

Request for Decision City Council



Type of Decision									
Meeting Date	September 23, 2003				Report Date	September 18, 2003			
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title
Connect Ontario / GeoSmart Tender Award

Policy Implication + Budget Impact	
X	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.
Background Attached	

Recommendation
<p>THAT the RFP for Smart Sudbury Community Portal be awarded to Navantis Inc. in the proposed amount of \$931,100, this being the proposal with the highest score in the selection process and meeting all the project guidelines.</p> <p>THAT the RFP for Greater Sudbury GIS Solution be awarded to iPlan Corp. (Formally Forhan Rogers) in the proposed amount of \$355,355, this being the proposal with the highest score in the selection process and meeting all the project guidelines.</p> <p>THAT the implementation of the Smart Sudbury Building Permits Online Solution be completed through the upgrading of the existing Inspector+ system to include the online interface provided by the Municipal Software / Pen Systems partnership in the proposed amount of \$230,549.</p>
Recommendation Continued

Recommended by the General Manager

Doug Nadorozny
 Doug Nadorozny, General Manager
 Economic Development & Planning Services

Recommended by the C.A.O.

Mark Mioto
 Mark Mioto,
 Chief Administrative Officer

Date: January 9th, 2004

Report Prepared By

Jody Cameron
Economic Development Officer - Technology
Project Manager of e-sudbury.com

Division Review

Doug Nadorozny, General Manager
Economic Development & Planning Services

Community Portal Solution

Proposals received in response to the RFP for Smart Sudbury Community Portal (Connect Ontario) were opened at the Tender Opening Committee Meeting at 2:30 PM., local time, February 18, 2003.

Proposals for hardware, software, consulting and support services were received from the following bidders:

BIDDERS

- Navantis Inc.
- IBM Canada Ltd.
- Locus Systems Inc.
- Braegan Group Inc.
- Cyber Sudbury Inc.

A bid deposit in the form of a certified cheque or letter of credit in the amount of \$50,000.00 accompanied each proposal, with the exception of Braegan Group Inc.

The Smart Sudbury Portal Selection Committee reviewed the four proposals and short-listed to two vendors. Navantis Inc and Locus Systems were issued an opportunity to submit a last and final offer.

The final proposal meeting all the project specifications and rating the highest based on the RFP criteria and the Connect Ontario project guidelines was submitted by Navantis Inc. in the proposed amount of \$931,100. This proposal is recommended for approval.

This project will be funded from the Smart Sudbury GeoSmart/Connect Ontario project.

Sudbury GIS Solution (GeoSmart)

Proposals for the RFP for Greater Sudbury GIS Solution were opened at the Tender Opening Committee Meeting at 2:30 PM., local time, Tuesday March 11, 2003.

Proposals for a GIS Solution were received from the following bidders:

BIDDERS

- ESRI Canada Limited
- Orion Technolgy Inc.
- Munirom Technologies Inc.
- EDS Canada Inc.
- CRA (Conestoga Rovers)
- Autodesk, Inc.
- Forhan Rogers

A bid deposit in the form of a certified cheque in the amount of \$25,000.00 accompanied each proposal.

Date: January 9th, 2004

The GIS Task force reviewed the seven proposals and short-listed to two vendors. Forhan Rogers and CRA were issued an opportunity to submit a last and final offer.

The proposal meeting all the project specifications and rating the highest based on the identified criteria and the GeoSmart project guidelines was submitted by Forhan Rogers in the proposed amount of \$355,355. This proposal is recommended for approval.

This project will be funded from the Smart Sudbury GeoSmart/Connect Ontario project.

Smart Sudbury Building Permits Online Solution

During the needs assessment process for the Smart Sudbury (Connect Ontario) business plan, it was identified by the community of the need to ensure various municipal tools and services are delivered in formats the public can easily access 24/7. With that in mind, we conducted an internal review of current services and also reviewed what other municipalities were doing in the area of e-government. It was determined that building controls was already in discussions with Pen Systems to expand their existing system to include the implementation of building permits online, however, lack of budget was impeding the progress of this project. The Connect Ontario program offered an opportunity to include the proposed online solution within the overall project parameters.

Pen Systems partnered with the Region of Sudbury and now the City of Greater Sudbury several years ago to jointly develop software to streamline the building inspection process by providing a field-friendly solution that totally eliminates the need for inefficient paper forms or cumbersome laptops. Inspector+™ is a pen-based computer software application that generates reliable, accurate data the first time. Because of this partnership, Pen Systems has been able to market this product in Canada and in the US to various municipalities.

After several years of development and refinement of Inspector+, Pen Systems has been able to expand its use for Inspector+. Just recently Greater Sudbury Fire Services began using Inspector+ for fire inspections.

In 2001, Pen Systems and Municipal Software formed a formal partnership. This partnership has resulted in Inspector+ being bundled with Municipal Software's solution CityView (Building Permit Online Software). CityView offers municipalities the opportunity to increase productivity and accountability by streamlining their internal business processes and offering these services to their citizens on-line. Pen Systems, offers municipalities the ability to automate their field work in a mobile environment thereby increasing productivity, accountability and customer service. The combination of these provides for integrated communications and data capture both internally and externally.

Benefits of this partnership have already been realized through the integration of Inspector+ with several of Municipal Software's existing clients such as the City of Cornwall, ON, East Gwillimbury, ON, Haldimand County, ON, and Freehold, NJ. This partnership will continue to provide benefits to both companies, and specifically provide Pen Systems with an opportunity to further enhance their business and product offerings and provide them with further exposure to municipalities across North America, thereby increasing their business goals and IT development.

Municipal Software will continue to be the lead for both implementation and installation services, however, Pen Systems expertise will also be utilized to ensure that the new CityView application is fully integrated with the existing Inspector Plus system currently utilized by the City.

Because of the existing partnership the city has with Pen Systems, and the opportunity to extend the work that has already been done to automated the building permit process, it is recommended that we use Municipal Software for the CGS's building permit online solution portion of the project.

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Type of Decision

Meeting Date	January 15, 2004				Report Date	December 29, 2003			
Decision Requested		Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

Report Title

IN-CAMERA SESSIONS

Policy Implication + Budget Impact

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

Recommendation

FOR INFORMATION ONLY

Background Attached

Recommendation Continued

Recommended by the General Manager

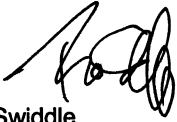

Doug Wukosinic
General Manager of Corporate Services

Recommended by the C.A.O.


Mark Mieto
Chief Administrative Officer

Date: January 15, 2004

Report Prepared By



Ron Swiddle
City Solicitor/Director of Legal Services

Division Review



Ron Swiddle
Director of Legal Services

I have been asked to prepare a brief Report to Council outlining the nature of In-Camera sessions, both for the benefit of Council and for those watching at home.

These items are governed by Section 239 of the *Municipal Act 2001* S.O. 2001, c 25. This provides as follows:

"239(1) Except as provided in this section, all meetings shall be open to the public.

(2) A meeting or part of a meeting may be closed to the public if the subject matter being considered is,

- (a) the security of the property of the municipality or local board;
- (b) personal matters about an identifiable individual, including municipal or local board employees;
- (c) a proposed or pending acquisition or disposition of land by the municipality or local board;
- (d) labour relations or employee negotiations;
- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act.

(3) A meeting shall be closed to the public if the subject matter relates to the consideration of a request under the *Municipal Freedom of Information and Protection of Privacy Act* if the council, board, commission or other body is the head of an institution for the purposes of that Act.

(4) Before holding a meeting or part of a meeting that is to be closed to the public, a municipality or local board or committee of either of them shall state by resolution,

- (a) the fact of the holding of the closed meeting; and
- (b) the general nature of the matter to be considered at the closed meeting.

(5) Subject to subsection (6), a meeting shall not be closed to the public during the taking of a vote.

Date: January 15, 2004

(6) Despite section 244, a meeting may be closed to the public during a vote if,

(a) subsection (2) or (3) permits or requires the meeting to be closed to the public; and

(b) the vote is for a procedural matter or for giving directions or instructions to officers, employees or agents of the municipality, local board or committee of either of them or persons retained by or under a contract with the municipality or local board. "

General Discussion:

Meetings are thus required to be open unless they fall under one of these six distinct headings. Prior to going In-Camera, Council must pass a Resolution outlining which of the headings it is going In-Camera for.

"In-camera" simply means in closed session camera being a closed door.

Sub-section 2(b) deals with "personal" matters not "personnel" matters as commonly misunderstood. This section is broad enough to cover any matter where the personal information of any identifiable person will be discussed.

There are very few statutes that deal with item (g) under subsection 2 above and they would rarely occur.

The seventh and last exception is an application under the *Municipal Freedom of Information and Protection of Privacy Act*. These are also infrequent as the authority to make these decisions has been delegated to staff.

Council must be alert at all times that only elements of an issue may be suitable for an In-camera meeting and that other elements should be dealt with in open session. In that event, it is up to the Chair of the In-camera session to restrict the discussion to the In-camera topics, and to call for the others to be discussed at an open session. This may not always be possible if the items are intertwined.

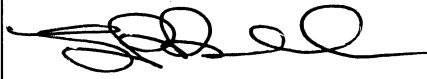
There cannot be any votes at an In-camera session. Under Subsection (6), however, this is allowed if a vote is for a procedural matter only or giving instructions to officers. In this case, our practice has been that there are no formal Resolutions passed but simply directions given.

As provided for under the *Municipal Conflict of Interest Act*, if a Councillor has a conflict with an item being discussed In-camera, he or she must leave the In-camera session and take no part in the proceedings. The nature of the conflict must also be recorded at the next open meeting.

It is important to understand that the decision to go In-camera is discretionary not mandatory (with the exception of considering FOI requests). However, there are many good reasons why Council may wish to exercise that discretion. For example, when buying or selling property, it is in the interest of the municipality and generally accepted practice in the real estate industry to keep offers confidential until they are accepted. Similarly in matters of litigation or where legal advice is required discussions In-camera are necessary to permit staff the opportunity to fully inform Council without prejudicing the legal interests of the corporation.

Date: December 15th, 2003

Report Prepared By



Tim P. Beadman
A/General Manager, Emergency Services

Division Review

EXECUTIVE SUMMARY

The purpose of this Memorandum of Understanding (MOU) is to set out the general agreement whereby the City, through the Fire Services Division, in co-operation with Cambrian College, will work together with the Ontario Association of Fire Chiefs (O AFC) and the Ontario Fire Marshal (OFM) in delivering a revised model of provincial pre-service training to prospective fire fighters. This model is referred to as the "Pre-Service Fire Fighter Education and Training Model and Program".

BACKGROUND

This new training model will meet the needs of the Ontario Fire Service for a job candidate that is better prepared and trained for the fire fighter role. The Program, based on the revised provincial fire fighter standards (year 2000), and on the current O AFC pre-entry standardized curricula and the fire fighter curricula of the Ontario Fire College (OFC), will meet the requirements and criteria set out by the Provincial Standards Setting Body's Endorsement Review Board. The graduate will receive a community college certificate, including general education credits. As well, the graduate will have the opportunity to complete OFM provincial testing, both theoretical and practical, prior to hiring. Upon successful completion of the course and upon being hired by a fire department, the new employee can apply for and receive the OFC Fire Fighter Certificate of Achievement, the academic requirement for Provincial Fire Fighter Certification.

The Ontario Association of Fire Chiefs shall ensure that the appropriate fire service standards are kept updated and will submit any proposed changes to the Professional Standards Setting Body for approval. Upon such approval, the O AFC shall inform the parties of the changes to the Standards.

The O AFC administers the Endorsement Review Board, which shall evaluate any proposal for endorsement put forward by Cambrian College to ensure that all proposed courses meet the Standards.

The O AFC will participate with the OFM in the Professional Standards Setting Body Planning Committee, which will consist of two members from O AFC and two members from the OFM. The Planning Committee will approve the curriculum to be delivered by Cambrian College. The Planning Committee will also approve updates to the curriculum to reflect changes in legislation or Standards and will liaise with Cambrian College with respect to issues arising from the curriculum. The curriculum and any updates to it (including any copyright) shall be jointly owned by O AFC and the OFM.

In the interest of quality assurance, the O AFC and the OFM, may formally, by way of audit, or informally review the delivery of the Program by Cambrian College.

The Ontario Fire Marshal (OFM), where it deems appropriate in its sole discretion, will allow Cambrian College to use its equipment, facilities or expertise on terms and conditions to be agreed upon between the OFM and Cambrian College.

Date: December 15th, 2003

Cambrian College shall submit, to the Endorsement Review Board, a proposal for endorsement, which adheres to the curriculum established by the OFM and OAFB. As well, Cambrian College shall pay a fee to the Endorsement Review Board upon submitting its proposal for endorsement. The current fee is \$100, which is subject to change by OAFB.

When the proposal for endorsement is approved by the Endorsement Review Board, Cambrian College shall adhere to the proposal for endorsement in delivering the Program.

As well, Cambrian College may seek to make arrangements for assistance, equipment and/or facilities from the City, through the Fire Services Division, in delivering the Program.

Cambrian College shall pay the cost of any formal review of its delivery of the Program. They should clearly identify, to all applicants of the Program, the physical and other requirements necessary to be employed as a fire fighter.

The City of Greater Sudbury, through the Fire Services Division, in its sole discretion, shall assist Cambrian College in delivering the Program by sharing equipment, facilities and expertise with the College on such terms and conditions as agreed to by the City, through Fire Services, and Cambrian College.

Request for Decision City Council



Type of Decision

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	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title

2003 Reserves

Policy Implication + Budget Impact

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

Background Attached

Recommendation


That funding for the following projects / purchases be reserved in the approximate amounts of:

Corporate Services - General Manager's Office	\$ 85,000
Information Technology	285,000
Financial Services	77,000
Neighbourhood Association Grants	12,300
Police - various	<u>147,500</u>
Total	<u>\$ 606,800</u>

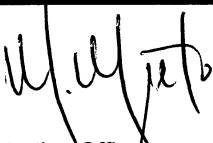
That \$459,000 be reserved from Social Housing, pending the resolution of the multi- residential assessment appeal launched by the City.

Recommendation Continued

Recommended by the General Manager


D. Wuksinic
General Manager of Corporate Services

Recommended by the C.A.O.


M. Mieto
Chief Administrative Officer

Report Prepared By



C. Mahaffy
Manager of Financial Planning & Policy / City Treasurer

Division Review



S. Jonasson
Director of Finance / City Treasurer

BACKGROUND

Despite every effort being made to ensure that items budgeted for in the Current Budget are received / completed by year-end, there are inevitably a few areas that cannot be finalized and funds must be set aside to complete ongoing budgeted projects.

Reserve Details

Corporate Services - \$447,000 - This amount remains unspent throughout the Corporate Services budget, all of which is related to computer hardware and software maintenance and upgrades. \$135,000 is for programming improvements and server upgrades which were delayed in 2003 but must be completed in 2004. The remainder is for a PeopleSoft financials upgrade which was also scheduled for completion in 2003. However, the undertaking was more complex than anticipated and could not be completed before year-end. The project must be completed in order to meet minimum system requirements.

Neighbourhood Association Grants - \$12,300 - Further to the report which went to Council on December 11, 2003 the above amount remains unspent from the 2003 budget. The funds will be required in 2004.

Police Projects - \$147,500 - The underspent amounts are for ammunition, uniforms, tactical adequacy requirements, building maintenance in the Communications Centre, air-conditioning in the video equipment room, and rappelling equipment. All of these essential purchases / projects were budgeted in 2003; however, due to intense analysis on specifications for many specialty items, sourcing and delivery delays, finalization on procurement will extend beyond year-end.

Greater Sudbury Housing re Tax Appeal - \$459,000

The transfer to Greater Sudbury Housing will be under budget by this amount for 2003, due to decreased assessment which resulted in lower taxes than budgeted. However, the City has appealed a number of multi-residential assessments, including those of Greater Sudbury Housing. Pending the outcome of the appeal, this money should be set aside in the reserve for various expenditures. If the City is successful in it's appeal, Housing will require these funds in 2004.

Request for Decision City Council

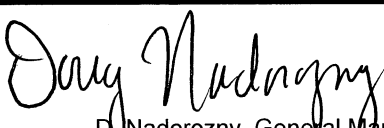


Type of Decision									
Meeting Date	January 15, 2004				Report Date	December 4, 2003			
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title
Revision of Council's Delegation By-law

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

Recommendation
<p>THAT COUNCIL direct staff to revise the Delegation By-Law with respect to the powers and duties of the Administrator and Deputy Administrator appointed under the Social Housing Reform Act to reflect the recommendations contained in the attached report.</p>
Recommendation Continued

Recommended by the General Manager
 D. Nadorozny, General Manager Economic Development and Planning Services

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

Date: December 4, 2003

Report Prepared By



D. R. Desmeules
Manager, Housing Services

Division Review



W. E. Lautenbach
Director of Planning Services

EXECUTIVE SUMMARY

The Social Housing Reform Act (SHRA) allows Council, as Service Manager, to appoint an Administrator and Deputy Administrator for the service area with authority to perform the duties of the Service Manager required under the Act. This mechanism is seen as a means for the Service Manager to complete its administrative duties and to clarify local roles and accountability. With the Administrator in place, local housing providers and stakeholders have a central point of contact for social housing programs and issues. The appointment also facilitates the implementation and streamlining of administrative processes and procedures.

At the August 12, 2003, meeting, Council appointed the Manager, Housing Services as the Administrator and the General Manager, Economic Development and Planning Services as the Deputy Administrator. These positions were chosen recognizing the profile of Housing Services and the complexity of the Service Manager role.

Although a report accompanying the August 12th Appointment By-Law stated that Council would retain the Service Manager's authority to set the social housing budget and establish the social housing policies, it is felt that a further breakdown would better clarify the role and accountability that Council wishes the Administrator and Deputy Administrator to play. This can then be specified in Council's Delegation By-law.

The Background paper to this report provides additional details surrounding the SHRA and the Service Manager functions.

The recommendations which follow provide for clearer direction as to who does what with respect to the Social Housing Reform Act. They define the natural division between the prescriptive, administrative responsibilities of the Act which are best suited to staff implementation and the responsibilities of policy setting and expenditure control which are consistent with Council's normal activities.

The recommendations in Part I deal with the day to day administration functions while the recommendations in Part II identify Council's ongoing role.

RECOMMENDATIONS

PART I - Administrative Functions

IT IS RECOMMENDED that Council authorize the Administrator to perform all of the duties and exercise all of the powers of the Service Manager under the SHRA with respect to the whole of the service area in accordance with such conditions and restrictions as may be prescribed including but not limited to the power to:

Date: December 4, 2003

- a) determine eligibility of social housing applicants and perform other functions under Part V of the SHRA;
- b) exercise the remedies listed in Section 116(1) of the SHRA when a housing provider has not met one or more of their obligations under the SHRA. These remedies include:
 - reducing or ceasing to make subsidy payments to a housing provider;
 - paying creditors on behalf of a housing provider;
 - carrying out the duties and powers of a housing provider;
 - appointing a receiver or manager;
 - removing directors from a housing provider's board of directors; and
 - appointing directors to a housing provider's board of directors.

The remedies used must be commensurate with the housing provider's actions in breaching their obligations. Some of the above remedies require the permission of the Minister of Municipal Affairs and Housing before the remedy can be enforced. In some cases, the Minister may require that the remedies be imposed. Council will be kept advised with respect to these matters;

- c) prescribe training for a director, employee or agent of a housing provider if the housing provider has not met one or more of their obligations under the SHRA;
- d) bill a housing provider for any costs incurred performing duties on behalf of a housing provider;
- e) change, extend or terminate the appointment of a receiver or receiver and manager appointed under Section 116(1) of the SHRA and make a new appointment of the same person or a different person; and
- f) approve additional subsidy to a provider or group of providers in the event of emergency or fiscal difficulties so long as the provider request for additional subsidy is within the Council approved total social housing budget.

The above items have been purposely identified to ensure clarity. It should be understood that housing providers that are in breach of their obligations require an increased level of CGS staff attention as efforts are made to resolve the issues voluntarily. On those rare occasions where attempts to resolve the issues voluntarily may fail, it will be necessary to enforce appropriate remedies to ensure that the housing provider complies with its contractual and/or legislative obligations. These types of issues can generally be handled more efficiently and with less exposure to risk for the CGS if they are resolved in a timely manner. This is especially true in cases of fraud. The delegation will allow the Administrator to take more timely action when housing providers are not meeting their obligations. It will ensure that staff can effectively and quickly handle operational issues. This will reduce the risk of financial loss to the CGS and help to ensure that the social housing stock is properly managed and maintained.

IT IS FURTHER RECOMMENDED that Deputy Administrator be authorized to act as Administrator and to exercise all the duties and powers of the Administrator when the Administrator is absent or otherwise unable to act or when the office of the Administrator is vacant.

PART II - COUNCIL RESPONSIBILITIES

IT IS RECOMMENDED that the following Service Manager duties or powers as listed in the SHRA continue to rest with Council:

- approval of the social housing budget;
- establishment and approval of local social housing policy and/or rules;
- execution of the Greater Sudbury Housing Corporation Shareholder's Declaration and Operating Framework and any amendments;
- approval of additional subsidy to housing providers or a group of housing providers in the event of an emergency or fiscal difficulties beyond the Council approved social housing budget;
- the powers of the Service Manager contained in paragraph 16 of SHRA which is the power to enter into an agreement with any person providing for that person to perform all or some of the duties or exercise all or some of the powers of the Service Manager under the Act;
- the powers of the Service Manager contained in paragraphs 5(1)(a) to (f) and 5(2), of the SHRA.

These include the power to:

- purchase housing projects or the land on which to construct housing projects;
- sell housing projects or land purchased for the purpose of constructing a housing project;
- make alterations or additions to housing projects; and
- establish, fund and administer housing programs.

Conclusion

It is a practical matter for Council to delegate powers and functions to the Administrator and Deputy Administrator as permitted under the SHRA. The above recommendations retain Council's powers as Service Manager to oversee social housing in the community. With the recommendations in place, the Administrator will be able to quickly respond to issues requiring immediate attention and will ensure the efficient management and administration of the CGS's social housing programs and stock.

Date: December 4, 2003

BACKGROUND

In late 2000, the Province completed the transfer of its social housing funding and program administration responsibilities to municipalities. The Social Housing Reform Act (SHRA) designated the CGS as the social housing Service Manager responsible for social housing policy, program administration and funding.

The Province still retains considerable power over municipalities and the non-profit housing providers in the social housing field. The SHRA makes the Service Manager responsible for ensuring that the rules are properly applied. The Service Manager is financially accountable if the requirements are not met.

The Act and its regulations create a complex operating framework for social housing administration. They are very prescriptive, especially in areas that the Province continues to consider of provincial interest. The SHRA imposes very strict rules and operating time frames leaving little room for local discretion.

This is certainly the case with respect to the determination of social housing applicant eligibility and the manner in which rent-geared-to-income rent calculations are completed. Although intended to create a fair and transparent process, it does so at the expense of administrative simplicity.

Other areas where the Act is very prescriptive involves the relationship between the Service Manager and the non-profit housing providers. The SHRA is very specific on the expectations of both parties. It enshrines a housing provider funding formula which Service Managers must use to determine provider subsidies. The formula guarantees that the Service Manager cannot impose financial constraints on housing providers in order to address other municipal fiscal priorities.

In 2001, Council approved the creation of the Housing Services Section to perform its new municipal social housing functions. These functions include: housing provider funding; program policy and administration; applicant housing registry; social housing development; and program compliance.

Housing Services is responsible for the funding and administration of social housing projects and programs. Staff have worked with the GSHC and other housing providers ensuring that both providers and the CGS have complied with operating agreements and legislative requirements.

Housing Services staff has established the CGS applicant Registry for households seeking rent-geared-to-income assistance. The Registry is responsible for determining the eligibility of each applicant.

Section 15 of the SHRA permits the Service Manager to appoint an Administrator for its service area. The Service Manager can authorize its Administrator in writing to perform:

1. all or some of the duties or exercise all or some of the powers of the Service Manager under the Act;
2. the duties or exercise of powers in the whole or a part of the Service Manager's service area;
3. the duties or exercise powers in accordance with such conditions and restrictions as may be prescribed (Currently, no conditions or restrictions have been prescribed under the Act).

The Service Manager can impose additional conditions or restrictions on the duties and/or powers of the Administrator to suite local circumstances. A Service Manager may also appoint a Deputy Administrator to act when the Administrator is absent or unable to act or when the office of the Administrator is vacant.

Section 15 also states that the Administrator or Deputy Administrator is deemed to be acting on behalf of the Service Manager when performing its duties. This means that a decision made by the Administrator or Deputy Administrator in performing those duties or exercising those powers is deemed to be a decision of the Service Manager. A Service Manager, however, remains responsible for the performance of its duties and the exercise of its powers by an Administrator or a Deputy Administrator.

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Type of Decision

Meeting Date	January 15, 2004				Report Date	January 2, 2004			
Decision Requested	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low
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Report Title

AUTHORIZATION FOR CITY SOLICITOR TO ACT FOR CERTAIN DEVELOPMENT CORPORATIONS AND RELATED BOARDS

Policy Implication + Budget Impact

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

n/a

Background Attached

Recommendation

That By-law 2004-~~5~~ be passed authorizing the City Solicitor to act for certain Development Corporations and related Boards of the City of Greater Sudbury

Recommendation Continued

Recommended by the General Manager


Doug Wuksinic
General Manager of Corporate Services

Recommended by the C.A.O.


Mark Mieto
Chief Administrative Officer

Date: January 2, 2004

Report Prepared By



Ron Swiddle
City Solicitor/Director of Legal Services

Division Review



Ron Swiddle
City Solicitor/Director of Legal Services

In June of 2001, the City passed By-law 2001-165A authorizing the City Solicitor (and solicitors in that Division) to act as legal counsel for certain related boards. This By-law is required under the *Law Society Act* in order to provide direction for in-house legal staff.

At that time, the following seven Boards were covered:

- City of Greater Sudbury Community Development Corporation
- Sudbury Community Development Corporation
- Sudbury Airport Community Development Corporation
- Greater Sudbury Public Library Board
- Valley East Community Development Corporation
- L'Association des terrains de jeux de Valley East Playground Association
- Greater Sudbury Housing Corporation.

This By-law should now be up-dated. The two Valley East Corporations no longer exist and should be deleted. Council has assumed responsibility for the Capreol Community Development Corporation and it should be added to the list. As well, The Greater Sudbury Police Services Board, the Nickel District Conservation Authority and the Sudbury and District Health Unit should be added to the list, as there are occasions where solicitors in the Legal Division work on joint matters for these separate Boards.

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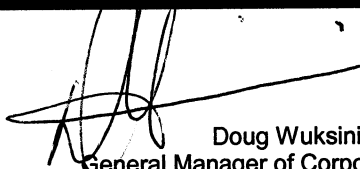
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Report Title
Amendments to Procedure By-law 2002-202

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

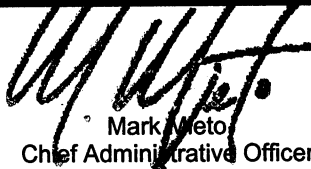
Recommendation
<p>That By-law 2004-6 amending the Procedure By-law be passed to provide for:</p> <ul style="list-style-type: none"> - two deputy Mayors instead of three - terms of eighteen months instead of one year for the Deputy Mayors - the Priorities Committee to be chaired by a Chair not a Deputy Mayor <p>This By-law also amends By-law 2003-316A which appoints Deputy Mayors to provide for an eighteen month term.</p>
Recommendation Continued

Recommended by the General Manager



Doug Wuksinic
General Manager of Corporate Services

Recommended by the C.A.O.



Mark Weto
Chief Administrative Officer

Date: January 9, 2004

Report Prepared By



Ron Swiddle
Director of Legal Services/City Solicitor

Division Review



Ron Swiddle
Director of Legal Services/City Solicitor

BACKGROUND:

At its meeting of December 11th, Council passed the following resolutions:

“2003-622: THAT the Mayor and Clerk advise the Greater Sudbury Utilities Inc. that nominations for the six Private Directors’ positions on the Boards should be made by a Nominating Committee consisting of the four members of Council on the Boards.

2003-624: THAT a resolution be passed directing staff to prepare and advertise amendments to the Procedure By-law to be considered by Council at its first meeting in January to provide for:

- ▶ two Deputy Mayors instead of three,
- ▶ terms of eighteen months instead of one year,
- ▶ the Priority Committee be chaired by a Chair not by a Deputy Mayor; and

THAT the third Deputy Mayor position not be filled at tonight’s Council meeting but instead deferred to the January meeting following consideration of the above By-law amendments.”

Advertisements were subsequently placed in accordance with Council’s Notification By-law and the Municipal Act, 2001. No responses were received.

When this item in the Agenda is reached, the Mayor should ask if anyone wishes to address Council on this issue. It is not expected that anyone will wish to do so. The By-law should then be passed to give effect to Council’s wishes as expressed in the December meeting.

At that time, two Deputy Mayors were appointed for a one-year term in accordance with the By-law as it then stood. Passage of the recommended By-law will change the dates on these appointments to allow for an eighteen-month period.

Request for Decision City Council



Type of Decision

Meeting Date	January 15, 2004				Report Date	January 9, 2004			
Decision Requested	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

Report Title

2004 Interim Tax Billing

Policy Implication + Budget Impact

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

Background Attached

Recommendation

That the 2004 Interim Levy By-law be passed.

Recommendation Continued

Recommended by the General Manager


D. Wuksinic
General Manager of Corporate Services

Recommended by the C.A.O.


M. Mieto
Chief Administrative Officer

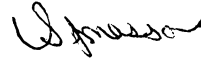
Report Prepared By



T. Derro
Supervisor of Tax / Chief Tax Collector



Division Review



S. Jonasson
Director of Finance / City Treasurer

BACKGROUND

Section 317 (1) of the Municipal Act provides the authority for an interim tax levy prior to the adoption of the final estimates. For 2004, the interim tax levy dates have been established as March 2nd and April 2nd, 2004.

This By-law is a standard by-law placed before Council at the beginning of each year and represents the interim tax levy for 2004. The interim tax levy is fifty (50%) per cent of the 2003 tax levy, in accordance with Provincial legislation and the tax due dates are comparable to the interim tax due dates established in 2003.

Request for Decision City Council



Type of Decision									
Meeting Date	January 15, 2004				Report Date	January 2, 2004			
Decision Requested		Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

Report Title

CRTC HEARINGS - WIDE-AREA TELEPHONE SERVICE WITHIN THE CITY OF GREATER SUDBURY

Policy Implication + Budget Impact

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

N/A


Background Attached

Recommendation

FOR INFORMATION ONLY

Recommendation Continued

Recommended by the General Manager

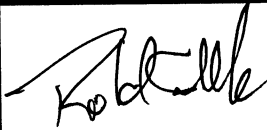

 Doug Wilysinic
 General Manager of Corporate Services

Recommended by the C.A.O.


 Mark Mieta
 Chief Administrative Officer

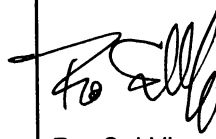
Date: January 2, 2004

Report Prepared By



Ron Swiddle
City Solicitor/Director of Legal Services

Division Review



Ron Swiddle
City Solicitor/Director of Legal Services

This Report will serve as an up-date to Council on the progress of wide-area telephone service within the City of Greater Sudbury.

As Council will recall, the rules of the Canadian Radio-Television and Telecommunications Commission would not allow phone service carriers to provide toll-free service over the entire area of the City of Greater Sudbury.

In the Spring of 2001, however, the CRTC indicated that it was scheduling a series of submissions on this point and was considering amending its existing rules. Over the course of 2001, the City of Greater Sudbury, in conjunction with the City of Ottawa, made a number of submissions to the CRTC and responded to submissions from other parties.

By October 2001, the CRTC had received all of the submissions, interrogatories, responses to interrogatories, and responses from all of the interested parties across Canada.

After considerable delay, the CRTC issued its decision on this matter on September 12th, 2002.

This decision would allow for expanded calling areas throughout Canada under a simplified process that would allow Sudbury to explore the matter with Bell. (Under the previous rules, Sudbury could not even start the process.) The process still would take some time, and would involve calculations of costs, calculations of foregone revenues to the phone carriers, public surveys of all users, etc.

Before the City could begin to consider this process, however, many of the parties to the CRTC Application commenced legal action for a follow-up proceeding relating to the issue of foregone toll revenue compensation for expanded local calling areas. This subsequent Application allowed the CRTC to review in detail some of the financial issues that it had not addressed in its September 2002 decision. The City played little role in this Application beyond monitoring the proceedings and waiting for the decision.

This second decision was issued by the CRTC on May 7th, 2003. In this decision, the Commission established that compensation to toll service providers for expanded local calling areas will be equal to three years' worth of foregone total revenues. A related decision issued the same day also varied the earlier decision. Under this third decision, the Commission permitted competitive local exchange carriers to opt out, on a one-time basis, from both collecting and contributing funds associated with the compensation plan designed to compensate long distance service providers for foregone toll revenue resulting from the expansion of a local calling area.

At this point, staff began work on a Report to Council to begin discussions and calculations with Bell that would enable Council to determine the costs and charges involved and allow for the possibility of a survey of phone users in the area who would make the final call as to whether or not they wished the expanded area service.

Date: January 2, 2004

Before that Report could be prepared for Council, however, a further Application was launched. The companies West Coast Teltech Ltd. and A & A Call Link Telesolutions Ltd. have asked the CRTC for an interim stay of the implementation of the decision as amended in order to allow additional filings and clarifications. It is not know at this point whether the CRTC will allow these materials or this additional application to proceed. For the interim, however, the matter is on hold.

The City of Ottawa has filed an intervention in this matter. The request of Ottawa reads as follows:

“Because of the potential for the mere existence of this Application to cause confusion and/or delay in the processing of an Application for expanded local calling that has already been filed by the City with Bell Canada, Ottawa respectfully submits that the CRTC should give this matter its preferred attention and issue Directions on Procedure and/or a ruling on the Application at the earliest possible opportunity.”

On behalf of the City of Greater Sudbury, we have also filed a parallel Application in support of the Ottawa position, asking the Board to please determine this matter as quickly as possible for the benefit of all Canadians, so that they can proceed to deal with these long outstanding issues. This new application may only have bearing in British Colombia, and the entire country should not be inconvenienced by the delay.

We will report further to Council as this matter proceeds, but at this point we cannot give any indication as to how long the CRTC will take. This could be as short as a few months, if the CRTC does not allow the Application to proceed, or could take as much as a year or two if the CRTC allows full participation.

Request for Decision City Council




Type of Decision										
Meeting Date	January 15, 2004				Report Date	January 7, 2004				
Decision Requested		Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High		Low	
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed	

Report Title
Acting Deputy Mayor - Rotation List for the Year 2004

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

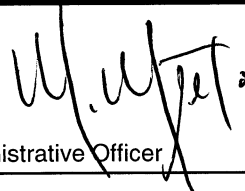
Recommendation	
FOR INFORMATION ONLY	
<input type="checkbox"/>	Recommendation Continued

Recommended by the General Manager



Doug Wukowich
General Manager of Corporate Services

Recommended by the C.A.O.



Mark Mieto
Chief Administrative Officer

Report Prepared By

A. Haché

Angie Haché
Deputy City Clerk

Division Review

Ron Swiddle

Ron Swiddle
Director of Legal Services/City Solicitor

Council at its meeting of December 11, 2003 appointed Councillors Craig and Dupuis to the position of Deputy-Mayor, for the term ending December 31, 2004 or until their successors are appointed.

Council's Procedural By-law provides for a monthly rotation system for replacing the Mayor and Deputy Mayors when they are simultaneously absent. The rotation schedule is determined in the following manner:

- 1st Month of Term: Ward 1 Councillor whose last name comes first in the alphabet
- Next Succeeding Month: Ward 2 Councillor whose last name comes first in the alphabet
- Next Succeeding Month: Ward 3 Councillor whose last name comes first in the alphabet
- Next Succeeding Month: Ward 4 Councillor whose last name comes first in the alphabet
- Next Succeeding Month: Ward 5 Councillor whose last name comes first in the alphabet
- Next Succeeding Month: Ward 6 Councillor whose last name comes first in the alphabet
- Next Succeeding Month: Ward 1 Councillor whose last name comes second in the alphabet
- Next Succeeding Month: Ward 2 Councillor whose last name comes second in the alphabet
- Next Succeeding Month: Ward 3 Councillor whose last name comes second in the alphabet
- Next Succeeding Month: Ward 4 Councillor whose last name comes second in the alphabet
- Next Succeeding Month: Ward 5 Councillor whose last name comes second in the alphabet
- Next Succeeding Month: Ward 6 Councillor whose last name comes second in the alphabet

The list then repeats.

For this term of Council, the first month is considered to be January, 2004.

Attached is the Monthly Rotation Schedule for Acting Deputy Mayor for the period January 2004 to December 2004.

A copy of the Rotation List will be provided to each Member of Council on card stock.

***2004 Rotation Schedule for replacing the Mayor
or Deputy Mayors when they are
absent simultaneously***

2004 DEPUTY MAYORS

**COUNCILLOR CRAIG - DEPUTY MAYOR
COUNCILLOR DUPUIS - DEPUTY MAYOR**

2004 ACTING DEPUTY MAYORS

<u>MONTH</u>	<u>COUNCILLOR</u>
JANUARY, 2004	COUNCILLOR GAINER (WARD 1)
FEBRUARY, 2004	COUNCILLOR BERTHIAUME (WARD 2)
MARCH, 2004	COUNCILLOR RIVEST (WARD 3)
APRIL, 2004	COUNCILLOR CALLAGHAN (WARD 4)
MAY, 2004	COUNCILLOR CALDARELLI (WARD 5)
JUNE, 2004	COUNCILLOR GASPARINI (WARD 6)
JULY, 2004	COUNCILLOR KETT (WARD 1)
AUGUST, 2004	COUNCILLOR BRADLEY (WARD 2)
SEPTEMBER, 2004	COUNCILLOR THOMPSON (WARD 4)
OCTOBER, 2004	COUNCILLOR REYNOLDS (WARD 6)
NOVEMBER, 2004	COUNCILLOR GAINER (WARD 1)
DECEMBER, 2004	COUNCILLOR BERTHIAUME (WARD 2)

January, 2004

Request for Decision City Council




Type of Decision									
Meeting Date	January 15, 2004				Report Date	January 7, 2004			
Decision Requested	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

Report Title
New Water Supply - Community of Levack

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

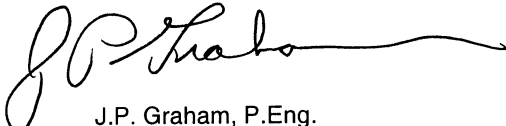
Recommendation
<p>That Dennis Consultants be retained to develop a New Water Supply Strategy for the Community of Levack and that this assignment be carried out in accordance with the requirement of our Standard Engineering Service Agreements.</p>
Recommendation Continued

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

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

Date: January 7, 2004

Report Prepared By



J.P. Graham, P.Eng.
Plants Engineer

Division Review



Don Belisle
General Manager of Public Works

Background:

Based on an Agreement dated May 19th, 1976, Inco has supplied water to the City for the Community of Levack. Through their letter dated November 27th, 2003, Inco has given notice in accordance with the Agreement of its intention to terminate the provisions of potable water to the City as of January 1st, 2005, on which date the Agreement shall terminate and become null and void.

Inco is taking this action at the present time because of new regulations related to the supply of potable water. Essentially, Inco has made a business decision to minimize their involvement in the operations and maintenance of potable water systems where possible.

While Inco has given notice of termination of our Agreement, as outlined in their attached letter, they intend to work closely with the City and participate in finding a reasonable long term plan for the supply of water to Levack in order to ensure an orderly transfer of this service.

This transfer of service will require the preparation of an Environmental Study Report examining the alternatives and recommending a final solution. We recommend that Dennis Consultants be retained to prepare the Environmental Study Report necessary to develop a new supply strategy. Council should be aware that this recommendation does not follow the provisions of the City's Purchasing By-Law, in that proposals were not requested from various consulting firms. Dennis Consultants has worked with both Inco and the City around the issues regarding the supply of water to the Community of Levack for the past two and a half years. In fact, while working with Inco and evaluating their options regarding potable water supply in the Levack area, Dennis Consultants has already identified and costed most of the new supply options. Obviously their substantial knowledge of the situation positions Dennis Consultants to be able to complete this work, including the preparation of a final Environmental Study Report, in the most cost effective way.

The cost of preparing this Environmental Study Report will approach \$75,000.00 and will be financed through funds in the 2002 Capital Water Envelope set up to carry out works associated with the implementation of new drinking water regulations.



RECEIVED
NOV 28 2003

CITY OF GREATER SUDBURY ENGINEERING

J.S. (Scott) McDonald
General Manager
Ontario Operations

November 27, 2003

DELIVERED

Mr. Paul Graham, P.Eng.
Plants Engineer
The City of Greater Sudbury
Tom Davies Square
200 Brady Street
SUDBURY, Ontario
P3A 5P3

Dear Mr. Graham:

**RE: INCO LIMITED
Supply of Water to
THE CITY OF GREATER SUDBURY
LEVACK**

I am writing to you as a result of our ongoing discussions relating to the Levack Water Treatment Plant and the supply by Inco Limited ("Inco") to The City of Greater Sudbury (the "City") of potable water from the Plant.

The relationship between Inco and the City is based on an Agreement dated May 19, 1976, between Inco and The Regional Municipality of Sudbury, now the City, (the "Agreement"). Section 6 of the Agreement provides as follows:

6. This Agreement shall run for a term of one year from the 1st day of January, 1976, and if not terminated as hereinbefore set out, shall be renewable automatically on a yearly basis. Should either of the parties to this Agreement desire to terminate the Agreement, such parties shall be required to give to the other party, one year's notice of cancellation, said notice to be given in writing to the other party at least thirty days prior to the anniversary date.

Please be advised that pursuant to the provisions of the aforesaid Section 6 Inco hereby gives to the City notice of its intention to terminate the provisions of potable water to the City as of January 1st, 2005, on which date the Agreement shall terminate and become null and void.

The matter of Inco's participation in the City's project or Falconbridge's Seal Lake project has been discussed. You have advised us that it is the intention of the City to apply for funding under available provincial and federal infrastructure programs. Once all of the costs and all of the funding sources have been identified, Inco is prepared to discuss with the City what our role and participation could entail.

We look forward to assisting and working with the City to ensure an orderly transfer of this service takes place.

Yours very truly,



Scott McDoanld

COPY TAKEN

cc Don Belisle
Ron Swickble
Nick Benkovich

Minutes

City Council Inaugural Minutes	2003-12-04
City Council Minutes	2003-12-11
Finance Committee Minutes	2003-12-18
Priorities Committee Minutes {TABLED}	2004-01-14
Planning Committee Minutes {TABLED}	2004-01-13
Finance Committee Minutes {TABLED}	2004-01-14
Nominating Committee Minutes {TABLED}	2004-01-12
Greater Sudbury Police Services Board	2003-11-20
Sudbury & District Board of Health	2003-11-20
Nickel District Conservation Authority	2003-12-03
Tender Opening Committee	2004-01-06
Greater Sudbury Housing Corporation	2003-11-25

THE INAUGURAL MEETING OF THE COUNCIL OF THE CITY OF GREATER SUDBURY

Council Chamber
Tom Davies Square

Thursday, December 4th, 2003
Commencement: 7:00 p.m.

THE HONOURABLE MR. JUSTICE RANDALL W. LALANDE

Present

Mayor Courtemanche; Councillors Berthiaume; Bradley; Caldarelli; Callaghan; Craig; Dupuis; Gainer; Gasparini; Kett; Reynolds; Rivest; Thompson

City Officials

M. Mieto, Chief Administrative Officer; D. Belisle, General Manager of Public Works; C. Hallsworth, General Manager of Citizen & Leisure Services; D. Nadorozny, General Manager of Economic Development & Planning Services; C. Matheson, General Manager of Health & Social Services; D. Wuksinic, General Manager, Corporate Services; T. Beadman, Acting General Manager, Emergency Services; H. Salter, Deputy City Solicitor; S. Jonasson, Director of Finance/City Treasurer; I. Davidson, Chief of Police, Greater Sudbury Police Service; N. Charette, Manager of Corporate Communications and French-language Services; T. Mowry, City Clerk; J. McKechnie, Executive Assistant to the Mayor; K. Bowschar-Lische, Planning Committee Secretary; CJ Caporale, Council Secretary

Procession

Preceded by a Piper of the Greater Sudbury Police Pipe Band, the Members of Council, His Honour Mr. Justice Randall W. Lalonde and the City Clerk entered the Council Chamber.

The National Anthem was sung by Irmgard Hechler.

Opening and Introduction

The Master of Ceremonies, Nicole Charette, opened the meeting and introduced the Mayor and Members of Council, by Ward, to the Judge.

Declarations of Office and Oaths of Allegiance

His Honour Mr. Justice Randall W. Lalonde administered the Declarations of Office and Oaths of Allegiance to the Mayor and to all the Council Members.

Inaugural Blessings

The Master of Ceremonies called upon the following people who gave their Inaugural Blessings:

- Bishop Jean-Louis Plouffe, Diocese of Sault Ste. Marie, delivered the inaugural prayer
- Christa Jongsma, Pupil of Ridna Shkola, sang "May God Bless and Keep You", accompanied by Edward Lew on the accordion

Inaugural Blessings
(continued)

- ▶ Reverend Jeremy Mahood, said a prayer
- ▶ Sweetwater Aboriginal Music, sang a prayer in Ojibway (song by Deborah Robertson, Darlene Sovran, Marilyn Sutherland and Linda Heron)
- ▶ Roger Nash, Cantor, Shaar Hashomayim Synagogue, gave his blessing in Hebrew
- ▶ Lynn Lin, Sudbury Chinese Community, played the gu-zheng
- ▶ Kuljeet Buttoo, President, India-Canada Association and representative of the Sekh Sangat of Sudbury, brought greetings to the Mayor and Members of Council

Inaugural Address

The Master of Ceremonies called upon Mayor David Courtemanche to deliver his Inaugural Address (attached).

Closing of Ceremony

The Master of Ceremonies closed the ceremony at 8:05 p.m.

INAUGURAL ADDRESS

by

Mayor David Courtemanche

December 4, 2003

(Check Against Delivery)



Members of Council, honoured guests, ladies and gentlemen, good evening. Mesdames et messieurs, bonsoir.

What makes our City unique?

What makes our City unique and distinct? Certainly we're not simply a northern version of a southern community. Nor are we just another mining town. What makes us different is this: it's the people who we are; it's the place that we have built; and it's the progress that we have made. And above all, it is the potential yet to be realized that we embody.

*Nous sommes une communauté unique mais qu'est-ce qui nous distingue des autres au juste? D'abord, c'est notre identité ... **QUI** nous sommes ... toutes les qualités qui nous définissent comme peuple. Ensuite, c'est la ville ... la **PLACE** ... que nous avons érigée ensemble. Ce sont les progrès que nous avons faits ... toutes les choses que nous avons déjà accomplies. Mais surtout et avant tout, c'est le **POTENTIEL** que nous avons encore à réaliser.*

Greater Sudbury is a family of communities with a rich bi-lingual heritage and a diverse multicultural mosaic. From Onaping, to Capreol, to Coniston to Whitefish, it's a community of people whose children are encouraged to realize their full potential, where family values are fostered and where hard work is a way of life.

Greater Sudbury offers an affordable lifestyle surrounded by the scenic landscapes and lakes of the rugged Canadian Shield. It's a friendly place with an exceptional quality of life, abundant in natural beauty and surrounded by all of the amenities that anyone could want - quality schools, superior health care facilities, excellent shopping, theatre, festivals and the arts, world-class tourist attractions, a revitalized downtown and recreational opportunities for all seasons. Greater Sudbury has the distinction of being the largest municipality in Ontario based on landmass. Our citizens have the choice of living in a variety of urban, sub-urban or rural settings - all of which offer easy access to our many lakes, parks, trails and woodlands. We are the envy of people living in cities characterized by overcrowded neighbourhoods, traffic congestion, polluted environments and escalating violence.

Over the years, our City has grown from being a one-industry town to becoming the service hub of Northeastern Ontario for education, retail, business, government, mining, tourism, health care, telecommunications and research - a market of half a million people. This City has gained an international reputation for its expertise in mining and land reclamation - something that we, as a community, can all be very proud of. Recent developments bring even more promise for sustainable growth - the new Northern Ontario Medical School, four-laning of Highway 69, the Sudbury Neutrino Laboratory's new SNOLab, a resurgence of construction in the residential and retail sectors, Dynamic Earth, NORCAT, MIRARCO, the new English Bachelor of education program, emerging opportunities in green energy and new jobs in the information technology sector.

What do we want to become?

But more important than what we are now, is what we ought to become. What kind of future do we want for our children and our grandchildren? I asked that question to the children of this community and they responded by wallpapering my office with their creative artwork. I asked them what makes their community special and what kind of community they would like to live in. I thank them for their wonderful contribution to this inaugural address. Their perspective reminds us that we ought to create a city worthy of our children's dreams and hopes. Let me say that again, we ought to create a city worthy of our children's dreams and hopes.

I believe that Greater Sudbury has the potential to become Ontario's next *City of Opportunity*, a gem in the heart of Canada's most prosperous province. With a new attitude founded on a pledge to work together in a spirit of creativity, collaboration and innovation, I believe that we can position our City to become a destination of choice - if not the destination of choice where our talented young people can put down their roots.

Our City's Defining Issue

This is our City's defining issue- the loss of our young people to other places! They are our most precious asset and our ultimate renewable resource. Our prosperity should not be driven by the price of nickel on the world market, but by the value that we place on our skilled and educated young people. I believe that their decision to stay or to return to this city will define our future and determine our fate. We need to fuel their passion, harness their energy and unleash their talents. We ought to commit ourselves to growing our population to 175,000 people in the next decade. Making this city the destination of choice for young educated people who are making critical life decisions about where they want to establish a career, start a business, buy a home and raise a family would lead to such a population expansion, and ultimately, growing our local economy. Strategic growth of this magnitude will require the collective efforts and commitment of the entire community. The continued work of our recently formed *Youth Cabinet* will assist our understanding of the issues and priorities of our young people, and we will continue to support their efforts.

The foundation for such growth ought to be built on these four cornerstones: citizen involvement; community investment; corporate renewal; and economic expansion. *Pour réaliser la croissance dont je parle, quatre choses sont essentielles; la participation de la collectivité; l'investissement communautaire; le renouvellement corporatif; et la croissance économique.*

First, Citizen Involvement ... la participation de la collectivité.

The first cornerstone is citizen involvement. Elected representatives are, by definition, servant leaders. As I look around Council Chamber tonight and witness the changing face of politics in our local municipal government, one thing is certain - we have a diverse and dynamic team of people on Council who want to serve this community.

Councillors... I look forward to working with you and the entire community as we build on past successes and create new opportunities to grow and prosper. Involving citizens and other community leaders in building our future starts in this room with your leadership.

Collaborative Action

Our most notable accomplishments, such as the re-greening of our landscape, Science North, and the Cancer Treatment Centre, were achieved through the collaborative efforts of many people. We must continue that tradition by engaging leaders from every sector of the community to work collaboratively and bring together ideas that will stimulate growth, a sense of community and quality of life. Organizations such as the Chamber of Commerce, the United Way/Centraide, the Sudbury & District Labour Council and our local Service Clubs have a rich history of community leadership.

Greater Sudbury has become a political powerhouse. All levels of government are represented here. The people that this community has elected to serve in the House of Commons, Queens Park and Tom Davies Square has put Greater Sudbury in the driver's seat. The Honourable Diane Marleau, Ray Bonin, The Honourable Rick Bartolucci, Shelley Martel and this Council, together, have ushered in a new era of collaborative action and political influence.

We can begin by increasing the leadership capacity of this community. In my view, effective leaders are born learners. People in established leadership positions have an obligation to reach out to our younger emerging leaders. Tonight I am inviting community leaders to join me in hosting Greater Sudbury's first *Community Leadership Summit*. This conference will bring together local leaders to create a *Blueprint for Collaborative Leadership* and it will begin with the signing of a *Declaration of Interdependence* encouraging all participants to work together to nurture a greater capacity for leadership throughout the community.

People like Councillor Ron Dupuis, will bring their experience, their mentoring skills and their positive energy together to develop and nurture the leadership potential of this community. Conseiller Dupuis, votre expérience est une ressource importante qui aidera beaucoup ce nouveau conseil.

But citizen involvement is more than just leadership. It's about building public trust and engaging citizens in an ongoing dialogue about the issues, ideas and decisions that

affect them. People need to have ownership of the public decision-making process. Based on the principles of building a healthy community, this Council will provide open, accessible and collaborative decision-making processes in return for a more active, engaged and informed public. We need to create a circle of responsibility that extends beyond the traditional sphere of influence of City Hall and invites civic involvement throughout the City. I will work with this Council to engage the community in a more meaningful way by implementing the following initiatives:

- The continued expansion of our system of *Community Action Networks*, or CAN's, to revitalize our neighbourhoods and communities. We will strive to have 2006 people actively involved in these CAN's by the year 2006;
- The publication of an *Annual Municipal Progress Report*; and
- The advancement of E-democracy, by enhancing our City's website and using the Internet as interactive tool for public engagement.

The Official Plan

The new Official Plan will be a major initiative of Council this term. This plan is vital to the strategic and sustainable development of our community as it provides a broad vision for future growth and addresses all aspect of our physical and human development. The Official Plan fosters sustainable growth, economic prosperity and a high quality of life to attract people and investment by building on the strengths and opportunities present in different areas of the community. Also, it provides an organizing framework for a comprehensive public consultation. The Official Plan will have, at its foundation, the principles of a healthy community. The "Healthy Community" concept recognizes that the health of the individual and the community depends on the ability of decision-makers to integrate the social, economic and environmental factors that influence our health - and our new official Plan will help us to do just that.

As a teacher, businessperson, volunteer firefighter and coach Councillor Russ Thompson understands the importance of building a healthy community and he will, no doubt, be a positive force in the creation of the Official Plan.

Next, Community Investment ... l'investissement communautaire

The second cornerstone for future growth is community investment. This investment will involve many community partners. We need to invest in three areas: in our quality of life; in our health; and in our social fabric.

Investing in our Quality of Life

We measure our quality of life in so many ways - being close to family and friends, our leisure activities, arts and cultural pursuits. We need to make a community investment in the facilities and amenities that improve our quality of life and in the promotion of healthy lifestyles.

Among our recreational priorities is the Adanac Hill. I will be striking a Task Force immediately to make recommendations to this Council on the short-term and long-term operation of this facility. Furthermore, I will work with City Council to ensure that major decisions regarding any recreational facility is made in full consultation with community stakeholders.

Furthermore, this Council will work in consultation with the community to develop a recreational Master Plan to look at more parks, trails and multi-use leisure facilities throughout the City. It will reflect the changing demographics and leisure trends and the long-term needs of the community. The Master Plan will be incorporated into our Official Plan. For example, it will help us to create a *Human Transportation System* by connecting existing trail links, such as the TransCanada Trail System and the Junction Creek Trail Plan, and allowing people to walk, cycle and move around the community without the need for motorized transportation.

The arts and cultural sectors also have an enormous impact on our quality of life. We will work with community stakeholders to develop an Arts & Culture Policy that guide decisions regarding local investments in the arts. Furthermore, the City will work with other community partners to pursue the development of a world-class Civic Auditorium and multi-purpose facility to host and attract major shows, events and exhibitions.

Investing in our Health & Security

As part of our community investment we will continue to invest in our health and security. Greater Sudbury experiences some of the highest incidences of chronic disease in the province, and the time has come to change our health status! People need the resources to care for their health including the prevention and treatment of disease and the promotion of personal wellness.

The community is facing a shortage of health professionals that could reach crisis proportions, particularly in our outlying areas, if we do not take concerted action. That's why I am supporting the continuation of the *Community Roundtable on Physician and Allied Health Care Recruitment and Retention* that is developing concrete solutions to these issues. The Roundtable's mandate will be expanded to include a focus on Registered Nurses and Nurse Practitioners. Councillor Doug Craig's experience and passion in this area will continue to serve the interests of the 30,000 citizens who do not have a family physician.

This council will advocate for the timely completion of the new Regional Hospital and the opening of the Northern Ontario Medical School. The presence of these two institutions, along with other organizations such as Neureka, will continue to increase the capacity of this community to engage in vital health research and to create a sustainable health research industry.

We must also be conscious of the importance of our Emergency Services to our citizens. For example, this Council will have the opportunity to put into action a new fire Services Master Plan in 2004. I know that Councillor André Rivest will be a strong advocate for this important initiative. Conseiller Rivest, j'ai hâte de travailler avec vous dans ce domaine important.

Investing in our Social Fabric

We must also invest in the social fabric of this community. There is growing body of knowledge that our health status is largely influenced by a set of social and economic determinants of health. These take into account such factors as income levels, employment status, education levels, and social inclusion. We will continue to address the critical social issues such as homelessness, food security and child poverty through policies, programs and partnerships. And our Department of Health and Social Services will work with the Social Planning Council and other local agencies to develop a *Local Charter on the Social Determinants of Health*.

Education- A Community Priority

Among the key determinants of health are education levels. Generally people with the worst health status have lower educational levels. Our city has one of the lowest rates of university and high school graduates in the country. Higher levels of education increase opportunities for higher income and job security, key factors which influence health in a community. In a new study unveiled at a Chicago meeting of CEOs for Cities by Economist Christopher Berry of Harvard University, his findings show that the more an area attracts university and college graduates, the greater its prosperity. In a 2003 University report card commissioned by the Globe and Mail, Laurentian University ranked 12 out of 38 Canadian Universities for Quality of Education in a survey of 26,000 students - an very impressive standing! In the coming months I will meet with local educational leaders to identify how this community can support the excellent work of Laurentian University, Collège Boréal, Cambrian College, and our local school boards and educational agencies. For example, we will explore new opportunities to assist our post-secondary institution's recruitment efforts by building a national reputation as a student-friendly city for Canadian and international students. Working with our Youth Cabinet, I believe we can create opportunities for young people to *study, stay and succeed* in Greater Sudbury.

Councillor Janet Gasparini is an inspired leader, and her understanding of the complex relationship between social health, education and the economy will help us make these important linkages.

Community Roundtables

Our social fabric includes two segments of our population, in particular, that require our attention.

Putting *Children First* remains a priority. The *Children First Roundtable* will continue to oversee the special needs of children and to guide decision-makers, policy-makers, businesses, schools and other organizations serving children.

Also, the *Committee on Seniors Issues* will continue its fine work. Older Adults represent a growing and dynamic segment of our population. The Committee will continue to make recommendations on the development of policies and programs to address the needs of older adults in the City of Greater Sudbury. In particular, I will ask this Committee to make recommendations to Council regarding the establishment of a *Seniors' Advocate* to assist older adults with difficulties and complaints related to municipal services.

Councillor Ted Callaghan has been a driving force behind this Committee's work and I know that he will continue to ensure that the voice of our seniors is heard loud and clear in this chamber and throughout the community.

Third, Corporate Renewal ... le renouvellement corporatif.

The third cornerstone for growth is the renewal of our municipal corporation. The City is fortunate to have a highly skilled, talented, and dedicated workforce. Our City's biggest asset is its people - those who work on the front lines and behind the scenes, ensuring the daily delivery of essential services and services that enhance our quality of life. It is a huge trust and, all too often, a thankless job. With the enormous financial problems facing this municipality, our staff will play an important role in helping this Council to identify solutions. We can build the highest performing public sector in the province by focussing on continuous improvements, by building an environment of trust and mutual respect and by recognizing outstanding achievement. Einstein once said, "Imagination is more important than knowledge". This Council, working with our CAO, Mark Mieto, will inspire a new culture of innovation at City Hall. It is vital that our municipal staff be supported in their work and in their efforts to find new and better ways of serving the citizens of this community.

This corporate renewal strategy will focus on four main areas: first, realignment of our organizational structure to create a more dynamic and responsive system; second, a training and education program in order to provide our staff with tools and skills they need to perform their work at the highest level; third, organizational wellness through

the creation of an Employee & Organizational Wellness Committee; and fourth, a Performance Measurement Program to keep the corporation focussed on achieving results and to show the public precisely how their tax dollars are being spent.

Councillor Frances Caldarelli knows the City inside and out - literally. She just retired as a long-time municipal employee. She has also served as a former City and Regional Councillor, and she will be a tremendous asset in implementing our corporate renewal program.

And fourth, Economic Expansion ... l'expansion économique.

The final cornerstone for future growth is economic expansion. The Greater Sudbury Development Corporation's strategic plan, approved by City Council last spring, identifies new and emerging economic clusters that will lead to sustainable growth and create additional career and business opportunities locally. For example, we will work to transform our City into the mining sector's equivalent of Silicon Valley by becoming Canada's designated National Centre of Mining Excellence, Research and Education. Five task forces have been developed to drive the five engines of economic growth - to develop the best mining and supply services sector in the world, to become a youth-friendly city with a dynamic urban environment, to become one of Ontario's top four destinations to live and visit, to be a leader in health innovation and biotechnology and to be a model for eco-industry and renewable energy.

Whereas the plan identifies the engines and the igniters, the vehicle for driving these engines requires our immediate attention. First, it is time that all economic development activities are coordinated out of one place - that is, the Greater Sudbury Development Corporation. Second, we need to ensure that those sectors that can really drive economic development are empowered to do just that. I will ask the Board of Directors of GSDC to make recommendations to Council regarding their structure and membership. Thirdly, we will re-structure the department in order to focus on our economic development priorities and opportunities. For example, with Council's approval, we will add the Airport Corporation to the Economic Development Department and move Social Housing to the Department of Health and Social Services. Fourthly, we will work in cooperation with FedNor and the Northern Ontario Heritage Fund to implement our economic development strategic plan.

Councillor Terry Kett knows the importance of aligning our economic development priorities and his political experience will help fuel these economic engines.

Improving our Image

In order to retain current residents and attract new talent to the north, the City of Greater Sudbury needs to present Greater Sudbury to the world as a modern city with a strong economic future. We must implement a comprehensive marketing initiative to improve Greater Sudbury's image and promote our quality and affordable lifestyle. And we ought

to begin this process by organizing an annual *Greater Sudbury Home Coming event* to invite people to our City and to showcase and celebrate the many new and exciting opportunities that this City has to offer.

Part of the challenge of changing our image is simply a matter of getting the word out. For example, there's a phoenix rising in the heart of our city - its Downtown Sudbury. We don't need to re-vitalize Downtown Sudbury. It's already happening! Home to the Sudbury Wolves, the Sudbury Theatre Centre, the YMCA, Market Square, the newly renovated Rainbow Value Centre, new restaurants and clubs, festivals and events - and after years of struggling to re-invent itself, Downtown Sudbury is once again attracting interest and investment. We need to promote the work of the Metro Centre and of those businesses and companies that are making major investments to transform the downtown into an Urban Village for people, who want to live, work, shop and socialize in our City's first neighbourhood.

I know that Councillor Lynne Reynolds will invest her energy and business experience into promoting this exciting news and in attracting further investment in Downtown Sudbury. ***Conseillère Reynolds, votre passion pour le Centre-ville sera un atout pour nous tous.***

Green Energy

And we need to build on those areas where our image and reputation are well in hand. Greater Sudbury is known internationally as an environmental leader. We can lever that reputation and help our economy and our environment at the same time, by tackling one of the most important issues facing western society - soaring energy costs! This community spends over \$392 million annually on energy. Most of that money moves outside our City and does not contribute to our economic well-being. If we produce power locally, that economic value stays in our community.

The global investment in environmental business is immense and growing. We now know that environment related technical solutions will create numerous quality of life and economic development opportunities. The City is uniquely positioned because of its geography, because of our 93 EarthCare Sudbury community partners and because of our growing reputation for embracing environmental solutions; a reputation that will differentiate us from others.

Here in Greater Sudbury, the EarthCare Partners have identified several significant projects in and around our community. We intend to advance these projects to a point where we are positioned to capitalize on opportunities when a favourable energy market exists in Ontario. Make no mistake! This will happen and sooner than many people think! The new Liberal Government's recent announcement states that within the next two to three years, 5% of Ontario's total energy consumed **must** be supplied by renewable energy projects. Our current activity in this area has the potential to create 1,500 new jobs; many of them technology based jobs.

Green energy is one component of the EarthCare Sudbury Local Action Plan to make our City a cleaner, greener, healthier and more sustainable community. I am committed to working with Council to:

- Partner with the private sector to develop Eco-Industrial Parks to research and manufacture green technologies;
- To make our City a Centre for Waste Diversion by attracting businesses that manufacture products from local recyclable waste such as tires;
- To implement the Community Energy Plan to make Greater Sudbury a more energy efficient City; and,
- To increase the use of alternative fuel sources such as wind, geothermal, ethanol, landfill gas and bio-diesel.

Councillor Claude Berthiaume will no doubt become an advocate for these types of environmental initiatives as they benefit our rural and local agricultural sectors. ***Conseiller Berthiaume, vos vues à ce sujet sont bien connues et je sais que je pourrai compter sur vous.***

Capital Infrastructure Investments

On the capital side, we must invest in our municipal infrastructure. Building a sustainable infrastructure is critical to the long-term growth of our community. Our infrastructure deficit must be addressed. There are many factors that have led to this deficit including; 0% tax increases, provincial downloading of services, the elimination of provincial capital grants and declining assessment revenues.

We are fortunate to have people like Councillor Eldon Gainer sitting around the table. His financial acumen will serve this community well as we deal with the difficult decisions that lie ahead.

Our capital budgets have been starved for too long and it has hurt our ability to grow. The time has come to replenish our anaemic infrastructure. Solving the budget crunch won't be easy, but we are going to face it head-on. We must invest in our infrastructure as we implement our Long-Term Financial Plan. Most importantly we will seek new sustainable funding sources, such as a portion of the existing gas tax, from the Province of Ontario and the Government of Canada.

Councillor Ron Bradley will use his years of experience and his influence at the Federation of Northern Municipalities to advocate for these revenues. ***Conseiller Bradley, je sais que vous allez continuer à être l'ambassadeur du Nord pour nous.***

Closing Remarks

Plusieurs communautés forment le Grand Sudbury. Chaque secteur de la Ville est important et chaque communauté a quelque chose de précieux à offrir. Notre identité est étroitement liée à notre patrimoine local, alors il ne faut jamais oublier notre passé! Soyons fiers de qui nous sommes et de ce que nous allons bâtir ensemble. Cette nouvelle fierté civique nous unira et nous aidera à façonner notre avenir. Créons ensemble une ville où pourront se réaliser les rêves de nos enfants.

Greater Sudbury is a unique family of communities. Every neighbourhood and area of the City is important, and each community has something of value to offer. We must honour our past and remember our local heritage and historical identities. But it is time that we come together in a new spirit of civic pride for the City that we have become and for the future that we will build together. The decisions that we make in the next three years may very well determine our fate for the next thirty years. I have great faith in the people of this city. Let's unleash our human and economic potential! Let's create a city worthy of our children's dreams and hopes.

Thank you. *Merci beaucoup.*

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

**Council Chamber
Tom Davies Square**

**Thursday, December 11th, 2003
Commencement: 7:02 p.m.**

HIS WORSHIP MAYOR DAVID COURTEMANCHE, IN THE CHAIR

Present

Councillors Berthiaume; Bradley; Caldarelli; Callaghan (A7:05 p.m.); Craig; Dupuis; Gainer; Gasparini; Kett; Reynolds; Rivest; Thompson

City Officials

M. Mieto, Chief Administrative Officer; G. Clausen, Acting General Manager of Public Works; C. Hallsworth, General Manager of Citizen & Leisure Services; D. Nadorozny, General Manager of Economic Development & Planning Services; C. Matheson, General Manager of Health & Social Services; D. Wuksinic, General Manager, Corporate Services; T. Beadman, Acting General Manager, Emergency Services; A. Lekun, Staff Sergeant, Greater Sudbury Police Services; R. Swiddle, Director of Legal Services/City Solicitor; S. Jonasson, Director of Finance/City Treasurer; C. Mahaffy, Manager of Financial Planning and Policy; S. McCullough, Internal Auditor; M. Matichuk, Health & Safety Officer; J. Van de Rydt, Co-ordinator of Capital Budget & Risk Management; H. Duff, Director of Social Services/Ontario Works; C. Riutta, Administrative Assistant to the Mayor; L. Rinaldi, Executive Assistant to the General Manager of Health & Social Services; K. Rossi, Co-ordinator of Health Initiatives; K. Bowschar-Lische, Planning Committee Secretary; T. Mowry, City Clerk; CJ Caporale, Council Secretary

C.U.P.E. Local 4705

W. McKinnon, President

News Media

Sudbury Star; MCTV; EZ Rock; Channel 10 News; Le Voyageur; Northern Life

**Declarations of
Pecuniary Interest**

Councillor Gasparini declared a conflict regarding Item C-15 (Community Plan for "Supporting Communities Partnership Initiative (SCPI) 2003-2006") and R-12 (Loss of Revenues - Local Charities, Service Groups & Community Non-Profit Organizations) as these matters may be of pecuniary interest to her.

DELEGATIONS/PRESENTATIONS

Item 1
2003 Long Term
Financial Plan Update

Report dated 2003-12-05 from the General Manager of Corporate Services regarding 2003 Long Term Financial Plan Update was received.

The General Manager of Corporate Services gave an electronic presentation outlining the overview of the Long-Term Financial Plan and discussing the following items:

- ▶ National/Provincial scene (sources of Capital funding, Provincial grant losses)
- ▶ Council decision (to provide Council and the community with a plan for financial sustainability such as the benefits, the outcomes, major operating and capital variances, 10 year operating gap)
- ▶ Financial update (tax impacts on typical home)
- ▶ Competitiveness survey (BMA Competitiveness Study)

Council advised staff that the Pre-Budget Public Input sessions would be scheduled in each Ward so residents in that Ward would have better access to these meetings.

Change of Chair

At 8:00 p.m., His Worship Mayor David Courtemanche vacated the chair.

COUNCILLOR CRAIG, IN THE CHAIR

Item 2
A New Deal for Cities

Letter dated 2003-12-05 from the Chief Administrative Officer's Office was received under separate cover.

The Chief Administrative Officer gave an electronic presentation to Council regarding the "New Deal for Cities movement of Canadian municipalities". Mr. Mieto explained to Council that this "New Deal" calls for a rearrangement of the legal and financial status at the Federal, Provincial and municipal levels of government. The electronic presentation outlined the following:

- ▶ What is a New Deal?
- ▶ Why do we need a New Deal?
- ▶ Municipal Fiscal Authority: USA & Canada
- ▶ Urban Canadian Attitudes Support for Specific Tax Initiatives
- ▶ Toronto's New Deal Short Term Approach and their Objectives
- ▶ Winnipeg's proposal

Change of Chair

At 8:05 p.m., Deputy Mayor Craig vacated the Chair.

C.C. 2003-12-11 (2ND)

(2)

HIS WORSHIP MAYOR DAVID COURTEMANCHE, IN THE CHAIR

Item 3
"Building the City of
Tomorrow"

Report dated 2003-12-05 from the Chief Administrative Officer regarding "Building the City of Tomorrow" Discussion Paper, Final Version was received.

An electronic presentation was given to Council by Sue McCullough, Internal Auditor, and Marianne Matichuk, Health & Safety Officer regarding the following:

- New ways of doing business (E-government technology, new revenue generation)
- Alternative service delivery (use of private firms, groups, volunteers pros and cons)
- Partnerships (public-private partnerships - "P3s", potential for future development)

The following resolution was presented:

2003-595 Callaghan-Dupuis: WHEREAS the City of Greater Sudbury must cope with difficult fiscal pressures, because of changing demographics; slow and/or negative growth in population and assessment; reductions in senior levels of government funding; deteriorating infrastructure; and complexities associated with municipal service delivery; and

WHEREAS a public consultative process was undertaken this year, in recognition of the need to develop unique and innovative ways to deliver City services, generate new revenues and be more accountable to taxpayers, and which resulted in the formulation of a Discussion Paper entitled "Building the City of Tomorrow";

THEREFORE BE IT RESOLVED THAT Council confirms the value of the principles, tools and ideas contained in the Discussion Paper, and recommends their incorporation into the City's decision-making processes, including the Budget process.

RECORDED VOTE:

YEAS

Bradley
Callaghan
Craig
Dupuis
Gainer
Gasparini
Reynolds
Rivest
Thompson
Courtemanche

NAYS

Berthiaume
Caldarelli
Kett

CARRIED

PART I