

Priorities
Committee
Agenda

to be held on
Wednesday, June 11th, 2003
at
7:00 p.m.

**Deputy Mayor
Dave Courtemanche
Chair**



**Councillor
Gerry McIntaggart
Vice-Chair**





Priorities Committee AGENDA

**SIXTEENTH MEETING OF THE PRIORITIES COMMITTEE
TO BE HELD ON WEDNESDAY, 2003-06-11
AT 7:00 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.

DEPUTY MAYOR DAVE COURTEMANCHE, IN THE CHAIR

1. Declarations of Pecuniary Interest

ANY ITEMS NOT DEALT WITH BY THE ADJOURNMENT HOUR OF 10:00 P.M. WILL BE CARRIED OVER TO THE WEDNESDAY, JUNE 25th, 2003 MEETING OF THE PRIORITIES COMMITTEE.

PRESENTATIONS/DELEGATIONS

2. Earth Tech Canada Inc. - Detail Design for a new Highway 17 Interchange at Sudbury Municipal Road 80 (Long Lake Road).

(FOR INFORMATION) {OVERHEAD PRESENTATION}

3. MTO Northeastern Region Project: Preferred Plan for Highway 144, Vermillion River Bridge Replacement.

(FOR INFORMATION)

- Per Furst, MTO Northeastern Region
- John Low, Project Manager, Stantec Consulting

4. Report dated 2003-05-30 from the General Manager of Health & Social Services regarding Sun Safety Awareness Public Education Policy.

1-2

- Laurie Fraser, Public Health Nurse on the creation and posting of sun safety tips and exposure to UV-V radiation

(OVERHEAD PRESENTATION)

RECOMMENDATION:

WHEREAS Health Canada advises that the ozone layer is thinning, therefore, more ultraviolet radiation, a type of invisible light sent out by the sun, is getting through to the earth's surface;

AND WHEREAS, according to Environment Canada, sunburn is the most immediate response to excessive exposure to UV radiation;

AND WHEREAS eye cataracts and skin cancers can also develop with repeated exposure to these damaging rays;

AND WHEREAS the Sudbury and District Health Unit reports that 43% of residents polled between May-October 2001 rarely or never wore sun screen;

AND WHEREAS the Mayor and Council's Committee on Seniors' Issues Seniors Walking Initiative has approved funds for the creation and posting of sun safety awareness tips in public places frequented by seniors;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury

- erect sun safety signs in local community parks;
- attach the sun safety tips to their recreation and facility booking applications
- include sun safety tips in the Leisure Guides, and
- provide information pamphlets to summer program participants

PRESENTATIONS/DELEGATIONS (Continued)

5. Letter dated 2003-05-14 from Sirgio Bacciaglia regarding Kyoto Agreement.
(FOR INFORMATION) **3**

6. Mayor and Council's Roundtable on Physician Recruitment and Retention - Action Plan 2003. **4-6**
{OVERHEAD PRESENTATION}

Co-Chairs, Jackie Thoms and Councillor Doug Craig will make a presentation on the goals and objectives of the Roundtable for 2003-2004.

RECOMMENDATION:

WHEREAS the Mayor and Council's Roundtable on Recruitment and Retention for Physicians and Allied Health Care addresses the current crisis and shortages of health professionals;

AND WHEREAS the City of Greater Sudbury is recognized as an underserved area and that approximately 30,000 people in our community do not have a family medicine practitioner;

AND WHEREAS the Physician Recruitment and Retention working group attained their objectives for 2002;

AND WHEREAS the Physician Recruitment and Retention working group continue their efforts toward enhancing primary care delivery through recruitment, retention and recognition initiatives;

THEREFORE BE IT RESOLVED THAT the Mayor and Council's Roundtable on Recruitment and Retention of Physicians and Allied Health Care Professionals "Action Plan" be accepted;

AND THAT the Physicians and Retention Working Group develop a Strategic Plan to map out the mechanisms for enhancing the delivery of primary care in our community over the next 3-5 years.

7. Report dated 2003-06-04 from the General Manager of Public Works regarding City of Greater Sudbury, Road Expenditures. **7-21**
(OVERHEAD PRESENTATION) (FOR DIRECTION)

MANAGERS' REPORTS

{NONE}

CORRESPONDENCE - INFORMATION ONLY

{NONE}

ADJOURNMENT (10:00 P.M.) (RESOLUTION PREPARED)

{MAJORITY REQUIRED TO PROCEED PAST 10:00 P.M.}

2003-06-13

**DEPUTY MAYOR DAVE COURTEMANCHE,
CHAIR**

**GLORIA WARD
COUNCIL SECRETARY**

Presentations and Delegations

Request for Recommendation Priorities Committee



| Type of Decision | | | | | | | | | |
|------------------|-------------------------------------|-----|--------------------------|----|-----------------|-------------------------------------|------|--------------------------|--------|
| Meeting Date | June 11, 2003 | | | | Report Date | May 30, 2003 | | | |
| Recommendation | <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

Sun Safety Awareness Public Education Policy

Policy Implications + 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 |
|-------------------------------------|---|

Policy Implications: Through the implementation of the recommendation, residents of the City of Greater Sudbury will become better informed about the precautions to take when exposed to the sun.

Budget Impact: Funds for signage have been secured through the Mayor and Council's Committee on Seniors' Issues Walking Initiative funded by the Ministry of Tourism and Recreation and Pioneer Manor. The cost of providing information pamphlets to summer program participants will be covered by the Citizens and Leisure Services Department as will any costs associated with including the same sun safety tips in the Leisure Guide.

| | |
|-------------------------------------|---------------------|
| <input checked="" type="checkbox"/> | Background attached |
|-------------------------------------|---------------------|

Recommendation

Whereas, Health Canada advises that the ozone layer is thinning, therefore, more ultraviolet radiation, a type of invisible light sent out by the sun, is getting through to the earth's surface, and

Whereas, according to Environment Canada sunburn is the most immediate response to excessive exposure to UV radiation, and

Whereas, eye cataracts and skin cancers can also develop with repeated exposure to these damaging rays, and

| | |
|-------------------------------------|-------------------------|
| <input checked="" type="checkbox"/> | Recommendation attached |
|-------------------------------------|-------------------------|

Recommended by the General Manager

C. Sandblom

Catherine Sandblom
General Manager, Health and Social Services

Recommended by the C.A.O.

M. Mieto

Mark Mieto
Chief Administrative Officer

Report Authored By



Kim Rossi
Program Coordinator - Health Initiatives

Division Review

Name
and Title

Whereas the Sudbury and District Health Unit reports that 43% of residents polled between May-October 2001 rarely or never wore sun screen, and

Whereas the Mayor and Council's Committee on Seniors' Issues Seniors Walking Initiative has approved funds for the creation and posting of sun safety awareness tips in public places frequented by seniors,

Therefore, be it resolved that the City of Greater Sudbury

- erect sun safety signs in local community parks;
- attach the sun safety tips to their recreation and facility booking applications
- include sun safety tips in the Leisure Guides, and
- provide information pamphlets to summer program participants

Background

The City of Greater Sudbury has been proactive in the development of policies that educate the public regarding environmental elements. The implementation of an Extreme Cold Weather Alert Systems in January 2003 demonstrated Council's commitment to provide additional services to vulnerable residents whose well-being may be compromised in the event of cold weather. Now with the warmer weather approaching the dangers of Ultraviolet (UV) rays and the significant health implications due to overexposure are important public education elements.

Overexposure to UV rays can cause serious health concerns for people of all ages. Statistics show that children receive up to 80% of their life dose of ultraviolet (UV) radiation before 18 years of age (Health Canada) and that one in seven children will get skin cancer in their lifetime (Canadian Dermatology Association). As we age our skin gradually starts to thin and certain medications make us more susceptible to UV rays. Education is key to healthy lifestyle management.

Role of the Sudbury and District Health Unit

The Sudbury and District Health Unit works with schools, day cares, families, workplaces, individual and community groups to provide education and promote policies which reduce the risk of skin cancers through a variety of approaches. Annually they provide the City of Greater Sudbury outside workers and summer students with a presentation on sun safety and heat stress.

City Actions in Response to the Recommendation

- | | |
|-------------------------|--|
| Sun Safety Tip signs: | - located in a number of local community parks |
| Sun Safety Tip Posters: | - incorporated into the Leisure Guides |
| | - distributed to summer program participants |
| | - distributed to Long Term Care Facilities, senior clubs, day care centre, emergency shelters and homelessness outreach programs |

MAY 14/03

THOM.

MSWRY
CITY CLERK.

I SAID BACCIGLIA WOULD
LIKE TO ADDRESS CITY COUNCIL
ON GLOBAL WARMING.

WHAT IS SUBURY DOING.

WHAT CAN SUBURY DO.

THE NEXT 100 YEARS ?

TAXPAYER

Steve Baccaglia

Request for Recommendation Priorities Committee



Type of Decision

| | | | | | | | | | |
|----------------|-------------------------------------|-----|--|----|-----------------|-------------------------------------|------|--|--------|
| Meeting Date | June 11, 2003 | | | | Report Date | May 30, 2003 | | | |
| Recommendation | <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

Mayor and Council's Roundtable on Recruitment and Retention of Physicians and Allied Health Care Professionals - Action Plan 2003

Policy Implications + 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

Whereas, the Mayor and Council's Roundtable on Recruitment and Retention for Physicians and Allied Health Care address the current crisis and shortages of health professionals, and

Whereas, the City of Greater Sudbury is recognized as an underserved area and that approximately 30,000 people in our community do not have a family medicine practitioner, and

Whereas, the Physician Recruitment and Retention working group attained their objectives for 2002, and

Recommendation attached

Recommended by the General Manager

Catherine Sandblom
General Manager, Health & Social Services

Recommended by the C.A.O.

Mark Mieta
Chief Administrative Officer

4

Date: June 11, 2003

Report Authored By



Name and Title
Kim Rossi
Coordinator of Health Initiatives

Division Review

Name and Title

Whereas the Physician Recruitment and Retention working group continue their efforts toward enhancing primary care delivery through recruitment, retention and recognition initiatives,

Therefore be it resolved that the Mayor and Council's Roundtable on Recruitment and Retention of Physicians and Allied Health Care Professionals "Action Plan" be accepted, and

That the Physicians and Retention Working Group develop a Strategic Plan to map out the mechanisms for enhancing the delivery of primary care in our community over the next 3-5 years.

Executive Summary

Working Group Accomplishments for 2002

- ✓ Total of 13 new physicians joined the community in 2002
- ✓ Co-chairs of the Mayor and Council's Roundtable on Recruitment and Retention of Physicians and Allied Health Care Professionals, Councillor Doug Craig and Mrs. Jackie Thoms, made a presentation to the Underserved Area Program (UAP) review committee.
- ✓ Hiring of a youth intern for a 12 month period to assist with initiatives
- ✓ Greater Sudbury Chamber of Commerce updated its incentive package which includes more than 40 offerings from Chamber supporters
- ✓ New physicians along with their partners were invited to the December Greater Sudbury Chamber of Commerce "After Business Session", where they were officially introduced to the community
- ✓ Recruitment Fairs were attended
- ✓ The Working Group maintained their relationship with the Northeastern Ontario Family Medicine (NOFM) residents by participating in various events and making thoughtful gestures throughout 2002.

The Action Plan for 2003

- Docs on Ice Charity Tournament - April 2003
- Medical Office Space and Opportunities - June 2003
- City Turnkey Clinics - Fall 2003
- Greater Sudbury Family Medicine Recruitment Weekend - August 2003
- Recruitment Fairs - September 2003
- Physician Recognition Event - 2003
- Greater Sudbury Chamber of Commerce After Business Session - December 2003
- Community Assessment Visits - Ongoing
- NOFM Relationship - Ongoing
- City's New "Welcome" Website Portal - Ongoing

Date: June 11, 2003

Conclusion:

Physician recruitment and retention continues to be a major concern in our community as is the case throughout the country. The Physician Recruitment and Retention Working Group is committed toward primary care improvements that are accessible to all members of our community. With the first medical students from the Northern Ontario Medical School expected to graduate in 2008, the community needs to become creative, and competitive in order to make current recruitment and retention efforts viable. The "Action Plan" presented today will bring us through this current year, however, the proposed Strategic Plan will set forth the path for the next 3-5 years and will provide the City of Greater Sudbury with concrete analysis and recommendations toward our recruitment and retention efforts.

Request for Recommendation Priorities Committee




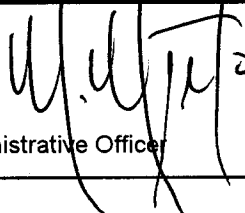
| Type of Decision | | | | | | | | | |
|------------------|----------------|-----|--|----|-----------------|--------------|------|--|--------|
| Meeting Date | June 11, 2003 | | | | Report Date | June 4, 2003 | | | |
| Recommendation | | Yes | | No | Priority | x | High | | Low |
| | Direction Only | | | x | Type of Meeting | x | Open | | Closed |

| Report Title |
|--|
| City of Greater Sudbury, Road Expenditures |

| Policy Implications + 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 | |
|--------------------------|-------------------------|
| FOR DIRECTION | |
| <input type="checkbox"/> | Recommendation attached |

| Recommended by the General Manager |
|--|
|  D. Bélisle General Manager of Public Works |

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

7

Date: June 4, 2003

Report Authored By

D. Bélisle
General Manager of Public Works

Division Review

In June 2002, I reported to Council that we were headed for a significant over expenditure in the maintenance of our roads. Council was presented with options to reduce service levels for the balance of the year in order to offset these over expenditures, but Council saw fit not to reduce service levels significantly, given the poor conditions of our roads. A copy of the June 17, 2002 report that went to Priorities Committee is attached.

This year again, we are headed for the same outcome. For the third year in a row since amalgamation, it is evident that roads maintenance and reconstruction are grossly underfunded. Further, the shortfall in capital reconstruction activity is accelerating the deterioration of roads exponentially, causing even further cost overruns in maintenance activities. The trend over the past three years can be seen in the following table.

TABLE I

ROAD MAINTENANCE EXPENDITURES

| 2001 Budget | 2001 Expenditures | 2002 Budget | 2002 Expenditures | 2003 Budget | 2003 Expenditures |
|--------------|-------------------|--------------|-------------------|--------------|--------------------------|
| \$14,150,588 | \$19,209,588 | \$15,125,370 | \$20,318,666 | \$14,935,317 | \$7,690,000 ¹ |

¹Actual expenditures to April 30, 2003 - see Appendix 1

Based on expenditures for the first four months of the year, an overexpenditure of between \$1 and \$2 million is likely by year end. All the while, public complaints about road conditions are continually rising. Once again, I am seeking Council's direction with respect to reducing road service levels from now until the end of the year in order to offset pending over expenditures. There are virtually no other service areas within the Public Works budget to draw from in order to offset road expenditures. Public Works provides the following services and based on the manner that these services are funded, transfers from one service to another are not feasible.

Date: June 4, 2003

TABLE II
PUBLIC WORKS SERVICES & BUDGET

| Service | 2003 Budget \$ | Comments |
|--|--------------------------|---|
| Water | 20,668,817 | 88% user fee funded 12% fire protection costs funded from taxes |
| Waste Water | 19,703,783 | 100% user fee funded |
| Solid Waste | 14,871,444 | 30% user fee funded 70% funded from taxes |
| Roads | 31,735,196 | 100% funded from taxes |
| Public Buildings | 3,654,877 | 100% funded from taxes |
| Administration & Miscellaneous Programs | <u>2,077,745</u> | 100% funded from taxes |
| Total Gross Expenditures | <u>92,741,862</u> | |
| Grants & Other Revenues | <u>- 1,516,981</u> | drainage grants, licence and permit fees, reserves |
| User Fees | - 41,555,613 | primarily water, wastewater and solid waste user fees |
| Funded from Taxes | 49,669,268 | |

As the foregoing table depicts, Public Works services cost \$93 million per year, of which \$50 million is raised from taxes. Of the \$50 million raised from taxes, \$32 million goes to roads. This leaves very little flexibility to shift expenditures from tax supported road services onto other user fee supported services. As a consequence, road expenditure variances impact significantly on the Corporation's year end position.

Citizen and business polls have rated road conditions the poorest service provided by the City. The City's recent Long Term Financial Plan correctly identified significant funding shortfalls for road maintenance and road reconstruction, but as yet no corrective measures have been put in place. To continue along this path will result in even worse roads, coupled with mounting budget overruns as we struggle to keep roads safe.

Date: June 4, 2003

For this year, there are a number of options for Council to consider in order to avoid, or at least mitigate maintenance expenditures for roads.

1. About one month ago, Council approved a one-time capital allocation from reserves and the corporate surplus in the amount of \$1.8 million. These funds were earmarked for road reconstruction and resurfacing this year, but could be redirected to offset a pending overexpenditure in maintenance costs. This is probably a false economy, as the longer reconstruction and resurfacing is delayed, the more maintenance costs we will incur in the long run.
2. Cut back on maintenance expenditures for the balance of the year. Appendix 'B' of last year's report is still valid, and outlines where \$1.4 million could be reduced for the balance of the year.
3. Take no corrective action at this time, recognizing that road maintenance costs will exceed approved budgets by year end, with possible offsets throughout the entire Corporation. That is essentially the position that Council took last year, and Corporately, the City experienced a small surplus at year end, notwithstanding the roads overexpenditures.

At the next Priorities Committee meeting of June 11, 2003, I will be making a brief presentation to Council on the status and the funding of our road network. I will be seeking Council's direction with respect to curtailing road expenditures for the balance of the year in order to avoid budget overruns.

Attachment

APPENDIX 1

2003 Road Maintenance Expenditures

| | Expenditures April 30, 2003 | Annual Budget |
|------------------------------------|--|--------------------------|
| Surface & Shoulder Maintenance | 623,361 | 2,473,360 |
| Roadside Maintenance | 46,511 | 482,900 |
| Sidewalk & Curb Maintenance | 2,440 | 238,013 |
| Drainage & Storm Sewer Maintenance | 134,296 | 1,607,030 |
| Traffic & Safety Devices | 387,189 | 1,320,330 |
| Streetlights | 335,540 | 1,194,430 |
| Forestry | 85,321 | 304,814 |
| Sanding & Salting | 3,453,722 | 3,475,000 |
| Winter Ditching & Spring Breakup | 716,026 | 942,280 |
| Snow Removal | 247,559 | 660,890 |
| Snow Plowing | 800,671 | 1,253,740 |
| Winter Sidewalk Maintenance | 498,160 | 676,910 |
| Miscellaneous Roads Maintenance | 358,151 | 305,620 |
| TOTAL | 7,688,947 | 14,935,317 |

Request for Recommendation Priorities Committee



| Type of Decision | | | | | | | | | |
|--------------------------|----------------|-----|-------------------------------------|----|-------------|-----------------|-------------------------------------|------|--------|
| Meeting Date | June 26, 2002 | | | | Report Date | June 17, 2002 | | | |
| Recommendation 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 |


| Sub-Committee Check-Off | | | |
|---|---------------------|--------------------------|------------------------------------|
| Please indicate which sub-committee will deal with this issue | | | |
| <input checked="" type="checkbox"/> | Community Viability | <input type="checkbox"/> | Public & Intergovernmental Affairs |
| | | <input type="checkbox"/> | Financial & Program Accountability |

| Report Title |
|--|
| City of Greater Sudbury, Capital and Current Road Expenditures |


| Policy Implications + Budget Impact | |
|-------------------------------------|---|
| <input 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 | |
|--------------------------|-------------------------|
| | |
| <input type="checkbox"/> | Recommendation attached |

Recommended by the General Manager


D Bélisle,
General Manager of Public Works

Recommended by the C.A.O.


M Mioto,
Acting Chief Administrative Officer

Request for Recommendation Priorities Committee



| | | |
|--|---|-------------------|
| Recommendation <i>continued</i> | x | Background |
|--|---|-------------------|

Please indicate if the information provided below is a continuation of the Recommendation or Background

| | |
|--|------------------------|
| Report Authored By | Division Review |
| D. Bélisle, General Manager of Public Works | |

Council has asked for a report on road expenditures since the inception of the City of Greater Sudbury. The perceptions shared by several Councillors are that less money is being spent on roads since amalgamation, and that certain roads, particularly rural roads in outlying areas, are deteriorating at an accelerated pace. By and large, both observations are correct.

Prior to amalgamation, the eight (8) former Area Municipalities had varying practices with respect to budgeting for roads. The following observations are offered in explanation for the tables that follow.

Capital Roads Budgets

- The former City of Sudbury and the former Region established and practiced clear delineations between Capital and Current Budgets. Capital Budgets for roads were dedicated to new construction, reconstruction, and significant physical improvements to existing road networks. Their Current Budgets on the other hand, were used for on-going maintenance and operating expenditures, such as patching, gravelling, dust control, street light and traffic light maintenance, plowing, sanding, ditching, etc...
- By comparison, the six (6) other Area Municipalities did not have clear delineations between Capital and Current Budgets. Road expenditures, whether they were of a capital or maintenance nature, were funded from either Capital or Current Budgets from year to year, as suited the circumstances in any particular year.
- The former Region used an envelope system for Capital allocations to its various delivery sectors. From time to time, this was topped up by Provincial assistance as former Provincial highways were transferred to the Region. A good example in recent years, is the four-laning of MR #80 from Val Caron to Val Therese, which was fully paid for by the Province. In addition, the Province deposited funds with the Region for the completion of the four-laning into Hanmer at some future time.
- Other municipalities did not use an envelope system, and Capital Budgets within service delivery sectors varied annually based on emerging priorities from year to year. It is therefore difficult to establish historical Capital roads expenditures in most municipalities, as priorities changed annually between roads, arenas, civic buildings, equipment, and so on. Further, whenever some of these non-road delivery sectors became eligible for grants or subsidies, the new-found money enabled larger allocations to road initiatives. The overall historical perspective reflects wide swings in Capital road expenditures from year to year.

Request for Recommendation Priorities Committee



| | | |
|--|----------|-------------------|
| Recommendation <i>continued</i> | x | Background |
|--|----------|-------------------|

Please indicate if the information provided below is a continuation of the Recommendation or Background

- In previous years, and more so as amalgamation approached, several municipalities increased capital roads expenditures beyond historical patterns, depleting reserves, using grants or other unusual revenues to maximize road improvements. As a result, actual capital road expenditures often exceeded annual Capital Budgets. Previous spending levels could not be replicated following amalgamation, and could not be used as the "base line" expenditure pattern going into amalgamation.
- During the Transition process, Financial staff from various former Municipalities established a working group to reconstruct and reconcile, among other things, the capital spending history of all former municipalities. This exercise was essential in order to establish a "base line" of capital expenditures for the new City. The following table was generated based on the best available data collected from all municipalities for the five years preceding amalgamation. It should be noted that all municipalities used grants, reserves, and unusual revenues, from year to year, in setting annual Capital road expenditures. No such grants, reserves, or usual revenues were available in 2001 and 2002. A Northern Ontario Heritage Fund grant for MR #35 widening may be available later this year, and provincial Ministry of Transportation funds have been set aside for the completion of MR #80 four-laning to Hanmer. These one-time revenues are not included in the 2001 and 2002 Budget allocations in the following Table.

TABLE 1

Capital Road Expenditures

| Municipality | 1996 Expenditures | 1997 Expenditures | 1998 Expenditures | 1999 Expenditures | 2000 Expenditures | 2001 Budget | 2002 Budget |
|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|
| Capreol | 70,000 | 53,207 | 70,640 | 54,448 | 3,177 | | |
| Nickel Centre | 400,474 | 268,224 | 385,614 | 356,513 | 524,111 | | |
| Onaping Falls | 14,484 | 76,902 | 7,052 | 113,318 | 213,083 | | |
| Rayside-Balfour | 4,370 | 267,568 | 240,662 | 277,100 | 1,976,430 | | |
| Region | 6,617,911 | 6,213,555 | 8,802,221 | 5,843,192 | 4,795,419 | | |
| Sudbury | 4,855,882 | 5,354,337 | 7,400,607 | 5,018,345 | 5,450,142 | | |
| Valley East | 303,566 | 1,025,246 | 1,311,884 | 860,047 | 1,726,392 | | |
| Walden | 421,802 | 366,895 | 422,283 | 1,099,832 | 1,091,295 | | |
| TOTAL | 12,688,489 | 13,625,934 | 18,640,963 | 13,622,795 | 15,780,049 | 9,560,127 | 8,647,204 |

Request for Recommendation Priorities Committee



| | | |
|--|----------|-------------------|
| Recommendation <i>continued</i> | x | Background |
|--|----------|-------------------|

Please indicate if the information provided below is a continuation of the Recommendation or Background

Current Roads Budgets

- As stated earlier, Capital and Current road expenditures were interchangeable in many former municipalities. Just like it was difficult to document Capital road expenditures in prior years, the same difficulty existed in nailing down historical spending patterns on road maintenance activities, since maintenance and capital expenditures were often interchanged.
- Past Current Budget spending patterns were further confused as a result of historical inter-departmental sharings/aggregations/accounting practices. It was commonplace in many former municipalities that Public Works employees worked on roads, in parks, arenas, cemeteries, or did maintenance on buildings. Since there was no need or advantage to do so, costs were not diligently tracked by service delivery sector. As a consequence, when financial staff attempted to construct a base line Current Budget for 2001, based on 2000 data, a lot of "best guesses" and "best fits" were used. The process yielded fairly acceptable results, as a starting point, but there is little doubt that portions of former roads budgets landed in parks, arenas, cemeteries, buildings, and vice versa. It will take several more years to sort these things out, before we can align departmental expenditures with public expectations and Council's priorities. The following table depicts our best guess of the aggregated 2000 Current Roads Budgets for all former municipalities, the base line 2001 Current Roads Budget, the 2001 Actual road expenditures, and the 2002 Current Roads Budget.

TABLE 2

Current Road Expenditures (Maintenance)

| | Base Line 2000 Budget All Area Municipalities | 2001 Budget | Actual Expenditures 2001 | 2002 Budget |
|-----------------------|---|-------------------|--------------------------------|-------------------|
| Summer Maintenance | 8,140,625 | 6,524,508 | 7,530,530 | 7,491,292 |
| Winter Maintenance | 7,149,435 | 7,626,080 | 11,679,058 | 7,407,860 |
| TOTAL | 15,290,060 | 14,150,588 | 19,209,588 | 14,899,152 |

The next table merges Capital and Current allocations and expenditures for roads for the years 2000, 2001, and 2002.

Request for Recommendation Priorities Committee



| | | |
|--|---|-------------------|
| Recommendation <i>continued</i> | x | Background |
|--|---|-------------------|

Please indicate if the information provided below is a continuation of the Recommendation or Background

TABLE 3

Total Road Budgets, Capital and Current

| | Baseline 2000 | 2001 Budget | 2002 Budget |
|--------------|-------------------|-------------------|-------------------|
| Capital | * 15,780,049 | 9,560,127 | 8,647,204 |
| Maintenance | ** 15,290,060 | 14,150,588 | 14,899,152 |
| TOTAL | 31,070,109 | 23,710,715 | 23,546,356 |

* Actual Capital Expenditures
 ** Budgeted Maintenance Expenditures

The budget and expenditure data from Table 3 affirms Councillors' observations: there have been significant reductions in roads expenditures in recent years. Most of the variances can be attributed to the application of grants, reserves, or unusual revenues in the years leading up to 2000, followed by the absence of any such grants, reserves or other revenues in 2001 and 2002.

Urban vs Rural Roads

City Councillors from predecessor outlying municipalities perceive that less money has been spent on rural roads since amalgamation. This is difficult to validate one way or another, given the inconsistent spending patterns of the former municipalities in the past. What is evident is that a significant re-priorization of urban vs rural spending allocations is emerging, driven primarily by the overall decline in road budget allocations. The proper mix between urban and rural road spending is a work-in-progress that will require several years to sort out, with input from Councillors, staff, and residents. In the meantime, we are constrained by the budgets allocated for road purposes, with no relief in sight for the foreseeable future.

The attached 2002 Roads Capital Budget, marked Appendix 'A', demonstrates the meagre allocations dolled out to the various roads needs, ranging from bridges, resurfacing, drainage, storm sewers, sidewalks, and street lights. There just is not enough money to meet all the needs.

2001 Actual Expenditures and the 2002 Current Roads Budget

The 2001 actual road expenditures depicted in Table 2 reflect the following realities:

- Pre-amalgamation service levels and methods of operations were sustained throughout 2001. The Transition Board model for road maintenance operations was not implemented in 2001, and projected amalgamation savings, real or otherwise, were not achieved.

Request for Recommendation Priorities Committee



| | | |
|--|----------|-------------------|
| Recommendation <i>continued</i> | x | Background |
|--|----------|-------------------|

Please indicate if the information provided below is a continuation of the Recommendation or Background

- The winter of 2000-2001 was truly unusual, resulting in over expenditures of \$4 million in winter control activities alone. It could be argued that these over-expenditures could have been reduced if the Transition Board model had been fully implemented. We will never know, as it has become clear that the Transition Board model did not adequately respond to the service level expectations of the public and elected Councillors. Further, road maintenance route rationalization, and the redeployment of employees and equipment, have been substantially delayed because two of the five proposed Works Depots/Yards will not be available for at least another 24 months.

Many people perceive that the past winter of 2001-2002 was mild compared to past winters. This is true for the months of November and December 2001, which saw very little snow precipitation. It is also true in terms of the mild temperatures experienced from January to April 2002. But snow precipitation from January to April 2002 far exceeded historical norms, notwithstanding the milder temperatures.

Environment Canada's historical average annual snowfall for Sudbury is 263 cm. For the period of January to April, Environment Canada reports historical snow precipitations of 162 cm. This year, from January to April alone, Sudbury received 260 cm of snow, the equivalent of an entire year's average snowfall. As a result, the entire annual winter control budget was used up from January to April, leaving nothing to cope with November and December snowfalls. In an effort to avoid or curb an annual deficit in roads expenditures, Public Works staff were instructed to curtail summer maintenance activities for the balance of the year in order to free up funds for winter control work in November and December. During the Council meeting of June 13, Councillor Gainer correctly alluded to this directive issued to Public Works Managers in May of this year. Appendix 'B' lists proposed service level reductions in summer maintenance activities, in order to free up \$1.4 million for the upcoming winter season.

The majority of proposed service level reductions in Appendix 'B' can be tolerated for this year, recognizing that they are preventive in nature, and could be resumed at an accelerated pace in 2003. The exceptions are surface and gravel patching, at an estimated value of \$550,000. These reductions would visibly impact service levels this year. Council may be of a mind not to curtail these activities, on the assumption, albeit risky, that underexpenditures or new found revenues elsewhere in the Corporation may become available from now until year end to fund these summer activities.

Request for Recommendation Priorities Committee



| | | |
|--|----------|-------------------|
| Recommendation <i>continued</i> | x | Background |
|--|----------|-------------------|

Please indicate if the information provided below is a continuation of the Recommendation or Background

Summary

The following key messages emerge from all of the foregoing.

1. Total road expenditures, whether Capital or Current, have decreased substantially in recent years. The funding shortfall is fuelling road deterioration at an accelerated pace.
2. During the 2002 Capital Budget process, it was demonstrated that a minimum of \$23 million is required annually to maintain the riding surface of existing roads in fair condition. By comparison, the 2002 Roads Capital allocation is \$8,647,204, and this amount also has to take care of bridges, sidewalks, drainage, streetlights and traffic lights.
3. We need a healthy reserve to cope with uncontrollable winter expenditures. A renewable reserve in the order of \$3 million is required to avoid annual road maintenance deficits. A policy is in place to establish this reserve, but the only identified source is future underexpenditures in winter control activities, which may or may not ever materialize. A firmer source for this reserve is warranted.
4. In the short term, public service level expectations for roads must be re-aligned with the fiscal realities we face. Less travelled rural roads, and roads in the annexed areas, will inevitably bear the brunt of these service level reductions.
5. While it is still a work-in-progress, the Transition Board Model for road maintenance activities will not respond to service level expectations in all instances. As time goes on, we need to build a new model, striking a reasonable balance between service level expectations and our ability to pay. In the short term, we are committed to the full implementation of the Transition Board Model, and once it has been tried for a period of time, we will be in a position to recommend adjustments.
6. So far in 2002, we have experienced two major unforeseen road and land drainage culvert failures; one on MR #80 in the four lane section through McCrae Heights, and the other within a major pipe drainage course east of MR #80 in Val Caron. Unbudgeted repair costs will range between \$0.5 and \$0.75 million. We have recommended that emergency funding be provided from the Roads Capital Reserve Fund which has a balance of \$2,472,000. The balance of this Reserve Fund must remain available for future unforeseen emergencies.

Request for Recommendation Priorities Committee



| | | |
|---------------------------------|---|------------|
| Recommendation <i>continued</i> | x | Background |
|---------------------------------|---|------------|

Please indicate if the information provided below is a continuation of the Recommendation or Background

Options

The fundamental problem is that there are insufficient funds available for Roads. A reasonable solution can only emerge over a long period of time, and we suggest that the City's upcoming Long Range Financial Plan is the proper forum to address this matter. In the short term, dealing only with 2002, the following options are available to Council.

- A Support the internal directive to reduce summer maintenance activities in the amount of \$1.4 million in order to offset winter overexpenditures.
- B Delete surface and gravel patching activities from the proposed reductions in Appendix 'B' at an estimated cost of \$550,000. This work would proceed this year on the assumption that underexpenditures or new revenues would materialize in the Corporation by the end of the year.
- C Take a greater risk, and delete Appendix 'B' entirely, counting on offsetting underexpenditures or new revenues elsewhere in the amount of \$1.4 million by year end, recognizing that there may be a deficit should underexpenditures or new revenues not materialize.

We await Council's direction on this matter.

2002 CAPITAL PROJECTS PUBLIC WORKS

ROADS & DRAINAGE ENVELOPE

Structures

| | |
|---|--------------------|
| MR 55, west of Copper Cliff over CPR, eastbound bridge | \$1,200,000 |
| MR 71, Lasalle extension over CPR | 2,000,000 |
| Various engineering condition evaluations & contingencies | 200,000 |
| Sub total structures | \$3,400,000 |

Drainage

| | |
|---|------------------|
| Spruce & Birch streets, Garson, storm sewer replacement | \$50,000 |
| Ester & Dunbar, Sudbury, storm outlet | 250,000 |
| South End of Sudbury, master surface drainage plan | 70,000 |
| Miscellaneous | 10,000 |
| Sub total drainage | \$380,000 |

Sidewalks & walkways

| | |
|---|------------------|
| Countryside, Algonquin to arena, new sidewalk | \$70,000 |
| Sidewalk & curb replacement | 700,000 |
| Sub total sidewalks & walkways | \$770,000 |

New Streetlights

| | |
|--------------------------------------|-----------------|
| MR80 house 1321 | \$700 |
| Garson Coniston Rd. house 333 | 700 |
| Armstrong Street, Coniston house 121 | 700 |
| Stanley St., Val Caron house 2976 | 700 |
| Old Wanup Rd. | 700 |
| Gauthier St. houses 1505,1525, 1555 | 2,000 |
| Dugas St. house 4515 | 700 |
| St Pothier Rd. house 855 | 700 |
| Vermillion Lake Rd. houses 1064,950 | 1,400 |
| Horseshoe Lake Rd. @ Birch | 700 |
| Horseshoe Lake Rd. @ Hwy 69 | 700 |
| Matson Rd. | 1,400 |
| South Lane house 1590 | 700 |
| South Lane house 1742 | 700 |
| Lalonde St. house 1520 | 3,000 |
| Fleming St. house 2293 | 1,200 |
| Koti Rd. @ turnaround | 3,000 |
| Lane south of Patterson | 700 |
| Footpath house 1487 Agincourt | 3,000 |
| Landings Rd. house 524 | 800 |
| Unspecified | 800 |
| Total new streetlights | \$25,000 |

Streetlight & pole replacements/upgrading

\$175,000

Traffic lights replacements/upgrading

\$70,000

Road reconstruction

| | |
|---|--------------------|
| Bancroft Drive, Kingsway to Waterview Apt., Phase 1 | \$1,100,000 |
|---|--------------------|

2002 CAPITAL PROJECTS PUBLIC WORKS

ROADS & DRAINAGE ENVELOPE (continued)

Road resurfacing, minor upgrading & spot repairs

(subject to refinements from results of Pavement Management Study)

| | |
|---|--------------------|
| Lasalle Blvd., Montrose to Attlee | \$600,000 |
| Kingsway, Bancroft to Bruno's Alignment | 500,000 |
| Brookfield Ave , Sudbury | 20,000 |
| Cawthorpe St , Sudbury | 30,000 |
| Douglas St., Sudbury | 30,000 |
| Fourth Ave., Sudbury | 30,000 |
| Front St., Sudbury | 20,000 |
| Gordon Ave., Sudbury | 25,000 |
| Kelley Lake Rd , Sudbury | 20,000 |
| Martindale Rd., Sudbury | 40,000 |
| Moonlight Beach Rd , Sudbury | 30,000 |
| Normandy Cr., Sudbury | 30,000 |
| Southlane Rd , Sudbury | 40,000 |
| Stonegate Dr , Sudbury | 10,000 |
| Telstar Ave., Sudbury | 30,000 |
| Tennis Club Lane Sudbury | 10,000 |
| Winchester Ave., Sudbury | 30,000 |
| Whipporwill Ave., Sudbury | 20,000 |
| Various lanes Sudbury | 20,000 |
| Bruno St., Azilda | 10,000 |
| Charlebois St., Azilda | 20,000 |
| Labine St., Azilda | 10,000 |
| Edward St., Chelmsford | 30,000 |
| Moose Mtn. Road, Capreol | 20,000 |
| Ella Lake Rd., Capreol | 20,000 |
| Lakeview Ave., Onaping | 20,000 |
| Sturgeon St., Dowling | 10,000 |
| Gordon Lake Rd., Dowling | 30,000 |
| Martin Rd., Blezard | 20,000 |
| Valley View Rd., Val Caron | 30,000 |
| Main St., Val Caron | 30,000 |
| Bodson Dr., Hanmer | 45,000 |
| Laurier Crs , Val Therese | 20,000 |
| Panache Lake Rd , Whitefish | 30,000 |
| Santala Rd., Lively | 10,000 |
| 'B' St., Lively | 20,000 |
| Hillside Cr., Coniston | 12,000 |
| Second Ave., Coniston | 20,000 |
| Donnelly Dr., Garson | 36,000 |
| Old Skead Rd., Garson | 16,000 |
| Long Year Dr., Falconbridge | 20,000 |
| Mill Rd , Wahnapiatae | 6,000 |
| Sub total road resurfacing, minor upgrading & spot repairs | \$2,020,000 |

Contingencies, structures, drainage, streetlights,
sidewalks, reconstruction, resurfacing

\$707,204

TOTAL ROADS & DRAINAGE ENVELOPE

\$8,647,204

FUNDING

2002 Capital Allocation from Current

\$8,647,204

APPENDIX 'B'

| | Annual Budget | Proposed Reduction |
|-------------------------------|----------------------------------|---------------------------|
| Surface Patching | 301,000 | 250,000 |
| RR Crossing Patching | 68,210 | 60,000 |
| Gravel Patching | 667,630 | 300,000 |
| Gravel Grading | 289,690 | 50,000 |
| Tractor Mowing | 55,400 | 25,000 |
| Concrete Sidewalk Repairs | 87,450 | 50,000 |
| Curb Repairs | 144,490 | 100,000 |
| Mechanical Ditching | 298,940 | 200,000 |
| Roadside & Offtake Ditching | 200,040 | 100,000 |
| Road Culvert Maintenance | 262,410 | 150,000 |
| Catch Basin & Manhole Repairs | 303,340 | 100,000 |
| Sign Maintenance | 251,570 | 25,000 |
| | Total Proposed Reductions | 1,410,000 |

Managers' Reports

MANAGERS REPORTS

{NONE}

Correspondence and Information

CORRESPONDENCE FOR INFORMATION ONLY

{NONE}