



Finance
Committee
Agenda

to be held on
Wednesday, June 25th, 2003
at

5:30 p.m.

**Councillor
Ted Callaghan,
Chair**



**Councillor
Lionel Lalonde,
Vice Chair**





Finance Committee AGENDA

FIRST MEETING OF THE FINANCE COMMITTEE
TO BE HELD ON WEDNESDAY, 2003-06-25
AT 5:30 P.M. IN THE COUNCIL CHAMBER,
TOM DAVIES SQUARE, 200 BRADY STREET, SUDBURY

(PLEASE ENSURE CELL PHONES AND PAGERS ARE TURNED OFF)

The Council Chamber of Tom Davies Square is Wheel Chair accessible. Please speak to the City Clerk prior to the meeting if you require a hearing amplification device. Persons requiring assistance are requested to contact the City Clerk's Office at least 24 hours in advance of the meeting if special arrangements are required. Please call (705) 671-2489, extension 2475. Telecommunications Device for the Deaf (TTY) (705) 688-3919. Copies of Agendas can be viewed on the City's web site at www.city.greatersudbury.on.ca.

COUNCILLOR TED CALLAGHAN, IN THE CHAIR

1. Declarations of Pecuniary Interest

PRESENTATIONS/DELEGATIONS

2. Report dated 2003-06-20, with attachments, from the Chief Administrative Officer regarding Amalgamation items.
(FOR INFORMATION) **1-35**

Summary commentary of current status of Transition Board's recommendations, as contained in document entitled "Blueprint for the Future". Summary is supported by a comprehensive tabular form of all recommendations, organized according to their current status.

Where items are not yet fully implemented, the table indicates management commentary of plans/time-lines for implementation, plus identified known dollar impacts for the item being implemented.

The table was completed by the Internal Auditor, using information provided by Managers.

3. Report dated 2003-06-18 from the General Manager of Corporate Services regarding 2002 Annual Financial Reports. **36-37**
(FOR INFORMATION) {POWER POINT PRESENTATION}
{TREASURER'S & AUDITORS' REPORT ATTACHED}

CORRESPONDENCE - INFORMATION ONLY

{NONE}

MANAGERS' REPORTS

4. Report dated 2003-06-17 from the General Manager of Corporate Services regarding 2004 Budget Process.
(RESOLUTION PREPARED) **38-42**

ADJOURNMENT (6:45 P.M.) (RESOLUTION PREPARED)

2003-06-20

**COUNCILLOR TED CALLAGHAN,
CHAIR**

**GLORIA WARD
COUNCIL SECRETARY**

Request for Recommendation Finance Committee



Type of Decision

Meeting Date	WED. JUNE 25, 2003				Report Date	FRI. JUNE 20, 2003			
Decision Requested	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only			<input checked="" type="checkbox"/>	Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title

AMALGAMATION ITEMS, STATUS OF

Policy Implication + Budget Impact

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

NO IMPACT. FOR INFORMATION ONLY.

Background Attached

Recommendation

NONE.

Recommendation Continued

Recommended by the General Manager

Name
and Title

Recommended by the C.A.O.


Name Mark Mietz
and Title Chief Administrative Officer

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Report Prepared By	
Name and Title	Susan McCullough Internal Auditor

Division Review	
Name and Title	Mark Mieto Chief Administrative Officer

The attached Table itemizes the Transition Board’s 317 recommendations, as contained in the Report entitled “Blueprint for the Future”.

The Table is organized into two distinct sections. The first, comprising pages 1 to 15, lists the IMPLEMENTED items (174, or 55%); very little commentary is provided here, since management has previously reported about these. Costs and/or savings associated with the IMPLEMENTED items are reflected in the approved City Budgets. (The bulk of the savings were realized in the initial Operating Budget of the new City, reflecting expectations of process and staff rationalization. These continue to be refined as practical operating experiences occur.)

The second section begins at page 16, and outlines the current status of the remaining Amalgamation items, as follows:

- pages 16-26: WORK IN PROGRESS items (88, or 28 %);
- pages 27-28: SUBJECT TO BUDGET items (16, or 5 %); and
- pages 28-33: NOT RECOMMENDED items (39, or 12 %).

In this second section, the Table indicates the costs or savings *yet to occur* which have been clearly identified with the item, either by management itself or within the Transition Board’s reports. Such costs and/or savings are not yet reflected in the Budgets of the City. In many cases, a funding source has not been identified to cover the costs. Where no cost/saving appears on the Table, this means that either the Transition Board did not specifically identify any, and/or management has not yet completed its cost/benefit analysis of the item and determination of that amount. Implementation is expected to occur in due course, once a net benefit is reasonably assured and if/when a funding source is identified to cover any costs.

SUMMARY OF IDENTIFIED COSTS/SAVINGS:

CATEGORY	COSTS		SAVINGS	
	One-time	Annual	Annual	Life-time
Work in Progress items	\$ 11,526,000	\$ 230,000	\$ 4,585,000	\$ 500,000
Subject to Budget items	\$ 1,500,000	\$ 258,000	0	
	\$ 13,026,000	\$ 488,000	\$ 4,585,000	\$ 500,000

Please note: Annual savings of \$ 4.5 million relate mostly to utility operations (# 47) and amalgamation of utility services for Hydro One customers living within CGS (# 135). The latter issue is a provincial decision not likely to occur in the near future.

Another half-million of savings is potential revenue if a library Foundation is formed. The estimate is considered overly optimistic by management.

AMALGAMATION ITEMS

#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
IMPLEMENTED ITEMS (pages 1-15) (Any costs or cost-savings associated with these items are already reflected in Current Budget.)			
1	Answer all 911 calls through a single communication centre.		Police Services
4	Creation of 911 Operation Committee with representatives from -Police, Fire, Ambulance, CACC		Corporate Services
6	Fire to be dispatched from Communication Centre		Emergency Services
8	Expand coverage capabilities of communication system to cover new areas throughout City of Greater Sudbury		Emergency Services
9	Endorsed creation of CDC to own and operate airport as municipal entity, more economic development focus		Citizen and Leisure Services
11	Parking Enforcement provided by combination of contractor, commercial and institutional property owners and municipal staff.	Ongoing process. Municipal staff pro active enforcing infractions in disabled and fire route areas Revenue share program introduced should result in increased revenue to the City	Economic Development & Planning Services- By-law Services
14	Transfer Provincial Offences function to municipality to provide for more efficient service delivery method		Corporate Services
15	Area rate conventional transit based on service hours delivered in each 'old' municipality, after harmonization of service in outlying areas (not Sudbury or added townships)		Corporate Services and Citizen and Leisure Services
16	Delivery of transit service through a municipal delivery model		Citizen and Leisure Services
17	One transit fare for all residents		Citizen and Leisure Services
18	Review criteria for provision of School Crossing Guard service and harmonize throughout CGS. Include public input in process		Citizen and Leisure Services

#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
19	Recommends contracting for single Handi-Transit provider for entire CGS		Citizen and Leisure Services
20	Review area rating of Handi-Transit		Corporate Services and Citizen and Leisure Services
21	Establish an Advisory Committee for Handi-Transit Service		Citizen and Leisure Services
22	Land Ambulance services to be delivered with municipal staff. Ambulance operation to be reviewed vis-a-vis inter-hospital transfers once new hospital operational		Emergency Services
24	One comprehensive Municipal Emergency Plan to be established and managed as responsibility of Emergency Services Department		Emergency Services
25	Fire Emergency Services are rated in 3 tiers based on old municipality served by career forces, composite forces, volunteer forces and management, administration, fleet services and staff training based on general rate		Emergency Services
28	Provide legal service with internal staff supplemented with external counsel when required		Corporate Services
30	Outsourcing Legal Services when feasible should be local		Corporate Services
32	Service and fees should be harmonized		Corporate Services
34	Consolidate Property Administration		Corporate Services
35	The responsibility for Municipal Freedom of Information and Protection of Privacy issues be assigned to the Legal Department		Corporate Services
37	Maintain current level of service in Clerk's		Corporate Services
41	Offer decentralized delivery of Clerk services to public through satellite offices		Corporate Services
45	Recommended that a consolidated mail service be established out of the existing facilities at Tom Davies Square, under the direction of the Clerk, to handle different courier services to all City facilities, satellites and depots		Corporate Services
46	Harmonization of existing Bargaining Units		Corporate Services

#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
48	Maintain current level of service performed by City and Region		Corporate Services
49	Consolidation of compensation administration to ensure consistent compensation		Corporate Services
51	Complete a study of benefit plan harmonization		Corporate Services
53	Use of Contract services for summer student recruitment		Corporate Services
54	Discontinue service of accepting and maintaining unsolicited resumes		Corporate Services
57	Centralized in-house management of WSIB, Health, Safety and Wellness		Corporate Services
58	Contract services for representation at hearings and appeals tribunal		Corporate Services
59	Undertake further analysis of current employee recognition program		Corporate Services
65	Management of the day-to-day Information Technology operations and functions should be maintained with the help of an Administrative Assistant		Corporate Services
69	Creation of an Internet/Intranet section in the Information Technology department. As well, a steering committee be formed comprising various staff in different departments to discuss content and any new developments. The mandate of this committee will be new innovative/cost-effective solutions		Corporate Services
70	To further enhance in-house training the City should designate a new training facility with a minimum of ten seats coupled with all of the hardware and software to provide industry standard training sessions		Corporate Services and Citizen and Leisure Services
71	Information Technology will be responsible for all acquisition of PC hardware, software, as well as the installation, maintenance, back-up and support of these workstations		Corporate Services
72	Information Technology will standardize PC software using Corel Suite for word processing and presentations, LOTUS for spreadsheet applications and GroupWise for electronic mail. The standard workstation operating system will be Windows and Novell will be the standard network operating system		Corporate Services
75	Information Technology will implement help desk support services		Corporate Services
77	City will provide adequate bandwidth for access to the Internet		Corporate Services

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#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
78	Information Technology will provide network management and support including network security (firewalls) and user administration		Corporate Services
80	Information Technology will assume responsibility for all copiers		Corporate Services
82	Information Technology will provide high speed and high volume printing for all business applications		Corporate Services
83	Information Technology will provide print shop services for high speed, high volume duplicating (DocuTech)		Corporate Services
86	Selection of telephone number for new City before October of 2002 to be published in 2001 Telephone Directory		Corporate Services
87	Discontinue maintenance of inventory subsystem - review impact on Operations staff and MMMS system		Corporate Services
88	Introduce an encumbrance system		Corporate Services
89	Harmonization of interest rate charges on overdue accounts receivable accounts at 1.25% per month		Corporate Services
90	Issue RFP for banking services		Corporate Services
91	Harmonize NSF service charge at \$21.00		Corporate Services
92	Develop a capital and current budget monitoring policy using City's and Region's as a guide		Corporate Services
93	Harmonize PAP plan for tax billing and collection - eliminate administration fee		Corporate Services
94	Harmonize Elderly Tax Assistance Program (means tested)		Corporate Services
95	Harmonize Tax Certificate Fee at \$60.00		Corporate Services
96	Incorporate responsibilities for risk management into the model		Corporate Services
97	Selection of insurance coverage and brokers for the new City		Corporate Services

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#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
98	Utilize tax consultant firm services to decrease time lag from point property is improved to the point it is added to the tax roll		Corporate Services
100	Selection of auditor for new city		Corporate Services - Finance
101	Establish a Purchasing and Tendering policy via the passage of an Omnibus Purchasing By-law		Corporate Services
102	Responsibility for the co-ordination of the tendering process should be centralized with the Supplies and Services Department		Corporate Services
103	The Purchasing Management Association of Canada (Code of Professional Purchasing Ethics) be adopted and followed by the Supplies and Services Department		Corporate Services
105	It is recommended that two stores locations be maintained		Corporate Services
106	It is recommended that a small volume of inventory be held in depots to ensure the efficiency of operations		Corporate Services - Supplies & Services and Public Works
108	It is recommended that the responsibilities of the Tender Opening Committee be centralized in the Supplies and Services Department		Corporate Services
109	It is recommended that advantages and potential savings from e-purchasing be further investigated through a formal Request for Proposal		Corporate Services
110	Establish a centralized corporate policy review program.	CAO's Office includes a Corporate Strategy and Policy Analysis division.	Mayor and CAO
111	Establish an Internal Audit Department to perform the following services: -financial and computer system audits; comprehensive value for money audits, performance measurement audits; fraud and other investigations; and consulting services and ISO 9000 certification and monitoring		Mayor and Chief Administrative Office
112	Service performed by internal core staff and seconded operational staff		Mayor and Chief Administrative Office
113	Use of external consultants in specialized areas or on an as needed basis		Mayor and Chief Administrative Office

#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
114	It is recommended that all communications for the new municipality be co-ordinated through a centralized section		Mayor and Chief Administrative Office
115	It is recommended that the Greater Sudbury Police Services maintain their own Public Relations Services and work in co-operation with the new City's Communications Section		Mayor and Chief Administrative Office
116	Centralized website activities for all departments assigning the responsibility to oversee content and design to the Communications Section		Mayor and Chief Administrative Office
117	Establish a website steering committee comprised of communications staff, Information Technology staff and departmental staff		Mayor and Chief Administrative Office
119	To operate and maintain the three former utilities of Sudbury, Capreol and Coniston from the former Sudbury Hydro facility at 500 Regent Street. The Capreol service centre will no longer be required		Greater Sudbury Utilities Inc.
120	That the amount of electrical capital construction work done by Utility work force, particularly during the winter months, be gradually decreased and a larger percentage of this type of work be contracted out during 'construction season'	Subsequent to the utility's downsizing in 2001, the utility has adopted this practice.	Greater Sudbury Utilities Inc.
121	To continue to design and build the electrical distribution system within new subdivisions and new commercial installations at the developer's request	Ongoing.	Greater Sudbury Utilities Inc.
122	To ensure that the service requirements for new and upgraded residential services, small commercial transformation, line extensions, etc. are reviewed and harmonized to meet OEB requirements	User fees implemented in May 2003 as part of OEB directive to unbundle and directly charge for various utility services.	Greater Sudbury Utilities Inc.
125	That the Utility manage all aspects of street lighting (energy, maintenance and capital) for the City on a contractual basis		Public Works
126	That wastewater user fees be established to recover the full cost of providing wastewater collection and treatment, and that the tax levy be reduced by the same amount		Corporate Services and Public Works
131	Amalgamation of municipal engineering duties		Public Works
132	Enhance level of training to keep abreast with changing technology		Greater Sudbury Utilities Inc.
136	Consolidation of fibre optic/network assets into a single business unit (Capreol Hydro, Nickel Centre Hydro, Sudbury Hydro, Town of Rayside-Balfour)		Greater Sudbury Utilities Inc.

#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
138	That a CDO position be assigned volunteer co-ordinating duties		Citizen and Leisure Services
139	To create an Advisory Committee for Volunteers		Citizen and Leisure Services
141	To co-ordinate 2001 International Year of Volunteers Picnic		Citizen and Leisure Services
145	To explore the option of providing start up grants to new groups		Citizen and Leisure Services
147	To explore the use of student requirement to donate 40 hours		Citizen and Leisure Services
149	CDOs to coordinate Volunteer Training for NPOs		Citizen and Leisure Services
150	To support work of special events staff		Citizen and Leisure Services
151	To encourage Council to adopt a value statement on volunteers		Citizen and Leisure Services
152	To support mandatory reference checks for vulnerable clients		Citizen and Leisure Services
154	To publicly recognize direct volunteers for their time		Citizen and Leisure Services
155	To have Council recognize volunteers at an annual Council meeting		Citizen and Leisure Services
163	To review fleet parking options (near Tom Davies Square)		Citizen and Leisure Services
165	To review enforcement standards for handicapped parking		Economic Development & Planning (By-law)

#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
166	To review Parking enforcement		Economic Development & Planning (By-law)
168	To look into transit and shuttle partnerships		Citizen and Leisure Services
175	To create a Customer Service Centre at Tom Davies Square		Citizen and Leisure Services
176	To create a Customer Service Centre in each of the former municipalities integrating library services and municipal services such as marriage licences, tax payments, facility bookings etc.		Citizen and Leisure Services
177	To adopt a community development service delivery strategy for Leisure Programs		Citizen and Leisure Services
179	To use demographics information in Leisure planning		Citizen and Leisure Services
182	To act as the critical link between the new City and volunteers		Citizen and Leisure Services
183	To review operations of municipal pools		Citizen and Leisure Services
184	To increase the support for Community Arts Groups		Citizen and Leisure Services
185	To provide an arts grant in the amount of \$1.33 per capita		Citizen and Leisure Services
188	To promote the use of an Ice Allocation Committee		Citizen and Leisure Services
191	To introduce a centralized registration system		Citizen and Leisure Services
192	To support Public Works in managing all facilities and parks		Citizen and Leisure Services

#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
195	To create an integrated Library and Museums Department		Citizen and Leisure Services
196	To support the tiered library structure as proposed		Citizen and Leisure Services
199	To continue developing a relationship with Capreol Railroad Museum		Citizen and Leisure Services
203	To outsource ordering, cataloguing of library materials and processing		Citizen and Leisure Services
204	To develop a nine member Library Board		Citizen and Leisure Services
205	To consolidate Museum Boards		Citizen and Leisure Services
206	To review the Archivist position with Clerks Unit		Citizen and Leisure Services and Corporate Services
207	To explore the option of a new inter-branch (delivery) service		Citizen and Leisure Services
208	That the total workforce and management team of the eight existing municipalities be amalgamated to provide operations and maintenance services for roads, sewer/water and sewage and water treatment plants throughout the City of Greater Sudbury		Public Works
209	That the permanent municipal workforce remain involved in all core activities of providing roads, sewer/water and plants services and that they provide the base level of maintenance and operations while utilizing contracted services for the remainder in order to ensure that the costs are maintained at a competitive level. Further, that management solicit private sector requests for proposals to measure competitiveness		Public Works
213	That a Traffic Control section be created and located at the St. Clair Depot which will be responsible for the acquisition and manufacture of signs, installing of signs, traffic control signal maintenance and for all line painting associated with the marking of roadways		Public Works

#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
214	That the full cost of providing sewage collection and treatment be recovered through user fees, and that the tax levy be reduced by the same amount		Public Works
218	That Task Forces be assembled immediately to investigate the merger of parks maintenance and garbage collection with the amalgamated operations and maintenance of roads, sewer/water and sewage and water treatment plants		Public Works
219	That a Task Force be assembled immediately to examine the viability of providing facilities maintenance and plants building maintenance under one umbrella group		Public Works
220	That a Task Force be assembled immediately to rationalize all of the snow plowing and salting and sanding routes in the new City of Greater Sudbury		Public Works
221	That a Task Force be assembled to identify significant one time costs during transition years, such as increases in labour costs arising from the amalgamation of the workforce, re-signing requirements for street signs and regulatory signs, and upgrading of roads within the unorganized townships		Public Works
225	That all corporate facilities, eg. museums, libraries, fire halls, cemeteries, arenas, land ambulance buildings, Public Utility Commission buildings, day cares, airport, etc. and grounds maintenance be combined under one central organization		Public Works
227	That the model for grounds maintenance of the National Capital Commission (NCC) of Ottawa be explored further		Public Works
228	That janitorial services at St. Clair and Frobisher be contracted out to achieve potential savings of \$49,141		Public Works
229	That energy retrofits be undertaken at 181 Public Works Department (PWD) buildings to achieve a savings of \$88,103		Public Works
231	That amalgamation of parks functions could realize savings of \$56,722 which can be obtained in staffing reductions	Savings Not Achievable - much of the budget for parks maintenance was included in the global PWD budgets and was not itemized. As such, there are significant increases in parks maintenance budgets which reflects the work actually completed	Public Works

#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
232	That the ten existing maintenance garages: Transit, Frobisher, St. Clair, Suez Drive, Airport, Valley East, Walden, Rayside, Nickel Centre and Sudbury Hydro be amalgamated into six by closing facilities at: Suez Drive, Rayside, Walden and Nickel Centre		Public Works
233	That the body shop at Suez Drive be moved and amalgamated with the body shop at Transit		Public Works
234	That a dividing wall at the Transit body shop facility be removed to allow a larger working area for the body repair persons. This is not a supporting wall and can easily be removed		Public Works
237	That two trucks be purchased and equipped for the mobile mechanics so that they can report to the outlying depots for minor repairs and for emergency repairs on short notice. These units would carry the mechanic's personal tools as well as shop supplies for various types of repairs		Public Works
239	That the amalgamation fleet itself, and the corresponding maintenance costs be reduced at this time by 7%		Public Works
241	That all existing fleet vehicles and equipment be assessed and rated according to age and further life expectancy and this information be applied to the needs for fleet requirements of the new City of Greater Sudbury as those needs are identified		Public Works
243	That depreciation included in rental rates charged to the user departments be dedicated to a capital equipment reserve fund and that a five-year equipment replacement plan, similar to the Regional Municipality of Sudbury's plan be instituted for the new City of Greater Sudbury		Public Works
245	That further studies of fleet requirements be undertaken to verify possible increases in capital expenses over a two or three year period to replace aged vehicles no longer effective or adjust fleet requirements based on the final structure and needs of the City of Greater Sudbury		Public Works
251	That amalgamation of all acquisitions and disposal in one office is recommended		Public Works
252	Centralize senior administration at Frobisher Street with a potential savings of approximately \$315,000		Public Works

#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
253	Combine the administrative responsibilities for both public works maintenance and parks maintenance. The potential savings from eliminating this administrative overlap is \$125,000		Public Works
254	Centralize office management, central filing, telephone dispatch and plants clerical functions at Frobisher Street with a savings of \$160,000		Public Works
257	The MMMS accounting service remain in-house to ensure the requirements of the system's internal customers are met		Public Works
259	That the area municipalities in the existing system have their maintenance budgets integrated into the MMMS system		Public Works
261	Centralize telephone customer inquiry and dispatching service with two dispatchers operating at the Frobisher site		Public Works
262	Provide after hours answering service for the new City of Greater Sudbury. This recommendation is an improved level of service for the existing area municipalities and will require an additional cost of \$5,000		Public Works
263	Investigate call centre strategy for complaint and inquiry handling in combination with all other municipal services		Public Works
265	Review the requirement of having more than one radio frequency servicing five geographic zones responsible for maintenance services		Public Works
266	That the current engineering services being delivered be amalgamated forming one engineering department that is proposed to operate out of Tom Davies Square		Public Works
269	That storm water management and municipal drains function be served under one umbrella and be supported by the amalgamated engineering department. It should be noted that amalgamation of the NDCA with the proposed engineering department that would be operating at Tom Davies Square has been recognized as a future savings to be investigated		Public Works
271	That the practice of contracting out 93% of plants design and construction supervision continue. Project over-loads in sewer, water and roads continue to be dealt with by contracting out the engineering services		Public Works

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#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
273	That the fleet management functions being provided by the engineering staff be centralized and provided for the Fleet Operations Division. The City of Greater Sudbury currently has a computerized tracking system that is used to schedule routine maintenance of vehicles		Public Works
275	That full recovery of development application costs (for example subdivision review and site plan review) through a user fee structure be investigated. Currently only a portion of the cost of this service delivery is recovered		Public Works
279	On May 1, 2001, it is recommended that a four container limit be introduced and on January 1, 2002 the limit be reduced to three containers for both the Low Density Residential and High Density Residential sectors		Public Works
281	It is recommended that a six container limit weekly curbside municipal waste collection be provided to the category of small businesses without the sticker fee option, provided they actively participate in waste diversion recycling services.	Implemented in 2001. Found not to be cost-effective. Was discontinued last year, with Council's permission.	Public Works
282	It is recommended that full container municipal collection be provided to all the High Density Residential sectors. To receive municipal waste collection, the High Density Residential sector must actively participate in waste diversion and recycling programs		Public Works
283	It is recommended that the Central Business District continue to receive twice weekly evening collection of both waste, cardboard and bulk goods and further that discussions commence with both the downtown merchants and Metro Centre to develop a fair and equitable assessment of total waste management costs for the downtown		Public Works
285	To allocate \$30,000 one time costs to be utilized for an education program and signage associated with the approved changes		Public Works
289	It is recommended that cost be examined with a consolidation of the Economic Development Department with the Planning and Development Department		Economic Development and Planning Services - Building Services
291	Reduce current costs of development by : eliminating road levy charges, modifying the sanitary test manhole policy and modifying road widening and parkland dedication procedures		Economic Development and Planning Services- Development Services

#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
297	The service level and method of delivery for Cartographic/Technical Service for planning support recommended at the current level. However, the Graphic Designers position as reviewed by the Support Services Task Force is recommended to be amalgamated to a graphics pool		Economic Development and Planning -Community & Strategic Planning
300	The service level for Land Reclamation Service is recommended at the current level. This service is delivered and should continue to be delivered as a public/private partnership		Economic Development and Planning -Community & Strategic Planning
301	With the exception of Zoning By-laws and Official Plans, all services are presently harmonized. When the northeast and southeast territories are annexed, user fees and processes can be readily harmonized into our service. Zoning By-law harmonization and Official Plans will require more work and time		Economic Development and Planning - Development Services
303	The Steering Committee recommends the addition of funding in the Health and Social Services Department in the amount of \$70,000 per year to provide for the administration of Seniors' issues and to plan, develop and market Sudbury as a seniors friendly retirement community.	H & SS base budget included the recommended \$70,000	Health and Social Services
304	Notwithstanding the implementation of the Business Transformation Project and Service Delivery Model by the Province: The Steering Committee acknowledges and supports the local estimates of projected savings with the use of this model. Furthermore, the Steering Committee supports the concept of an enhanced case management model recommended by the Task Force and supports the projection of estimated savings.	Enhanced Case Management Model -Ontario Works Budget for operations 2001-2002 reduced by 17.3% variance of \$643,669	Health and Social Services
305	Recommend that Children Services continue to provide service at the existing levels, including the provision of directly operated day care operations and the directly operated Day Care operations be reviewed against alternative delivery methods. Recommend that rates at the directly operated day care centre be harmonized with market rates		Health & Social Services
306	Recommended service level and delivery method identified by Task Force	2001 budget accommodated change and reduction in part time dietary staff hours	Health & Social Services
307	The Task Force and Steering Committee foresee the development of an Administration/Property Management model that will achieve organizational synergies and savings through consolidation with existing services delivered by the City (i.e. property maintenance, financial services, administration, etc.)		Economic Development and Planning Services - Social Housing

#	ITEM DESCRIPTION	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
308	The Steering Committee recommends that the Transition Board actively petition the Province with respect to the terms of transfer and the protection of the City's position following devolution		Economic Development and Planning Services - Social Housing
311	The Steering Committee further recommends the examination of synergies that could be achieved with a consolidation of Economic Development and Building Services Department		Economic Development and Planning Services - Building Services
312	Organizational Model - The Economic Development Task Force recommends that the Sudbury Regional Development Corporation be renamed the Greater Sudbury Economic Development Corporation and continue its dual role as non-profit corporation and municipal department. This tried and true model give the economic development agency flexibility to participate in projects and attract funding from provincial and federal agencies. More importantly, this model gives the economic development corporation identity and credibility in its dealings with the private sector		Economic Development & Planning Services
313	Aggressive Implementation - Given the relatively high unemployment rate and economic restructuring in Greater Sudbury, there is a need to get on with the job of economic development. The Economic Development Task Force recommends that the Transition Board proceed with implementation as quickly as practicable.	GSDC established. Strategic Plan for economic development is just about to be released.	Economic Development & Planning Services
315	Customer Service Centres - The Economic Development Task Force recommends that customer service centres be set up in Greater Sudbury. Economic Development staff will not be located in these centres but service centre resources, including meeting rooms, telephones and computer network connections, will allow economic development services to be delivered across the new municipality		Citizen and Leisure Services
316	Call Centre - The Economic Development Task Force recommends that the Transition Board develop a public inquiry call centre to provide basic information on all municipal services, including economic development. Customer service specialists should be empowered to provide information and mail out information on behalf of all departments		Citizen and Leisure Services

#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
WORK IN PROGRESS ITEMS (pages 16-26)					
2	Develop a street naming system in the future which will prevent duplicate Street Names.	Substantial. Cannot estimate.	None.	Transition Board budget of \$400,000 referred to a different aspect of signage. No firm cost estimates were provided re these items.	Public Works
3	Numerical signs and assign street names and number in rural areas to allow connection to the enhanced 911 system				Public Works
7	Install second fire console. All fire radios to operate at 800 megahertz frequency. All Volunteer Firefighters to be paged out of Communication Centre	\$200,000		Paging of volunteer firefighters is an outstanding issue being addressed in Master Fire Plan. Additional cost is an estimate.	Emergency Services
10	Service provided by municipal staff providing enhanced property standards services to outlying areas	\$ 4,000 in 2003 (staff training)	None.	By-law Enforcement staff at full compliment- training has been commenced. Numerous properties throughout City have been enhanced through strict enforcement of minimum standards by-law. Training is ongoing- all Officers will be certified Property Standards Officers by summer of 2004	Economic Development & Planning Services - By-law Services
12	Municipal staff provides canine control services in old city of Sudbury. One contractor provides canine control services to the rest of CGS. Harmonization of rates @mid-point of range of rate		\$80,000 annual (?), by Task Force	Council to decide in July 2003 whether to contract Animal Control services. Costs/savings are subject to decide and result of RFP.	
13	Canine control officers (municipal staff and contractor staff) to provide by-law enforcement				
23	Fire Emergency Services delivered through a composite model comprised of Career and Volunteer Firefighters under the direction of a single administrative structure. Delivery systems to be developed using Fire Safety and Effectiveness Model as published by the Office of the Fire Marshall of Ontario			Single administrative structure is in place. Master Fire Plan, due for completion in 2003, will address second component of this item.	Emergency Services
26	Municipality to negotiate a Pilot Project to manage the operation of the CACC	No impact on City budget. (fully funded by Province.)		Mandate from Province is being sought by management; a long-term goal.	Emergency Services

#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
27	Full station location study be undertaken	\$20,000 (one-time)		Part of Master Fire Plan, due for completion in 2003	Emergency Services
38	Develop a management system for By-laws			Completion expected by end of 2003.	Corporate Services
39	Harmonization of By-laws, Licenses, Fees and Charges			Most work will be completed in 2003. Web-enabling the licensing process will require a budget decision in 2004.	Corporate Services
42	Space allocation study for record retention			RFP being developed for release in 2004.	Corporate Services
43	Further study to explore efficiencies between record retention and storage and public display of historical materials			Clerk's Section is clearing out former Town Halls and securing records. Some items have been transferred to Sudbury Public Library. No budget or plan developed yet to address public display of artifacts.	Corporate Services and Citizen and Leisure Services
44	Action should be taken to ensure that archival documents, art collections and other archival materials from the amalgamating municipalities and board are preserved and where appropriate, publicly displayed				
47	Scope of review (Human Resources) expanded to include Hydro, Health Unit and Social Housing in future		\$2,000,000	Navigant and Macquarie reports identified potential savings. Successes have been achieved between City and Hydro (meter reading, streetlighting). Discussions continue between the City and other bodies; where net savings are deemed achievable, proposals will be pursued.	Corporate Services
50	Job Evaluation and Pay Equity Plans to be harmonized- total number of job descriptions -622 total number of pay equity plans - 18 total number of job evaluation plans - 6 total number of CBA(s) - 25	\$247,000 (estimated, for retroactive pay, funded)		Completion expected by end of 2004.	Corporate Services
52	Promote and enhance a Joint Labour Management Continuous Improvement Program		Unknown.	Parties continue to negotiate a Memorandum of Understanding on program functioning. Savings should more than offset costs.	Corporate Services

#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
55	Review and evaluate existing policies, programs and systems for Attendance Management System and performance management	Cannot estimate.	Cannot estimate.	Part of Peoplesoft Payroll module, pending to be implemented. Productivity improvements are definitely expected.	Corporate Services
60	Review operational synergies with Hydro and Police			See comment at item 47.	Corporate Services
61	Web-enable taxes, water, building permits, facility booking, program registration	\$1.5 million (one-time) \$55,000 +	None identified.	One-time cost is City's share of a Connect Ontario application. Other cost is identified license/server fees. Other costs are expected but have not been investigated, since project is not funded. (Facility booking program is in works, not part of \$1.5 million.)	Corporate Services and Citizen and Leisure Services
63	Information Technology will continue to develop formal strategic plans that will review and evaluate industry trends, plan for the acquisition and replacement of key capital components and identify new systems that will improve service to our citizens	None identified.	None identified.	No formal strategic plan developed. IT management reviews, monitors and evaluates industry trends and the direction of IT, on an ongoing basis.	Corporate Services
64	Information Technology will continue to monitor the direction of information technology and will continue to use information technology consistent with industry trends and other municipal or provincial initiatives	None identified.	None identified.		
66	City should move towards centralized business applications through the acquisition and implementation of an Enterprise Resource Planning (ERP) solution. This new solution must be web-enabled which will in turn make them accessible from a variety of venues (Internet, kiosks, libraries, service centres) both by our citizens and our own Employees			Peoplesoft (ERP) Human Resources and Payroll modules are expected to be implemented before the end of 2004. All libraries/CSCs are set up to access all required systems to serve the public.	Corporate Services
68	Current Information Technology staff will re-engineer our other applications, which are not part of the ERP system	\$60,000 annually		IT lacks staff resources to re-engineer. Annual cost is to maintain old legacy systems.	Corporate Services

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#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
73	City should adopt the current evergreen policy in place for the City and Region for the replacement of personal computers. This policy dictates that each year, one third of the PC fleet is replaced	\$75,000 annually		Cost to add about 120 personal computers to Evergreen Policy, and replace obsolete PCs.	Corporate Services
74	City must replace all obsolete personal computers				
76	City's telecommunications links should provide adequate bandwidth to all remote locations	None.	None.	Arenas will be completed by end of this year. Current bandwidth is sufficient. As demand grows within City, costs will be incurred to expand capacity.	Corporate Services
79	Information Technology will replace outdated hubs and network cables in Tom Davies Square	None.	None.	Costs for this item and #76 are already included in Current Budget. Completion by end of 2004.	Corporate Services
85	Immediate integration of Budget, payroll and accounting systems			Budget module (ERP Project) is still being reviewed. No firm implementation date set.	Corporate Services
104	A procurement card system be implemented for the lower value every day purchases	None.		Productivity savings, especially in Payables, expected from Card System. Partially implemented; further roll-out delayed until conversion to more current Peoplesoft version.	Corporate Services
134	Provide one bill for all utility services (electric, sewer and water)	No estimate of one-time costs, or ongoing savings, yet.		Legislation has only just been passed to allow this. Will require significant up-front costs to implement.	Corporate Services and Public Works
135	Further efficiencies identified if Hydro One customers included	?	\$2.5 million	Decision rests with Provincial government. Transition Board indicated potential savings if utility operations restructured.	Greater Sudbury Utilities Inc.
143	To examine and make recommendations on the liability issue	None.	None.	Ongoing process. An RFP re insurance coverage may yield savings.	Corporate Services
146	To develop Affiliation Agreements outlining relationships with (what is offered to) Non-Profit Groups	None.	None.	Template affiliation agreement due by end of 2003.	Citizen and Leisure Services
153	To encourage Police Services to waive the cost of reference checks	\$30,000-40,000		This is a Police Policy matter. Cost is an estimate of annual revenue loss if this item was implemented.	Citizen and Leisure Services / Police

#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
158	To provide Risk Management Training for direct volunteers	\$ 5,000	None.	Cost associated with bringing in trainers to assist volunteer groups.	Citizen and Leisure Services
159	To assist in the recruitment of Civic Volunteers	See commentary at right.	None.	CGS staff are involved with a community-based initiative to develop a local Volunteer Centre. (To directly manage volunteer recruitment, one additional CDO would be required, \$65,000 annual cost.)	Citizen and Leisure Services
162	To review free parking at Tom Davies Square for citizens	\$40,000 annually		Revenue foregone if free parking offered. To be addressed within Downtown Parking Strategic Plan.	Citizen and Leisure Services
164	To strive for uniformity of Parking Enforcement (fees/procedures)			Management is still considering options, as part of overall Downtown Parking Strategic Plan. No major costs or savings have been identified with these items.	Corporate Services and Economic Development & Planning (By-law)
169	To be consistent in parking enforcement during special events				
170	To introduce an aggressive marketing program for City Parking Lots				
171	To review a mix of one hour and two hour meters	\$25,000 one-time cost	None.	Will be reviewed as part of the Downtown Parking Strategic Plan. Completion expected sometime next year.	Citizen and Leisure Services
172	To implement a consistent 'grace period' for late customers				
173	To adopt better business practices for parking - needs surveys etc.				
174	To supply adequate parking in 'area of demand'				
178	To move from a provider of direct services to indirect services (Leisure Services)	None.	None.	Ongoing. Leisure Services provides programs/services directly only where a service gap is identified.	Citizen and Leisure Services
180	To explore (recreation) partnerships with the YMCA	None.	None.	Ongoing. YMCA is currently focused on strengthening programs within their own facility.	Citizen and Leisure Services
181	To prepare a comprehensive (Leisure) Master Plan for the new City	None.	None.	RFP issued this spring for a Parks, Open Space and Leisure Background Study, part of Official Plan process.	Citizen and Leisure Services

#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
186	To consolidate all joint use agreements with the School Boards	None.	None.	Being developed, for presentation to School Boards later this year.	Citizen and Leisure Services
189	To initiate a study on ice allocation for sport groups			Meetings with the CGS Ice Allocation Committee have been used to allocate ice since amalgamation. The ice allocation process will be reviewed in fall 2003.	Citizen and Leisure Services
190	To continue to offer sports/fitness programs on a cost recovery basis	None.	None.	Ongoing.	Citizen and Leisure Services
193	To review and harmonize rates for all facilities (halls, etc.)			Ice user fees were harmonized in 2002. Community centre/hall rates to be reviewed this year, program rates in 2004. Cost recovery will be implemented for all dedicated use of municipal space, as per 2003 Budget deliberations.	Citizen and Leisure Services
194				The department has attempted to maintain clerical support levels, in the face of staff reductions.	Citizen and Leisure Services
197	To support a review of library branch locations	\$ 40,000		Management recently developed RPP to review library needs. Final report due this fall.	Citizen and Leisure Services
200	To reconstitute Rayside-Balfour LACAC (Local Architectural Conservation Committee) to be the City LACAC	None.	None.	Community and Strategic Planning section addressing this issue as part of Heritage concerns.	Economic Development and Planning Services
201	To form part of a (Library) Foundation to generate additional revenues		\$500,000 + over life of foundation.	Task Force estimated savings, with staff dedicated to fund-raising. Staff later removed by Transition Board. Therefore, figure is "very optimistic". Benefits of establishing/joining a Foundation will be pursued.	Citizen and Leisure Services
202	To introduce food and beverage services at certain (library) branches		\$5,000 annually	Coffee service only to be introduced at 6 large libraries. Staffing/space issues preclude doing more.	Citizen and Leisure Services
210	That five main works depots and nine satellite depots be used in order to minimize travelling time for the work crews and to provide local public access to the Operations Department			One depot left to be finalized. Any savings associated with this service delivery model have been reflected in Current Budget.	Public Works

#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
211	That the several substantial synergies with Sudbury Hydro in the area of energy management, metre reading, accounting, billing and collections, etc. be pursued between the City of Greater Sudbury and Sudbury Hydro			Jan. 1/03: combined Hydro and water meter readings. Further opportunities are being pursued by management on an ongoing basis.	Public Works
222	That the City of Greater Sudbury make a long term commitment to increase the funding to maintain the essential infrastructure of roads, sewer, water and treatment plants	Substantial.	None.	Ongoing efforts to find funding. Council has committed to annual funding for roads.	Public Works
223	That service be provided by existing forces in a five geographic team concept			Completion due in 2004.	Public Works
224	That proposals be put forth to the private sector for a cost to provide service in key function areas; eg. major park sites			Ongoing; gradual implementation.	Public Works
226	That overhead costs be added to the unit costs to deliver key functions. This would allow for a fair and equitable comparison to private sector proposals	None.		May have longer term benefits.	Public Works
230	That surplus Public Works (PWD) buildings as identified by the Roads, Sidewalks, Sewer and Water Task Force be disposed of to achieve savings of \$136,590 in operational costs		Proceeds from disposal still pending.	\$136,590 annual savings is already reflected in Current Budget. Surplus buildings will yield additional revenue when sold. Market is slim.	Public Works
235	That a fleet maintenance system with terminals at all maintenance facilities is needed to track repairs, preventative maintenance, inspections, parts, labour and warranties	\$90,000 one-time costs	Cannot quantify.	Eventually the ERP system will be expanded to this area. Efficiencies and savings in fleet maintenance are expected but are difficult to quantify.	Public Works
236	That a SIRIT fuel monitoring system be purchased and installed for Valley East, Rayside and Walden, same as the City and Regional yards, to track fuel and mileages for maintenance schedules	\$120,000 one-time cost.		A cost-benefit analysis has yet to be performed. A potential CIP or internal audit project.	Public Works

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#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
240	That a further reduction of fleet maintenance costs be implemented, if warranted. To this end, it is further recommended that the fleet requirements be monitored by the public works steering committee as route and operations rationalization proceed and it becomes clearer what the actual fleet needs and/or requirements will be			Ongoing. Fleet maintenance system (see 235 above) will provide management with better information regarding usage and costs of fleet, to support rationalization decisions.	Public Works
246	That the fire trucks be further studied to determine the exact amount needed and the time frame involved to replace them. There are approximately 18 older units. These are expensive and should be cautiously evaluated	\$ 5 million		City's Master Fire Plan, due for completion before end of 2003, will address these issues. Shortfall in capital budget allocations for fire vehicles is estimated at \$1 million annually by management. Potential savings are expected if repair work done in-house; depends upon changes to CBA.	Public Works and Emergency Services
247	That the issue of servicing fire trucks be revisited to maintain flexibility in fleet servicing				
248	That further studies be conducted regarding the cost and supply to operate car pool			See comment at item 240.	Public Works
258	Create a physical services infrastructure inventory data base (GIS) to compliment the MMMS system			See related WIP items # 278 & 298.	Public Works
260	Investigate the feasibility of an automated "pen system" to eliminate duplication occurring in the crew card data entry process			Still to be investigated. Benefits of new technology vs. current data entry costs to be investigated.	Public Works
267	That drafting amalgamated savings of \$20,580 be used to improve the delivery of service. It was recognized at Stage 2 and 3 of the process that as-built for new projects are not being completed. Savings through amalgamation are recommended to be used as a portion of the cost to update these street as-builts			Drafting of 'as-built' projects will take several years to implement. No firm costs identified in Task Force report.	Public Works
274	That design-build which involves contracting out of the design and construction of capital works be researched. This approach is relatively new and has generally been used for 'mega' projects such as the design and construction of large buildings and bridges			Design-build has been considered by management but the City has very few projects for which this methodology could be applied. It is considered on a project-by-project basis, as funding permits.	Public Works

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#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
278	That an infrastructure records management function with a one-time capital cost of between \$4 and \$5 million to implement be considered. This function could be used to inventory all surface infrastructure items such as valves, hydrants, manholes, catch-basins, street signs, traffic signals, major culverts. etc. Sub-surface infrastructure such as sewers and watermains could also be detailed for inventory purposes for an additional one-time capital cost of between \$3 and \$4 million dollars. This data could then be fed into the GIS fabric to provide infrastructure status, positioning and maintenance records that could be used by both operations and engineering design	\$4-5 million		See related WIP items # 258 & 298.	Public Works Economic Development and Planning -Community & Strategic Planning
280	It is recommended that the supplemental Container Fee Sticker option not be considered at this time.			A funded Waste Optimization study, due for completion in 2004, is considering all options.	Public Works
287	It is recommended that parks planning be a function of the Planning and Economic Development Department			Item being considered as part of Leisure Services' Master Plan. Costs of \$150,000 are funded.	Economic Development and Planning Services- Development Services
288	It is recommended that the Planning and Economic Development Department be empowered to assemble development conditions for all internal services			Continuous improvement; ongoing.	Economic Development and Planning Services - Development Services
290	Develop an Open for Business attitude and empower staff to act as development facilitators.			Ongoing. Planning Services staff promote the open for business attitude and actively work at eliminating delays in development initiatives. Staff act as consultants to the public and development community. Weekly meetings of Site Plan Control agencies to streamline/speed up development approvals process	Economic Development and Planning Services - Development Services

#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
292	Develop strategies and private/public partnerships including multi-year infrastructure plans, strategic pre-servicing, municipal front ending agreements and budget reserve, as well as Offsite Development costs rebates to deal with inadequacies of existing water, sanitary sewer, storm sewer and road infrastructure which inhibit potential development. DLAC Budget reserve established but under-resourced. DLAC reviewing front ending policy and off site rebates. Public Works will need to establish multi-year infrastructure plan			Multi-year project, part of Official Plan review process. Costs of \$1.25 million over three years; two years are funded.	Economic Development and Planning Services - Development Services
293	Treat redevelopment and change of use projects differently to encourage redevelopment and reuse and investigate means of financial assistance.			This is currently being implemented through the Site Plan Control process. Tax Increment financing report approved by Council. Awaiting Ministry of Municipal Affairs' approval.	Economic Development and Planning Services - Development Services
294	Create more flexible zoning by-laws.	\$220,000		Half of costs funded through Transition Budget. To be completed by 2006/2007. See also item #299.	
295	Consolidate fee structure reducing costs, establish better cost benchmarks, and improve legal searches and development deposit processes			Being reviewed by Development Liaison Advisory Committee on a priority basis.	Economic Development and Planning Services- Building Services
296	The service level and method of delivery of service for Official Plans, Community Improvement Plans and Planning studies is recommended at the current level. Harmonization of official plans throughout the City and annexed area remains a one time issue.	Funded.		Consolidation of existing official plan documents commenced in 2002. A new Official Plan is nearly completed.	Economic Development and Planning Services- Community & Strategic Planning
298	Corporate direction of GIS services will require additional modification in future. However, the level of support needed for planning and development functions are required to remain at the same level.			Support levels same as before. However, major funding is still required for mapping/ GIS development, about \$4million. (\$2 million is funded.) See related WIP items # 258 & 278.	Economic Development and Planning -Community & Strategic Planning

#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
299	The service level and delivery of service for development services (zoning, subdivision/condominium, consent, minor variance and site plan) is recommended at the current service level. Harmonization of zoning by-laws throughout the city and annexed areas remain a one-time issue.			Following completion of the Official Plan consolidation and review process, the review and consolidation of our zoning by-laws will begin. Half of costs funded through Transition Budget. Anticipate completion in 2006/2007. See also item #294.	Economic Development and Planning Services - Development Services
310	The Task Force recommends one time costs for tourism signage to be \$300,000 to \$450,000			A request for proposals is currently being prepared for tourism signage; new signs to be installed by end of 2003. Cost funded through Transition Board budget.	Economic Development and Planning Services
314	Community Development Corporations- The Economic Development Task Force recommends that the Community Development Corporation report through the economic development corporation. CDC boards should have representation on the Greater Sudbury Economic Development Corporation Board.			Partially implemented. A number of CDCs have been wound up. Airport CDC and SCDC (TeleTech) remain separate CDCs with Council as Board members. No other action in progress at this time.	Economic Development and Planning Services
317	Comprehensive Internet Strategy -The Economic Development Task Force recommends that a corporate Internet strategy be developed as a priority for the City of Greater Sudbury. Economic development services will be a major part of this web strategy and the task force recommends that a multi-department committee be set up to develop Internet services for the new City of Greater Sudbury	\$20,000		Proposal is before the Community Economic Development Committee. Staff person is drafting a plan for development of the web site including content/presentation.	Economic Development & Planning Services

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#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
SUBJECT TO BUDGET ITEMS (pages 27-28)					
5	Proposed study of Corporate wide Communication Centre to service all emergency services including structure and operating protocol			GIM recommends that no study be undertaken, given the lack of funding.	Emergency Services
29	Expand legal services provided in-house			No costs or savings were identified by Transition Board. Management is implementing these as time and funding permits.	Corporate Services - Legal Services
31	Provide legal services, where possible, to agencies and Boards and Commissions				
33	Limit outsourcing to specialized legal areas				
36	Legal Services performed by By-law Officers and students, para-legals where possible				
40	Clerk's services should be provided, where possible, to Agencies, Boards and Commissions			No costs or savings were identified by Transition Board. Management is implementing these as time and funding permits.	Corporate Services - Clerks
56	Establish Training and Development Budget at 1% payroll cost (excluding benefits)			No costs or savings were identified by Transition Board. Management is pursuing the benefits of implementing these, as time and funding permit.	Corporate Services
62	Review geographical Info Systems in conjunction with Greater Sudbury Utility				
81	Information Technology will provide duplicating services to all departments through the implementation of multi-functional digital copiers/printers				
84	New City should explore possible savings by integrating IT functions at Hydro, Police and the City			No costs or savings were identified by Transition Board. Management is pursuing the benefits of implementing these, as time and funding permit.	Corporate Services
99	Review future opportunities to provide financial, personnel, legal and information technology services to Police Board, Health & Social Services, Library Board, Cemetery, District Road Boards, School Boards and Utility				
107	It is recommended that purchasing services be supplied to the Utility				Corporate Services GSUI

#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
129	Amalgamation of property acquisitions/legal services between the Utility and the Municipality				Corporate Services GSUI
194	To maintain current administrative/clerical support.	\$258,000 annually		Re-structuring has reduced, by 6 staff, the amount of clerical support available in Leisure Services.	Citizen and Leisure Services
264	Implement an electronic complaint handling system to track and monitor customer complaints	Significant.	Unknown.	Customer Relations Management (CRM) software requires a significant commitment of staff and financial resources to implement. All staff (including field staff) require computer access for success. Not budgeted.	Citizen and Leisure Services
268	That mapping for the newly created municipality be expanded as existing topographic mapping is presently out of date and must be updated or improved to current geographical information system (GIS) technologies.	\$1.5 million		Engineering Task Force provided no firm cost estimates re these recommendations. Updating of topographic mapping is an ongoing process. Limited by available \$ resources -more funding will need to be allocated. Currently updating old city with Ortho imagery and Wanup area	Public Works and Economic Development and Planning Services - Community & Strategic Planning
ITEMS NOT RECOMMENDED (pages 28 to end)					
67	Information Technology should provide business applications to other municipalities or agencies			Division resources are currently insufficient to allow provision of services to outside bodies.	Corporate Services
118	That a single electrical, sewer and water utility be formed to serve the entire City of Greater Sudbury				Public Works
123	A combined meter shop (hydro/water meters) should be implemented			Council & Hydro Board selected non-integrated model from Macquarie	Public Works
124	Combining the design, installation and maintenance of the SCADA system for sewer, water and the electrical distribution system				Public Works
127	To review the operational synergies between municipal and utility engineering departments				Public Works
128	Municipality and Sudbury Hydro continue to co-ordinate efforts to avoid design conflicts				Public Works

#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
130	Amalgamation of existing Engineering Services with the Utility			Amalgamation of engineering services was examined. Some possible synergies exist regarding GIS if all engineering groups used one system. Would require the expansion of our system or adoption of a new system. Not recommended at this time.	Greater Sudbury Utilities Inc.
133	Amalgamation of Customer Service for sewer, water and electrical			Council & Hydro Board selected non-integrated model from Mzquarie	Public Works
137	That the City and the Utility jointly purchase an ERP to facilitate the implementation of a system that can harmonize the unique aspects of two separate and distinct entities with differing accounting methodologies and reporting requirements			GSU expressed interest in using the City's new software modules in the past and would like to phase out use of H.T.E. software modules and the AS400 main frame computer. The question -at what cost? To date, the costs seen made this alternative financially unacceptable.	Greater Sudbury Utilities Inc.
140	To encourage the creation of Non Profit Associations			Non-Profit Associations are typically created within the community in response to need; not a function of the municipality.	Citizen and Leisure Services
142	To create standards/policy for direct city volunteers				Citizen and Leisure Services
144	To co-ordinate a Northern Ontario Conference on Volunteerism	\$ 10,000 +		To be successful, the impetus for such a conference should come from the volunteer leaders in the community. Should there be a community interest in hosting such a conference, application would have to be made to funding agencies for the resources required to host such an event	Citizen and Leisure Services
148	CDO's to assist in the start of new non profit organizations			Non-Profit Associations are typically created within the community in response to need. CDO's provide assistance to all community groups.	Citizen and Leisure Services

#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
156	To provide incentives for volunteers like arena or event passes, etc.	??		The spirit of volunteerism is to give freely and generously of one's time without expectation of monetary or value based rewards. Volunteer recognition programs such as the Civic Award are a preferred method of recognizing and promoting volunteerism	Citizen and Leisure Services
157	To assist in covering costs for direct volunteers	??		Payment of volunteers in essence makes those volunteers employees of the CGS and transforms community based volunteer programs into municipally delivered programs	Citizen and Leisure Services
160	To introduce a statistical tracking of the value of volunteer hours	\$ 80,000 (two staff to track all hours)		Insufficient clerical support staff in Leisure Services to manage an hourly tracking system for volunteer involved in direct programming activities. To gain an understanding of volunteerism across the CGS tracking of all volunteer activities would be required and would be almost impossible to achieve	Citizen and Leisure Services
161	To prepare annual reports on volunteer trends, issues, etc.	\$ 65,000		CDO's routinely support the development of those community groups with whom we have direct relationships however it is impossible to gather information on all community groups and agencies with the staff resources currently available in Leisure Services	Citizen and Leisure Services
167	To investigate Park and Ride Program			Traffic congestion is minimal and parking availability and rates are reasonable in the downtown core which limits the demand for this service. An experiment with a park and ride service for one of the call centres was not successful	Citizen and Leisure Services
187	To create a Task Force to examine the multi-pad arena concept			A facility renewal program for existing arenas funded by SuperBuild enhanced our arenas. There is sufficient ice currently available to meet the demands of the community and construction of a new facility will necessitate closure of an equivalent number of community arenas	Citizen and Leisure Services

#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
198	To support the development of the Copper Cliff Heritage Archives and Museum			Archival materials are to be centralized at the MacKenzie Library which has better access and superior research resources. An offsite storage facility is the preferred recommendation for the storage of museum artifacts	Citizen and Leisure Services
212	That the City of Greater Sudbury pursue a partnership with Sudbury Hydro to provide operating and maintenance services for sewer, water and plants to communities outside the boundaries of the City where Sudbury Hydro might provide the hydro-electrical services			Council & Hydro Board selected non-integrated model from Macquarie	Public Works
215	That a comprehensive employee training program be implemented with an annual budget of \$300,000 in order to educate the multi-tasking workforce and management team in the duties and efficiencies in delivering these services			Not affordable, strenuously opposed by Union	Public Works
216	That the collective agreement with the workforce contain contract language that encourages and permits multi-tasking jobs and minimizes the number of salary groups within the workforce while allowing total flexibility in the daily deployment of the workforce			Not affordable, strenuously opposed by Union	Public Works
217	That clerical support be provided at each of the five main depots and at the Sudbury Sewage Treatment Plant and at the Wanapitei Water Treatment Plant in order to ensure that the management team has adequate resources to deal with MMMS requirements word processing, filing, equipment maintenance management systems and public contact			Not feasible. Adds costs and inefficiencies.	Public Works
238	That three vehicle and equipment storage areas be built for storage of emergency winter control equipment and other expensive specialty units that should be protected from the elements			No funding in place	Public Works
242	That a study be carried out assessing the benefits of having employee(s) whose duties would include the shuttling of vehicles for use by other employees or crews to ascertain if cost benefits might accrue			No funding in place	Public Works

#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
244	That efficiencies of combining Airport maintenance with corporate fleet department be reviewed			Not reasonable. Airport operations require onsite repairs for huge pieces of equipment. Will not be implemented	Citizen and Leisure Services and Public Works
249	That driver training and license up-grading be removed from fleet administration and included in corporate training			Not reasonable. Will not be implemented	Public Works
250	That clerical functions of processing hired equipment invoices be removed from fleet administration and be assigned to other departments, possibly MMMS			Not reasonable. No where else to assign functions	Public Works
255	Decentralize the MMMS accounting process to five area depots recommended for service delivery by the Roads Task Force. Locate a multi-task person responsible for all MMMS functions at each depot			Not reasonable. Would require more staff	Public Works
256	Streamline the number of MMMS activities to ensure their relevancy and meaningfulness. Performance measures in MMMS must be relevant to efficiencies and not simply track hours			Not reasonable. Difficult to track completed work	Public Works
270	That Road Occupancy Permits be required only for those roads designated as arterial			Not reasonable. No control over utilities and contractors	Public Works
272	That the Walden and City of Valley East gravel pits be utilized to provide the Operations division with materials. The cost of this operation should be studied in further detail to determine if cost savings could be extended to the supply of granulars for capital construction projects			Not reasonable. Continue leasing pits to contractors and recover royalties	Public Works
276	That the amalgamation of the Nickel District Conservation Authority with the newly formed engineering department be looked at in the future. This would provide a better delivery of service at a reduced cost			Statutory restraints prohibit such an amalgamation. The City continues to provide assistance to NDCA where feasible.	Nickel District Conservation Authority
277	That amalgamation of the engineering services being provided by Sudbury Hydro be investigated			See comment at item 130.	Public Works

#	ITEM DESCRIPTION	IDENTIFIED COST	IDENTIFIED SAVINGS	COMMENTARY	RESPONSIBLE DEPARTMENT(S)
284	It is recommended that the Steering Committee's recommendation to implement the hauled sewage fee if and when a full sewer fee is implemented be approved			Not practical under present site system. (Requires attendants at all sites.) Other options being considered as part of Waste Optimization study.	Public Works
286	It is recommended that transportation planning be a function of the Planning and Economic Development Department			Section has reverted back to Public Works	Economic Development and Planning Services - Development Services
302	The Steering Committee recommends that the Sudbury and District Health Unit be invited to participate in an examination of administrative and program efficiencies under a Health and Social Services Task Force review			As the Health Unit is an independent Board mandated by the Ministry of Health and Long Term Care, this recommendation has not been pursued	Health and Social Services
309	The Transition Board recommends that the Social Housing service be a responsibility of the Health and Social Services Department. The examination of the various components of Ontario Works, Child Care Services and Social Housing has revealed that there are many common characteristics within each client group			Based on a consultant's report, Council at the April 10 th , 2001 meeting directed through Resolution #2001-177 that social housing would be the responsibility of Economic Development & Planning Services	Economic Development and Planning Services - Social Housing

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Request for Recommendation Finance Committee

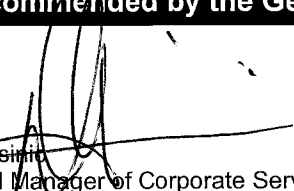


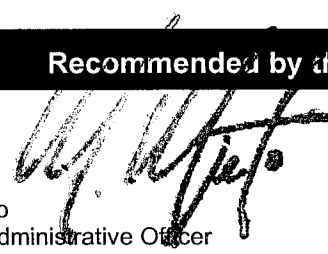
Type of Decision									
Meeting Date	June 25, 2003				Report Date	June 18, 2003			
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title
2002 Annual Financial Reports

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	
<input type="checkbox"/>	Recommendation Continued

Recommended by the General Manager
 D. Wuksini General Manager of Corporate Services

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

Date: June 18, 2003

Report Prepared By



M. L. Gauvreau
Manager of Current Accounting Operations

Division Review



S. Jonasson
Director of Finance/City Treasurer

BACKGROUND

Staff has prepared a package delivered under separate cover which includes the following financial year-end reports for the year ended December 31, 2002.

- Consolidated Financial Statements of the City of Greater Sudbury
- Ministry Consolidated Financial Information Return for the City of Greater Sudbury
- Financial Statements of the City of Greater Sudbury Trust Funds
- Financial Statements of the Sudbury Airport Community Development Corporation
- Financial Statements of the Greater Sudbury Utilities Inc.
- Financial Statements of the Sudbury Metro Centre
- Financial Statements of the Sudbury and District Health Unit
- Financial Statements of the Greater Sudbury Housing Corporation
- Financial Statements of the Nickel District Conservation Authority

Representatives from the City Auditors, KPMG, Collins Barrow-Maheu Noiseux, and Freelandt Caldwell Reilly will be making a presentation to the Finance Committee at the June 25th meeting.

Request for Recommendation Finance Committee




Type of Decision									
Meeting Date	June 25, 2003				Report Date	June 20, 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
2004 Budget Process


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

Recommendation
<p>THAT Council approve the recommendations regarding the survey results for the 2004 Budget as outlined in the Report from the General Manager of Corporate Services, dated June 18, 2003.</p>
Recommendation Continued

Recommended by the General Manager
 D. Wukosmic General Manager of Corporate Services

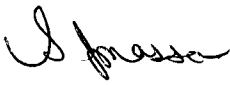
Recommended by the C.A.O.
 M. Mieto Chief Administrative Officer

Report Prepared By



E. Stankiewicz
Co-Ordinator of Current Budget

Division Review



S. Jonasson
Director of Finance/City Treasurer

BACKGROUND

This report summarizes the results of the June 6, 2003 survey to City Council relating to aspects of the budget process. Although this report will reflect a number of concerns expressed by Councillors, it will not include the entire budget process. A report detailing the proposed process will be on a Finance Committee Agenda in September or October.

Eleven responses to the survey were returned to Finance, and the results are contained in the chart below:

#1 - Consensus of Council for reports requested		#2 - Structure of Meeting	
YES	NO	5:30pm to 10:00pm 2 15 minute breaks	45 minute supper break during meeting
11	0	6	5

#2A) - Saturday Meetings *		#3 - Budget Document Format	
YES	NO	ONLINE	PAPER COPY
5	5	5	6

#4 - Consensus of Council for Options introduced from the floor		#5 - Meeting During March Break *	
YES	NO	YES	NO
10	1	7	3

* one abstention

Based on these results it is recommended:

- 1) That all reports requested by Councillors receive the consensus of Council before staff is directed to proceed,
- 2) That the budget meetings (Finance Committee) commence at 5:30 pm and end at 10:00 pm with two 15 minute breaks,
- 3) That there will be no Saturday meetings for the 2004 budget deliberations,
- 4) That the budget document continue to be reviewed from a paper copy,
- 5) That all options proposed by Councillors during the budget session receive the consensus of Council prior to being incorporated into the budget voting package, and
- 6) That budget meetings be scheduled during March Break if necessary.

The issue of Saturday meetings was a tie, and it is proposed that Saturday meetings not be held.

OTHER ISSUES

This section deals with the individual comments that were submitted by Councillors.

- 1) **The budget should be completed in January.**

Council accepted a modified service level reduction in the current budget section in 2003 which would delay the budget process until March. In order to complete the budget by January, Council would have to reinstate the 100 overtime hours and add another 100 overtime hours to make the target feasible.

- 2) **More time is required to review the budget.**

For 2003, Council focussed more on options rather than the base budget. In 2004, the options will be put in order of magnitude in order to allow appropriate time for debate on the large impact items.

- 3) **If there is a large turnover of Councillors, then a training session should be conducted.**

If the new Council requires a training session for budget purposes, staff will provide this session. As in the past, any individual Councillor will have the opportunity to review budget issues or the process with staff.

- 4) **Public involvement should be expanded and meaningful.**

There are two public input sessions, one to allow the general public to make requests and the second to comment on the budget document. If there is a need for further public involvement, Council can direct staff to accommodate this situation.

5) **All options should have a minimum value of \$100,000.**

By putting thresholds on the value of options, it restricts the ability to provide opportunities for savings. It is also not always practical to have these thresholds for many service areas.

6) **Options should be consistent with Council's strategic priorities.**

Every effort will be made to align options with Council's strategic priorities. However, this may be difficult as options are also generated from requests from the public input sessions which may not be in line with these priorities.

7) **Rationalize every budget item and re-examine every dollar we spend.**

The base budget is thoroughly reviewed by the management team prior to the Council reviews. The concerns that Council had this year dealt with debating the options.

8) **Consider transferring the 15 arenas into 3 or 4 facilities with multiple pads that could also be used for used trade shows and conventions.**

A review and rationalization of all municipal facilities and services has been adopted as a result of the Long Term Financial Plan.

9) **Stick to the scheduled budget dates.**

Historically, the budget review sessions were held on the scheduled dates. Budget dates are added as required, however, this is not a common occurrence.

10) **There was a lack of time to digest information in the budget document before the second public input session.**

For 2004, the second public input session will be held at least one week after the budget overview and distribution of the budget to allow Council sufficient time to review the budget.

11) **Voting procedure for reduction options should be 1 to 6 or -5 to +5.**

A report detailing the draft budget process will include a number of voting scales for Council's consideration. Regardless of which scale is used, it will be complimented with a verbiage scale (agree, disagree).

12) **Identify the options by giving them a designated number so we can find them with ease.**

The option issue was not clear last year as the philosophy of presenting options changed midway through the process. The options were sorted by magnitude as proposed by Council during the budget process. This issue will be handled differently for 2004. Each option will be cross referenced so that they will be easy to follow.

13) **Reduction options should not include closure of any facilities (as per policy).**

This is contrary to the Long Term Financial Plan adopted by Council; however, a Public Facility Closure Policy is to be proposed prior to the 2004 budget process.

14) **Efficiencies should be at least 30%.**

As mentioned in the memo, efficiencies will be rolled into the base budget and will be flagged for Council.

15) **No duplication at public meetings (making the same request twice).**

As mentioned previously, there will only be one public input session for requests of Council and one meeting for comments on the budget document. For this reason, there should be no duplication of requests.

SUMMARY

The recommendations outlined in this report are a result of the survey completed by Council and should be approved to form part of the budget process policy.