenda Report

Report To: CITY COUNCIL

Report Date: November 16, 2001 Meeting Date: November 29, 2001

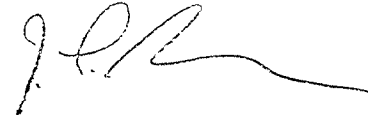
Subject: Appointment of Consultant for Waste Disposal Sites

Department Review:



D. Bélisle,
General Manager of Public Works

Recommended for Agenda:



J.L. (Jim) Rule
Chief Administrative Officer

Report Authored by: Chantal Mathieu, Manager of Waste Management

Recommendation:

That the General Manager of Public Works and the Clerk be authorized to enter an engineering agreement with Golder Associates to conduct work at the City's waste disposal sites in accordance with the recommendations of the 2000 Annual Monitoring Reports.

HD

Background:

In the 2000 Annual Monitoring reports for the City's waste disposal sites, Golder Associates identified a series of works and studies which the City should undertake to ensure that the sites continue to be in compliance with applicable regulations and requirements.

SITE	WORK/STUDY
Sudbury Landfill Site	Staff Gauge Installation
Nickel Centre Landfill Site	Borehole Drilling/Monitoring Well Installation
Onaping Falls Landfill Site	Borehole Drilling/Monitoring Well Installation
Rayside-Balfour Landfill Site	Borehole Drilling/Monitoring Well Installation
Valley East Landfill Site	Borehole Drilling/Monitoring Well Installation Electromagnetic Geophysical Survey
Walden Landfill Site	Borehole Drilling/Monitoring Well Installation Downhole Geophysics Work
Dowling Hauled Sewage Site	Borehole Drilling/Monitoring Well Installation

The estimated costs of these works/studies is \$130,000 plus GST. Funding for this work is available from the 2001 Solid Waste Capital Budget.

Golder Associates currently monitors the City's waste disposal sites under a previous contract (R99-51). They are familiar with all the sites, and the proposed works are logical extensions to their current assignment.

Report To: **CITY COUNCIL**

Report Date: **November 23rd, 2001**

Meeting Date: **November 29th, 2001**

Subject: Due Diligence and Financial Reporting

Department Review:


D. Wuksinic
General Manager of Corporate Services

Recommended for Agenda:


J.L. (Jim) Rule
Chief Administrative Officer

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

Recommendation:

THAT the Council of the City of Greater Sudbury approve and adopt the Report entitled "Reporting and Due Diligence for the City of Greater Sudbury" authored by KPMG dated October 31st, 2001; and

THAT the necessary By-Law be prepared to adopt the recommendations as Policy of the City of Greater Sudbury; and

THAT the Chief Administrative Officer contact all existing partners of the City of Greater Sudbury advising them of the City's reporting requirements commencing for the year 2002.

Executive Summary:

City Council, at its June 28th, 2001 meeting adopted two Resolutions put forth by Councillor Austin Davey: one relating to risk assessment of pending public/private partnerships; and the second dealing with financial reporting relationships whereby Council would have full information and be able to more effectively manage its investment portfolio.

To this end, a Committee of Staff, chaired by Councillor Austin Davey commissioned a review by KPMG which results in the following recommendations:

Recommendations - Financial Reporting Structure

That the following be incorporated into a policy with respect to financial reporting:

1. The City continue its current policy of requiring independent audits of all business enterprises in which the City is the shareholder, including:
 - * Greater Sudbury Utilities Inc., and its subsidiary companies
 - * Sudbury District Energy Corporation.
2. The City continue its current policy of requiring independent audits for all community development corporations in which the City is a member.
3. The external audits of the various business enterprises and community development corporations should be completed prior to March 31st of each year.
4. The financial results of the business enterprises and community development corporations be communicated to Council and the general public at the same time as the consolidated financial statements for the City are presented.

Recommendations - Due Diligence

That Due Diligence Procedures, by their very nature, are very extensive and often require a significant investment in terms of personnel and costs of external advisors. In light of this, it is recommended that the City of Greater Sudbury adopt a two stage approach to Due Diligence consisting of:

1. Preliminary Due Diligence Procedures performed internally, designed to assess the basic merits of the initiative and whether further consideration is warranted;
2. Based on the results of the preliminary review, more extensive Due Diligence Procedures intended to fully investigate the proposed initiative, including the involvement of external advisors;
3. That the City of Greater Sudbury utilize its existing Community Economic Development Committee as the vehicle by which the Preliminary Due Diligence is made with a recommendation to Council; and
4. That the Due Diligence Process follow the principles outlined on Pages 8, 9, 10, and 11 of the KPMG Report.

Background:

At its June 28th, 2001 meeting, Council adopted two proposals put forth by Councillor Austin Davey:

That for all future proposed public/private sector developments, Council put in place a process that would evaluate such projects prior to Council considering them, and that this process include a requirement for the preparation of a Due Diligence Report; and

As the City's current investments in numerous partnerships, including Community Development Corporations, the Greater Sudbury Utilities Inc. and the Sudbury and District Energy Corporation exceed \$100 million, and as there was no formal reporting process in place to monitor and evaluate the operations of these entities, including the presentation of annual audited statements, Council requested that a Policy be developed as part of the Due Diligence Report that would outline a suggested reporting process and timelines.

Council also agreed that once the Report was completed and reviewed the approved recommendations would be adopted by by-law.

Following the passage of these resolutions, a Committee, chaired by Councillor Austin Davey, and made up of Doug Wuksinic - General Manager of Corporate Services, Sandra Jonasson - Director of Financial Services/City Treasurer, Doug Nadorozny - General Manager of Economic Development and Planning, developed the Terms of Reference and worked with the Firm of KPMG to prepare the attached Report.

The Report, in brief, reviews the reporting requirements as set out under the Corporations Act, the Business Corporations Act and the Municipal Act, and recommends that the reporting structure for all City of Greater Sudbury partnerships in which the City has an investment, be as follows:

1. The City continue its current policy of requiring independent audits of all business enterprises in which the City is the shareholder, including:
 - * Greater Sudbury Utilities Inc., and its subsidiary companies
 - * Sudbury District Energy Corporation.
2. The City continue its current policy of requiring independent audits for all community development corporations in which the City is a member.
3. The external audits of the various business enterprises and community development corporations should be completed prior to March 31st of each year. While the OBCA and the CA establish financial reporting timelines based on the date of the organization's annual meeting, the need to consolidate the financial results of the various investments into the City's financial statements requires that the annual audits be completed by March 31st, regardless of when the annual meetings are scheduled.
4. The financial results of the business enterprises and community development corporations be communicated to Council and the general public at the same time as the consolidated financial statements for the City are presented.

A partial listing of those Community Development Corporations and Business Enterprises that would be included are found on Page 3 of the KPMG Report. In addition, the Economic Development and Planning Department and the Legal Services Division compiled a listing of additional non-profit and business corporations which the City, the Transition Board, the Province or former municipalities have incorporated. This Listing may also not be complete but is as follows:

(A) Community Development Corporations incorporated under Part III of The Corporations Act as authorized by Section 112.2 of The Municipal Act:

1. City of Greater Sudbury Community Development Corporation (GSDC);
2. Sudbury Community Development Corporation (SCDC);
3. Capreol Community Development Corporation;
4. Valley East Community Development Corporation;
5. Sudbury Airport Community Development Corporation (SACDC).

All of the Community Development Corporations listed above were incorporated by the City of Greater Sudbury or former municipalities of the Region of Sudbury.

(B) Municipal Electrical Utilities, incorporated under the Business Corporations Act, as authorized by Section 142(1) of the Electricity Act, 1998.

The following business corporations were incorporated by the Transition Board. The sole shareholder is the City of Greater Sudbury:

1. Greater Sudbury Utilities Inc. and its subsidiaries;
Greater Sudbury Hydro Inc.;
Greater Sudbury Telecommunications Inc.;
Greater Sudbury Hydro Plus Inc.

(C) A Local Housing Corporation, incorporated under the Business Corporations Act, as authorized by Section 22 of The Social Housing Reform Act, 2000.

This corporation was created by the Province of Ontario. The sole shareholder is the City of Greater Sudbury:

1. Greater Sudbury Housing Corporation

(D) Other Corporate Entities:

1. The Sudbury District Energy Corporation incorporated under the Business Corporations Act;
2. Onaping Falls Community Development Corporation (OFCDC), incorporated as a non-profit corporation under Part III of the Corporations Act to develop the Onaping Falls Geological Tour;
3. Association Des Terrains de Jeu de Valley East Playground Association, a non-profit corporation incorporated under Part III of the Corporations Act.
4. A proposed Condominium Corporation to operate the YMCA Centre for Life.

It was recognized that Due Diligence Procedures, by their very nature, are very extensive and often require a significant investment in terms of personnel and costs for external advisors. It was also recognized that the City has a responsibility to its taxpayers and residents to be as efficient as possible.

In light of this, it was recommended that the City adopt a two stage approach to Due Diligence consisting of:

1. Preliminary Due Diligence Procedures performed internally, designed to assess the basic merits of the initiative and whether further consideration is warranted; and
2. Based on the results of the preliminary review, more extensive Due Diligence Procedures intended to fully investigate the proposed initiative, including the involvement of external advisors.

It was also recommended that the City form a Committee to perform this preliminary review. In this case, the Report puts forward two options:

That as the City of Greater Sudbury Community Development Corporation has established a Community Economic Development Committee, whose intended role is to review and make recommendations concerning requests for assistance prior to their presentation to the Board, that this Committee be utilized to perform the preliminary review with recommendations to Council; or

That the City establish a similar Committee comprised of Members of Council and Staff to perform the Preliminary Due Diligence Procedures.

Report Title: Due Diligence and Financial Reporting

Date: November 23rd, 2001

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Upon review of these two options, and inasmuch as these partnerships will most likely all have an economic development aspect attached to them, and as there currently exists a Committee whose mandate is to review such items, that the Community Economic Development Committee of the City of Greater Sudbury's Community Development Corporation be requested to perform this Preliminary Review, making recommendations to the Board and City Council.

The Due Diligence Process is outlined in Pages 8 through 11 of the attached Report.

Should you have any questions, Councillor Austin Davey and representatives from KPMG will be present at the Council Meeting of November 29th, 2001.

Report To: CITY COUNCIL

Report Date: November 21, 2001

Meeting Date: November 29, 2001

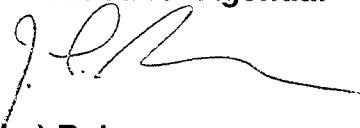
Subject: CREATION OF MAYOR AND COUNCIL'S CIVIC AWARD

Department Review:



**Caroline Hallsworth
General Manager
Citizen and Leisure Services**

Recommended for Agenda:



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

Recommendation:

That Council establish a Mayor and Council's Civic Award to recognize outstanding achievement in volunteerism and community involvement in the City of Greater Sudbury.

Executive Summary:

The Mayor's Task Force on Volunteerism and Community Involvement recommended that a program of recognition for outstanding achievement in volunteerism and community involvement be established for the new City of Greater Sudbury.

The Mayor and Council's Civic Award would recognize individuals and organizations that had contributed significantly to the quality of life of our new community through volunteerism and/or community involvement.

Background:

Mayor Gordon stressed the importance of supporting and recognizing volunteer and community efforts to the members of the Mayor's Task Force on Volunteerism and Community Involvement: "I believe it is crucial that our citizens be recognized for their volunteer efforts, which have helped build our great city. They deserve our ongoing support, and I am determined that they will have it."

Recommendation 4 of the Mayor's Task Force on Volunteerism and Community Involvement final report is as follows:

*"The Task Force finds that the municipality has a mandate to provide volunteer services such as recruitment, training, development, management and **recognition**, to support and encourage volunteerism in Greater Sudbury (emphasis added)."*

The Mayor and Council's Civic Award responds to the need identified in this recommendation. It promotes and rewards leadership, humanitarian service and enrichment of the human spirit through volunteerism and community involvement. This is a unique, prestigious award, one that only outstanding individual and organizational community leaders can aspire to. Not a business or citizenship award, the Civic Award is unique in recognizing exceptional contribution to civic quality of life. Because of the exceptional qualities required, it is possible that multiple awards, one award or no awards could be made in any one year.

Purpose of the Award

- To promote and encourage a high standard of volunteerism and community involvement in the City of Greater Sudbury.
- To recognize those individuals and organizations that have contributed significantly in a given year or over a period of years to the quality of life of our community through their volunteerism and community involvement.

Categories

Outstanding contributions by individual citizens and organizations in many fields can be recognized through Mayor and Council's Civic Award. These fields include, but are not limited to, the arts, business, community service, education, environment, government, health, labour, law, justice and policing, the media, the military, recreation, science and technology, and sports.

Criteria

- Criteria are intended to be flexible so they can vary in any given year and evolve as the award itself evolves.
- Both candidates that have not been honoured to date and candidates previously honoured with other awards may be recognized.
- Both past achievements and present status can apply.
- The focus should be on enhancement of the quality of life in our community through volunteerism and community involvement.
- The special nature of this award should be emphasized at every stage in the process.

Award Process

The entire selection process will be supported by Council and well publicized to the community. The award or awards, if there are candidates of merit, will be presented at the second Council meeting in May.

Selection Panel

The annual winner or winners (if any) will be recommended to the General Manager of Citizen and Leisure Services by a Civic Award Citizen Advisory Panel of six members, plus one Councillor, similar to advisory panels in place for other purposes. The panel will be chosen following a public search for interested citizens. Members will meet to be instructed regarding the criteria and again, following a public search for nominations, to

make their selection. Staff will provide background information on each applicant to assist the panel in its deliberations.

It is important to stress to prospective panel members and to the public that the role of the panel is to provide advice to staff, not to make decisions. Council will make the final decision regarding the Civic Award, based on the recommendation of staff.

Development of the Award

This award program has been developed in conjunction with the work of the Mayor's Task Force on Volunteerism and Community Involvement and previous consultations with the community. The list of individuals involved in these two processes is appended for the information of Council.

Advisory Panel Terms of Reference

The Advisory Panel will be constituted as are all other Advisory Panels as defined in the Council Procedure By-law.

Number of Awards

The number of awards made each year will be determined by Council, on the recommendation of the General Manager of Citizen and Leisure Services and the Advisory Panel.

Form of Recognition

Recognition for the Civic Award will take two forms: a presentation item for the annual recipient(s) and a permanent wall installation at Tom Davies Square. A public competition for the design of the two recognition components will be undertaken.

Attachment

Council and Community Members

Brent Battistelli
Paddy Bondy
Georges Boudreau
Rick Bulman
Councillor Ted Callaghan
Heather Campbell
John Caruso
Councillor David Courtemanche
Lionel Courtemanche
Martha Cunningham Closs
Councillor Austin Davey
Dick DeStefano
Janet Gasparini
Helen Ghent
Claude Gravelle
Gary Gray
Walter Halchuk

Margaret Harche
Jim Ilitski
Pascal Joseph
Ellen Kerr
Keir Kitchen
Clem Legault
Ron MacDonald
Gary Michalak
Julio Navarro
Debbie Nicholson
Jennifer Pink
Angele Poitras
Karen Shaw
Philip J. Smith Sr.
Bob Tyler
Don Waddell
Laura E. Young
Bob Yrcha

Staff

Jim Rule, Chief Administrative Officer
Carlos Salazar, Manager, Corporate Strategy and Policy Analysis
Pat Aitken, Policy Advisor, Mayor's Office
Caroline Hallsworth, General Manager, Citizen and Leisure Services
Réal Carré, Director, Leisure, Community and Volunteer Services
Chris Gore, Manager, Volunteer and Community Development
Clive Wood, Manager of Operations
Cindy Dent, Community Development Officer
Lori Henry, Community Development Officer
Karen Makela, Community Development Officer
Dan Yachuk, Community Development Officer
Lisa McAuley, Administrative Support
John Simoneau, CUPE representative
Liliane Portelance, Recording Secretary

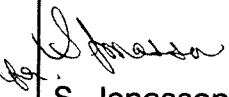
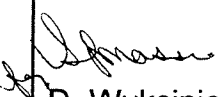
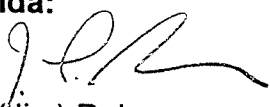
Agenda Report

Report To: **CITY COUNCIL**

Report Date: November 20, 2001

Meeting Date: November 29, 2001

Subject: Investment Policy

Division Review:  S. Jonasson Director of Finance / City Treasurer	Department Review:  D. Wuksinic General Manager of Corporate Services	Recommended for Agenda:  J. L. (Jim) Rule Chief Administrative Officer
Report Prepared by: C. Mahaffy, Manager of Financial Planning & Policy		

Recommendation:

That the policy entitled "*Investment Policy and Goals for the City of Greater Sudbury*", dated November 20, 2001, and forming part of this report, be approved.

Executive Summary:

One of the goals of Corporate Services is to earn the confidence of the Community through sound financial stewardship, and through the development of a financial strategy to manage resources. This report is another facet of the stewardship role, and sets out the recommended Investment Policy for the City of Greater Sudbury.

Should any amendments to this Policy be required under the new Municipal Act, a further report will be forthcoming.

Background:

Every municipality in Ontario is required to adopt a Statement of Investment Policies and Goals, and to prepare an annual report to Council with regard to compliance. To date, the new City of Greater Sudbury has followed the Investment Policy adopted by the former Region, and has thus been in compliance with requirements of the Province. However, an Investment Policy formally adopted by Council should be put in place. The attached is therefore submitted for the approval of Council.

INVESTMENT POLICY AND GOALS FOR THE CITY OF GREATER SUDBURY

November 20, 2001

Overview

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

Objectives

The four major objectives of this investment policy are:

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

1. Ensure Safety of Principal

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

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

Examples of such institutions are the chartered banks of Canada.

2. *Maintain Adequate Liquidity*

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

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

3. *Legislation*

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

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

Current Fund

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

Reserve Funds

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

Capital Fund

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

Pre-Funding Capital Projects

From time to time, the City may approve pre-funding a capital project, with repayments to come from Capital Envelopes or other sources over time. Recent examples of this type of pre-funding would be the upcoming capital renovations project at Pioneer Manor and the expansion of the mausoleum project. So as to maintain the rate of return to the City's funds, interest will be charged on these pre-funded projects at one (1%) per cent above the average investment rate, locked in at the time pre-funding occurs.

Trust Funds

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

4. Maximize Rate of Return

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

Specific Policy and Procedures

Scope

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

Objectives

The objectives of this investment policy are:

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

Investment Guidelines

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

Financial Institution Ratings

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

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

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

Investment Instruments

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

The City may invest in federal and provincial treasury bills, including Crown Corporations (e.g. Canada Mortgage and Housing guaranteed mortgages, the Canada Wheat Board, Ontario Hydro), and Schedule A and Schedule B banks. The City may also invest in municipal debentures, and make loans to its own Funds. In addition, the City may enter into agreements with other municipalities for the joint investment of funds by the municipalities or an agent of the municipalities. The One Fund, through the Association of Municipalities of Ontario and Municipal Finance Officers' Association, is such a joint investment vehicle in which the City may participate from time to time. Periodically, it is to the City's advantage to simply leave funds in the bank. The rate of return (prime less 1.75%) can exceed the rate of return on other instruments. During these periods, it is acceptable to simply use the bank account as an investment instrument.

Investment Limits

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

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

Canadian Dollars

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

Period of Investments

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

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

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

While the above is generally the rule to follow, the current economic situation forces long-term investments to be somewhat restricted at present. For these reasons, no hard and fast recommendation is being made concerning the amount or percentage of the portfolio to be in long term investments.

It is recommended that no more than \$15 million be invested in long term instruments (over one year, and up to ten year terms). The remainder of the portfolio will be restricted to short term investments (one year and shorter). In the future, increased longer term investments may be wiser. The economic outlook and interest rates will be monitored by staff, and decisions concerning investments will be made accordingly.

Reporting

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

Authority

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

Process

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

Electronic Investing

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

Safekeeping

All investment securities will be held in safekeeping at the issuing institution.

Overnight Inventory

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

Agenda Report

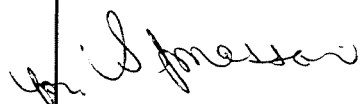
Report To: CITY COUNCIL

Report Date: November 19, 2001

Meeting Date: November 29, 2001

Subject: Appointment of Deputy Mayor and Chair, Planning for the Term November 30th, 2001 to November 30th, 2002

Department Review:



Doug Wuksinic,
General Manager of Corporate Services

Recommended for Agenda:



Jim Rule,
Chief Administrative Officer

Report Authored by:

T. Mowry, City Clerk

Recommendation:

THAT Councillor _____ be appointed Deputy Mayor, for the year 2002 for the term ending November 30, 2002.

THAT Councillor _____ be appointed Chair, Committee of the Whole, Planning, for the year 2002 for the term ending November 30, 2002.

Executive Summary:

This Report sets out the procedure for the election by Council of the Deputy Mayor and the Chair, Committee of the Whole Planning. These appointments are for the year 2002, with the appointments to be effective November 30th, 2001.

The appointment of the Deputy Mayor who serves as "Budget Chief" was previously dealt with by Council at its October 11, 2001 meeting.

The current appointees are eligible for reappointment.

These appointments will be made by resolution and then confirmed by by-law.

Background:

Deputy Mayors:

Article 5 of the Procedural By-law provides that Council shall, by by-law appoint two of its members as Deputy Mayors to hold office for a one year term, ending November 30, of each calendar year.

The Deputy Mayors act from time to time in the place and stead of the Mayor while the Mayor is absent from the municipality or is absent through illness or his/her office is vacant.

One Deputy Mayor shall Chair all Committee of the Whole (in camera) meetings held immediately before the regular meetings of Council and shall be the Chair of Council meetings when the Mayor is absent.

The second Deputy Mayor serves as the Chair of the Committee of the Whole - Budget meetings. This appointment was dealt with by Council at its meeting held on October 11, 2001.

Chair, Planning:

Article 6 of the Procedural By-law provides that Council shall by by-law appoint a member of Council as the Chair, Committee of the Whole - Planning to hold office for a one year term, ending November 30, of each calendar year.

Service:

No member of Council shall simultaneously serve as a Deputy Mayor and Chair of the Committee of the Whole - Planning. However, Members are eligible for reappointment at the end of their term of office.

Selection:

The selection of the Deputy Mayor and Chair, Planning is conducted in accordance with Section 36 of the Procedural By-law. In the event of an equality of votes, then the successful candidate is to be determined by lot conducted by the Clerk, Council's procedure requires that in the event more than one individual is nominated, then a roll call vote of Members of Council shall be held.

Where all Members of Council are in attendance, seven (7) votes are required to fill the vacancy. Each Member is entitled to one (1) vote for this position. It is always in order for a Member of Council to nominate themselves and to vote for themselves.

Under *Robert's Rules of Order* a nomination does not need a second.

A copy of Article 36 is attached to this report for the convenience of Member of Council.

It is recommended that each appointment be dealt with one-at-a-time, and a resolution be passed appointing the successful candidate. Once these three resolutions have been passed by Council then the following by-laws will be introduced for three readings confirming the appointments.

By-Laws:

- 2001-297A 3 readings BEING A BY-LAW OF THE CITY OF GREATER SUDBURY TO APPOINT A DEPUTY MAYOR TO BE CHAIR OF THE COMMITTEE OF THE WHOLE MEETINGS EXCEPT BUDGET AND PLANNING MEETINGS FOR THE YEAR 2002.
- 2001-298A 3 readings BEING A BY-LAW OF THE CITY OF GREATER SUDBURY TO APPOINT A MEMBER OF COUNCIL AS CHAIR OF THE COMMITTEE OF THE WHOLE - PLANNING MEETINGS FOR THE YEAR 2002.

SUMMARY:

1. The following appointment are to be made:
 - Deputy Mayor
 - Chair, Committee of the Whole, Planning.
2. Where One Member of Council is nominated, a motion to appoint the nominee shall be presented and voted upon; a by-law confirming the appointment will then be introduced for three readings.
3. If more than one Member of Council is nominated, then Council shall hold an election, in accordance with Article 36 of the Procedural By-law.
4. **Where all Members of Council are in attendance, seven (7) votes are required to fill the vacancy. Each Member is entitled to one (1) vote.**
5. **It is always in order for a Member of Council to nominate themselves and to vote for themselves.**

Under Robert's Rules of Order a nomination does not need a second.

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VOTING CHART

Majority Vote

(7 Members of Council are required for quorum)

Number of Members Present and Voting	Majority Vote
13	7
12	7
11	6
10	6
9	5
8	5
7	4

*

ARTICLE 36

APPOINTMENTS - BOARDS - COMMISSIONS - COMMITTEES - ADVISORY PANELS - CORPORATIONS

36.1 Made - by Council - procedure - set out

Appointments to the various boards, commissions, committees, advisory panels and corporations of the Corporation shall be made by Council. In making such appointments, the procedure set out in this article shall apply unless otherwise provided in the shareholders declaration.

36.2 Advertising - position - requirements - to local citizens

At least 30 days prior to the Council meeting at which the appointment is scheduled for any board, commission or advisory committee, as the case may be, the Clerk shall place an advertisement in a local newspaper to run on at least two occasions and place an advertisement on radio or television or both, as the Clerk deems advisable, on at least one occasion outlining the position to be filled on such board, commission or advisory committee and inviting applications from interested citizens.

36.3 Applications - in writing - time limitation

All applications for appointment must be in writing and received by the Clerk at least four clear days prior to the meeting of Council concerned.

36.4 Qualifications - of applicants - determined - by Clerk

Unless otherwise authorized by by-law, all applicants must meet the same qualifications as electors in the municipality and the Clerk shall determine the qualifications of each applicant.

36.5 Applications - qualifying - included - Council agenda

Copies of all applications received for each position from qualifying applicants shall be included with the agenda material for the Council meeting concerned.

36.6 Applicants - qualified - exact number - motion

Where there are only the exact number of qualified applicants as required for any position or positions, a motion to appoint the applicants to the position or positions concerned shall be presented and voted upon.

36.7 Applicants - qualified - more than required - selection

If there are more qualified applicants than positions available, then Council shall select from the qualified applicants the ones to fill the position or positions concerned.

36.8 Roll call vote - Council - taken - regarding applicants

A roll call vote of the Council shall be taken with respect to the qualified applicants for each position available.

36.9 Appointment - determined - by vote - exception

If upon the first roll call vote no applicant receives the votes and the majority of members are present, the name of the applicant receiving the least number of votes shall be dropped and the members shall proceed to vote anew and so continue until either an applicant receives the votes of the majority of members present, at which time such applicant shall be declared appointed; or, it becomes apparent by reason of an equality of votes that no applicant can be appointed by the voting process.

36.10 Voting - unsuccessful - position selected - by lot

Where by reason of an equality of votes, it becomes apparent that no applicant can be appointed by the voting process, then the vacancy shall be filled by the applicant selected by lot by the Clerk.

36.11 Special vote - applicants tied - least number of votes

In the case where no applicant receives the majority required for appointment on a roll call vote, and where two or more applicants are tied with the least number of votes, a special roll call vote shall be taken to decide which of the tied applicants with the least number of votes shall be dropped from the list of names to be voted on in the next roll call vote.

36.12 Staff member - appointment - conditions

Except where prohibited by law, Council may appoint a member of staff to a board, commission or outside agency when no member of Council wishes to be appointed.

36.13 Further votes

If no person receives more than half the votes, the Clerk shall take another vote, excluding the person who received the fewest votes in the previous vote; if two or more persons received the fewest votes, the Clerk shall choose the person to be excluded by lot.

36.14 Committee Appointments - ballots

At the first regular meeting of a new Council, or as soon thereafter as is reasonable, Council shall appoint members to Committees by way of simultaneous, written, signed ballots which will be read aloud by the Clerk and recorded in the minutes.

36.15 Ballots - destruction

These ballots, as well as ballots used for simultaneous roll-call votes generally, may be destroyed by the Clerk and need not be retained following the confirmation of the minutes.



EXAMPLES OF TIE VOTES
(All Members of Council Present - Four Nominees)

Candidate	Votes Received
A	6
B	4
C	3
D	0

Result: Candidate D is dropped from the next vote.

Candidate	Votes Received
A	5
B	4
C	3
D	1

Result: Candidate D is dropped from the next vote.

EXAMPLES OF VOTES
(All Members of Council Present)
(Three Nominees Remaining)

Candidate	Votes Received
A	6
B	4
C	3

Result: Candidate C is dropped from the next vote.

Candidate	Votes Received
A	5
B	3
C	3
D	1

Result:

1. Candidate D is dropped.
2. A special roll call vote is taken to decide which of the tied Candidates B or C shall be dropped from the list of names to be voted on in the next roll call vote.
3. Then a roll call vote shall be taken of the remaining two Candidates: A and one of B or C.

THE CONSEQUENCES OF SAMPLE TIE VOTES
(All Members of Council Present -Five Nominees)

Candidate	Votes Received
A	3
B	4
C	2
D	2
E	2

Result:

1. A special roll call vote is taken to decide which of the tied Candidates (C, D, or E) shall be dropped from the list of nominees to be voted on in the next roll call vote.
2. Then a roll call vote shall be taken of the remaining four Candidates: A, B and two of C, D or E.

THE CONSEQUENCES OF SAMPLE ZERO VOTES
(All Members of Council Present -Six Nominees)

Candidate	Votes Received
A	4
B	4
C	2
D	3
E	0
F	0

Result:

1. Candidates E and F are dropped from the next vote.
2. Then a roll call vote shall be taken of the remaining four Candidates: A, B, C and D.

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