



Budget04

Towards Tomorrow Together ✦ Vers l'avenir ensemble

Current Budget Reduction Options



2004 CURRENT BUDGET PROPOSED REDUCTION OPTIONS

		Impact on 2004 Levy \$	Annualized Impact on Levy \$
1.	New Ways of doing Business	446,030	735,982
2.	Council Referral	25,000	25,000
3.	Alternative Service Delivery/Service Level Reductions	5,558,208	7,816,643
4.	E-Government Technology	70,000	105,000
5.	New Revenue Generation	2,952,967	3,545,355
6.	One Time Offsets	92,000	92,000
	Total	9,144,205	12,319,980

NEW REVENUE GENERATION
P.W.00.00.00.00 WASTE MANAGEMENT SUMMARY

Description:
Full cost recovery of solid waste costs, with the exception of solid waste diversion costs.

Impact of Implementing Option:																														
<p>An emerging trend across Canadian municipalities is the full cost recovery for measurable services through user fees. Solid waste is a popular service delivery being converted to user fees, with the exception of solid waste diversion activities, which are seen as a public or environmental benefit, and should therefore remain on the tax levy. The City's total cost of solid waste programs is \$10,930,000, of which \$2,917,000 is allocated to diversion activities. That leaves a balance of \$8,013,000 which could be converted from the tax levy to user fees. The City's Technical Steering Committee on Solid Waste Management is expected to make recommendations on this matter and others in 2004, so that no 2004 budget impact is possible. For 2005, there is a potential revenue stream of \$8,000,000.</p> <p>Staff are seeking Council's direction on whether or not to pursue this option, in total, or in part. Council's intent would be examined by the Technical Steering Committee on Waste Optimization, with all associated impacts, for further decisions by Council, and possible implementation in 2005 and onwards.</p> <p>It is recommended that if this option is accepted that Council borrow \$2 million from reserves to offset the impact on the levy and that the \$2 million be repaid in 2005. The following chart illustrates the impact over the next three years.</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">2004</td> <td style="width: 60%;">Revenues</td> <td style="width: 25%; text-align: right;">0</td> </tr> <tr> <td></td> <td>Contr. from Reserve</td> <td style="text-align: right;"><u>(\$2,000,000)</u></td> </tr> <tr> <td></td> <td>Impact on the Levy</td> <td style="text-align: right;"><u>(\$2,000,000)</u></td> </tr> <tr> <td>2005</td> <td>Revenues</td> <td style="text-align: right;">(\$8,000,000)</td> </tr> <tr> <td></td> <td>Repayment of Reserve</td> <td style="text-align: right;">2,000,000</td> </tr> <tr> <td></td> <td>Removal of Contr from Reserve</td> <td style="text-align: right;"><u>2,000,000</u></td> </tr> <tr> <td></td> <td>Impact on Levy</td> <td style="text-align: right;"><u>(\$4,000,000)</u></td> </tr> <tr> <td>2006</td> <td>Revenue (no additional revenue)</td> <td style="text-align: right;">0</td> </tr> <tr> <td></td> <td>Removal of Repayment of Reserve</td> <td style="text-align: right;"><u>(\$2,000,000)</u></td> </tr> <tr> <td></td> <td>Impact on Levy</td> <td style="text-align: right;"><u>(\$2,000,000)</u></td> </tr> </table>	2004	Revenues	0		Contr. from Reserve	<u>(\$2,000,000)</u>		Impact on the Levy	<u>(\$2,000,000)</u>	2005	Revenues	(\$8,000,000)		Repayment of Reserve	2,000,000		Removal of Contr from Reserve	<u>2,000,000</u>		Impact on Levy	<u>(\$4,000,000)</u>	2006	Revenue (no additional revenue)	0		Removal of Repayment of Reserve	<u>(\$2,000,000)</u>		Impact on Levy	<u>(\$2,000,000)</u>
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Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$2,000,000
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION

**A.A.20.00.00.00
CORPORATE REVENUE/CAPITAL**

Description:

Stop the practice of purchasing preferred shares in the amount of \$1.39 million annually from the Greater Sudbury Utilities Inc.

Impact of Implementing Option:

Currently, the City earns \$3.79 million in interest on its outstanding loan of \$52,340,810 to the Utility. The City's current practice is to retain \$2.4 million of this interest, and to re-invest the remaining \$1.39 million into the Utility by way of the purchase of preferred shares. This Option presents the alternative to the City of retaining the full \$3.79 million, and increasing its revenue for municipal uses by \$1.39 million. The retention of the full amount of interest will not affect the Utility's year-end position as it relates to profit and loss, nor does it affect its tax position.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$1,390,000
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
P.M.15.30.00.00 WATER SYSTEM REPAIR & MTCE

Description:

Transfer the responsibility for the maintenance and repairs of water and wastewater laterals, from mains to lot line, to property owners.

Impact of Implementing Option:

The City's current policy with respect to water and wastewater laterals, is that the property owner is responsible from the front lot line to the building, whereas the City assumes responsibility from the mains in the street up to the lot line. In many municipalities, the portion of the laterals from mains to lot line are the responsibility of the property owner. The rationale for this is that the laterals exist only for the benefit of the property owner. The same rationale and policy exists in Sudbury with respect to driveways and driveway culverts, even though these are located within the road right-of-way. Under this option, the property owner would have the choice of having the City do the work and be billed for it, or hiring a qualified contractor working under the City's supervision and approval.

Annual:	\$1,464,800	CW Hours:	27,862
May 1, 2004:	\$ 976,000	CW Hours:	18,570

Since water and wastewater are recovered through user fees, the impact to the levy would be \$0. This will result in a reduction in water and wastewater rates in 2005.

If this option was adopted, there would be an equivalent reduction in the water and wastewater fees charged to customers of about 3% in the year following implementation. The equivalent of 10.5 Temporary FTE's would not be hired if this option was adopted. Staff recommend this option, as it is consistent with the user pay trend.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	18,570

Net Budget Reduction	\$0
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION

P.E.00.00.00.00
ENGINEERING SERVICES SUMMARY

Description:

Cease the City's practice of inspecting, supervising, and approving field capital works.

Impact of Implementing Option:

This practice can be abandoned in part or in total. Also, the function can be contracted with Consulting Engineering Firms. Currently, City staff do capital construction inspection, supervision, and approvals, for works where staff have the required expertise. For specialized works, such as mechanical, electrical, heating, structural, and process controls, the City retains consultants. Also, when there are time limits for works that City staff cannot handle, consultants are retained. There are substantial risks associated with abandoning this function, even though it is not a mandatory service. Also, the budget reduction would apply in part to the tax levy, and in part to sewer and water user fees.

Annual: \$2,208,488

May 1, 2004: \$1,472,300

Since this area is allocated to water, waste water, roads and solid waste, only \$852,461 would be reduced from the levy as water and waste water are recovered by user fees.

Should the City adopt this budget reduction, there will not be any quality control and inspection of capital construction, leading to poor construction, early failures, cost overruns, and little or no revenue to pursue remedial action. If adopted, 22 full time employees would be laid off.

Reduction in Staffing:	
Full time Employee	22
Temporary & Part time (Hours)	19,478
Overtime (Hours)	5,031
Crew (Hours)	

Net Budget Reduction	\$852,461
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION

P.M.25.10.00.00
SUMMER MAINTENANCE

Description:

Eliminate all roadside ditching.

Impact of Implementing Option:

Roadside ditches and watercourses will “grow-in” with vegetation and undergo reduced capacity as a result of silt/sand/gravel accumulations. Additional water ponding will result, which in turn affects the road structure because of restricted drainage of the road base. There are approximately 1,800 km’s of roadside ditches and watercourses. Ditches should be cleaned out and reshaped at ten year intervals in order to maintain proper flow of water and prevent ponding. At current budget levels for this activity, our frequency is more likely every 30 years. A further budget reduction will worsen an already bad situation. The equivalent of 5.5 Temporary FTE’s would not be hired if this option was adopted.

Reduction in Staffing:

Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	9,764

Net Budget Reduction	\$ 667,790
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
P.M.25.10.00.00 SUMMER MAINTENANCE

Description:

Reduce road signage and traffic control devices to mandatory levels under the Highway Traffic Act.

Impact of Implementing Option:

Only a limited number of road signs and traffic control devices are required under the Highway Traffic Act. The criteria for mandatory signage and devices is whether or not a motorist could be charged for a violation of the Act. Consequently, the majority of signs and devices are not mandatory. These include, but are not limited to: street name signs, directional signs, warning signs, a large number of pavement markings, and traffic signals that do not meet legal warrants.

The total budget impact of this option is \$600,000 per year. If Council wishes to pursue this option in any measure, detailed cost impacts will need to be developed, based on Council's direction, ie only directional signs, or only street name signs, and so on. Given the complexity of this budget option, there would be no 2004 budget impact, but it could be implemented in 2005.

The potential employment impact is 3.5 FTE's.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$0
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
P.M.25.10.00.00 SUMMER MAINTENANCE

Description:

Eliminate all roadside maintenance activities. These include grass mowing, brushing, debris pick-up, occasional tree cutting.

Impact of Implementing Option:

Roadside appearances will deteriorate, with accumulations of debris, tall grass, and reduce visibility on rural roads as a result of not doing roadside brushing.

This maintenance activity is already underfunded, having been progressively cut back in previous budgets when Provincial road subsidies disappeared. Viewed by some as simply aesthetic, it is the source of numerous public complaints, as roadsides are viewed as an integral part of adjacent properties. The equivalent of 7 Temporary FTE's would not be hired if this option was adopted.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	12,535

Net Budget Reduction	\$ 465,310
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
P.M.25.15.00.00 WINTER MAINTENANCE

Description:
Reduce snow removal (hauling away snowbanks) by 60%.

Impact of Implementing Option:
Reduced capacity of roads as they become narrow because of snow accumulations. Reduced visibility for motorists causing potentially hazardous conditions. Retaining 40% of the snow removal budget would provide a single pick up in the various downtown cores within the City, as well as providing snow removal on exceptionally narrow streets in the Donovan and Little Italy neighbourhoods. Reduced snow removal will also impact on-street parking as residents are forced to climb over snowbanks to reach parking meters. Most of this work is performed by private truckers and seasonal employees. The equivalent of 2.4 Temporary FTE's would not be hired if this option was adopted.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	3,945

Net Budget Reduction	\$ 333,730
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
P.M.25.00.00.00 ROADS MAINTENANCE SUMMARY

Description:
Reduce general streetlighting, limiting illumination to intersections, off-the-road pathways, school zones, areas of public assembly (shopping areas, churches, halls...)

Impact of Implementing Option:						
<p>This service is not mandatory, and could be eliminated in part or in total. The proposed cost reduction impacts are "best guesses" at the present time, and could be quantified more precisely, based on Council's direction with respect to service levels.</p> <p>Annual costs for 2004 are:</p> <table style="margin-left: 40px; border: none;"> <tr> <td style="padding-right: 20px;">energy:</td> <td style="text-align: right;">\$ 899,500</td> </tr> <tr> <td style="padding-right: 20px;">maintenance:</td> <td style="text-align: right;">\$ 303,000</td> </tr> <tr> <td></td> <td style="text-align: right; border-top: 1px solid black;">\$1,202,500</td> </tr> </table> <p>For the purpose of this budget option proposal, staff suggest a 50% reduction as a starting point. Effective July 1, 2004.</p> <p>This service level reduction will decrease community security, providing additional venues for vandalism and criminal activities. Emergency response agencies will experience difficulties identifying house numbers at night.</p> <p>The work is currently performed by Greater Sudbury Utilities, under contract with the City. There will be a staffing impact at Greater Sudbury Utilities if this option is adopted.</p>	energy:	\$ 899,500	maintenance:	\$ 303,000		\$1,202,500
energy:	\$ 899,500					
maintenance:	\$ 303,000					
	\$1,202,500					

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$300,000
5 year Capital Cost Avoidance	\$400,000

NEW WAYS OF DOING BUSINESS

L.T.25.00.00.00

SADBURY TRANSIT SERVICES

Description:

In this option, Transit Service would be eliminated to Lively and Coniston effective June 1, 2004. In reviewing Transit ridership patterns and route operation costs, the Coniston and Lively routes have been identified as the two most expensive and least productive routes in the system.

Impact of Implementing Option:

Public Transportation systems are essential for a community as public transit empowers employment and community mobility and is an integral part of a community's social safety system. For many, transit is an essential service as it the only affordable transportation solution available. For non-drivers, public transportation is the only means of access to the job market, to medical appointments, to educational opportunities and to social integration. A study of transit riders conducted by the former City of Sudbury in 1999 revealed that 50% of transit riders in Sudbury had a family income of under \$25,000 and 70% of transit riders had a family income of under \$35,000. Elimination of any transit routes will have a profound and negative impact on those residents who rely on the service as their only means of transportation. Further, the elimination of these routes would also eliminate the extension of the transcab routes in Nickel Centre and Whitefish.

Data from the electronic farebox system and from the maintenance and operation of the Transit system is gathered on an ongoing basis to assess the efficiency and use of each Transit route. Two elements of route assessment are the percentage of operating costs recovered from revenues and the costs per passenger. Route operating costs recovery for 2003 range from 15.32% to 109.16%. The costs per passenger range from -\$0.10 to \$6.81.

% of operating costs recovered by user fees - Average of All Routes	48.70%
% of operating costs recovered by user fees, Lively	15.32%
% of operating costs recovered by user fees, Coniston	15.80%

Net cost per passenger per route, Lively	\$6.81
Net cost per passenger per route, Coniston	\$5.84

Annualized impact of option: \$429,880

Since Transportation Services are area rated and the former Town of Walden would cease to have transit service, taxpayers in that area would now have no tax rate for transit. The reduction of this option would be applied to the commuter rate for the other areas with this service.

On a house assessed at \$100,000 the impact on the commuter rate would be a \$.73 reduction. A house assessed at \$100,000, in the former Town of Walden, would realize a \$31.78 reduction.

Reduction in Staffing:

Full time Employee	3
Temporary & Part time (Hours)	961
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$250,760
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION

**C.S.00.00.00.00
SOLICITOR & CLERK SERVICES**

Description:

Continue with the collection process for outstanding POA fines and realize the additional revenue it provides. The collective bargaining agreement no longer allows for the extension of temporary staff for the collection of old fines. For this reason two permanent staff are required to ensure this process continues and remains profitable to the Corporation. At the point of transfer of this service from the Province to the City there were over \$6 million in outstanding receivable. Council approved a pilot program to attempt to collect these receivables. The program was extremely successful as over \$700,000 has been collected by the clerks over a 13 month period. With this direct and in-house intervention our staff ensures better recovery of outstanding fines, not just old Provincial fines but the section's more recent fines with early intervention and innovative techniques to encourage payment of fines. This program has been very successful.

Impact of Implementing Option:

The union had recently declined the extension of these two positions on a temporary basis. Without these collection clerks it will be difficult to realize any additional revenue from this area. By extending this program (was set to expire in April 2004) and converting the employees to permanent status it is expected that these two positions would be able to collect approximately \$450,000 annually. The proposed implementation date is April 1, 2004 and there would be a learning curve for the two new employees so the revenue that could be expected is \$300,000. The additional cost to convert to permanent status is \$65,000 for a net budget reduction of \$235,000.

Reduction in Staffing:

Full time Employee	(2)
Temporary & Part time (Hours)	420
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$235,000
5 year Capital Cost Avoidance	

ALTERNATE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
P.M.25.10.00.00 SUMMER MAINTENANCE

Description:
Eliminate all tree pruning, tree replacements, and new tree plantings.

Impact of Implementing Option:
This program is not mandatory and could be set aside in part or in total. The impacts would be some exposure to liability as a result of deteriorated trees, decreased beautification of the City, and runs contrary to current City environmental initiatives.
Annual: \$308,960
May 1, 2004: \$206,000
Capital: \$250,000 chipper and truck (2 units), 10 year life expectancy
This option primarily addresses trees along road rights-of-way, on municipal property, however property owners generally regard these trees as integral components of their landscaping. Most trees were planted when new subdivisions were built, and were paid for by developers, to be maintained thereafter by the City. The equivalent of 3 Temporary FTE's would not be hired if this option was adopted.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	5,415

Net Budget Reduction	\$206,000
5 year Capital Cost Avoidance	\$ 500,000

ALTERNATIVE SERVICE DELIVERY/SERVICE REDUCTION

**C.P.05.00.00.00
SUPPLIES AND SERVICES**

Description:

This Option outlines the potential closing of the Supplies and Services Section (Purchasing).

Impact of Implementing Option:

If this Option is accepted, the following services would be discontinued, out-sourced or moved to other Departments:

- one-stop contact for the selling public would be eliminated;
- internal staff assistance to Departments on procurement matters would be eliminated;
- membership in the Sudbury Regional Buying Group would end;
- corporate innovation in procurement services would be reduced (2002/2003 experienced \$2.1 million in cost avoidance).

Supplies and Services are the custodians of the City's supplies, services and capital items which make up over 40 percent or approximately \$175 million of the total Gross Budget. This Section's first and foremost obligation is to ensure the integrity in spending of the City's dollars. The Supplies and Services Section acts as the legally-authorized representative of all others in the City in dealing with every firm providing or aspiring to provide supplies and services to the City. The loss of this Section would mean the end to one-stop contact for the selling public, and make the City more vulnerable to inconsistencies within the procurement process. The loss of this Section and the central control that it provides, and the resulting de-centralization of purchasing to all Departments/Divisions/Sections within the City would mean:

- cost increases due to duplication and less volume discounts;
- inconsistency in the application and interpretation of the City's Purchasing By-Law with the potential for additional legal actions and costs;
- the loss of corporate innovation in the procurement process; i.e. Blanket PO's, Procurement Cards, On-Line Tendering, Award-Winning Web Site, Membership in the Sudbury Regional Buying Group, to mention a few;
- the loss of any internal expertise in commercial specifications, and the potential offsetting increase in outside purchases for expertise. Recent efficiencies and/or cost avoidances enacted by this Section over the last 18 month; i.e. On-Line Tendering, Sudbury Regional Buying Group - diesel, gas, IT contracts, have resulted in \$2.1 million in cost avoidance. These types of initiatives could be lost in the future;
- lack of standardization of products which could lead to increased inventory and service costs;

- no central control of Contracts, Blanket Orders and Purchase Orders will create confusion internally and externally, and be an audit concern;
- increased workload in Accounts Payable.

As it is difficult to cost many of the items listed, it is fair to assume that had this Section not existed in 2002/2003, the City's costs would have, at the least, been \$2.1 million higher for a net expenditure increase of \$1.7 million. However, if one:

- Disregards these benefits;
- Assumes that all six Employees currently in Supplies and Services are laid off or placed within existing vacancies and there are no Employee severances;
- Assumes that there are no additional costs related to Contracted Services;
- Assumes that there are no additional costs related to inventory/product maintenance; and
- Assumes that there are no additional legal costs,

the Net Budget reduction of a July 2004 implementation date is \$205,937. The annualized maximum Net Budget Impact is \$411,875. However, if you factor in the benefits experienced over the last 12-14 months, this reduction quickly becomes a net increase of \$1,688,000.'

Reduction in Staffing:	
Full time Employee	6
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$205,937
5 year Capital Cost Avoidance	



ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
P.A.07.00.00.00 EARTHCARE SUDBURY

Description:
Eliminate the City's participation in the EarthCare Sudbury initiative.

Impact of Implementing Option:
The City has taken a lead role in this environmental initiative, co-ordinating the participation and contributions of the community partners. Without the City's participation, this community initiative would have to be taken up by some other body or institution (University, College, EarthCare Foundation).

Annual Impact: \$234,467

Implementation date May 1, 2004

One Permanent position would be eliminated if this option is adopted.

Reduction in Staffing:	
Full time Employee	1
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$156,300
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION
L.R.80.00.00.00
COMMUNITY ARENAS/CENTRES

Description:

This option applies the average direct operation cost recovery rate of 65% to youth user fees. Traditional rates of arena cost recovery varied by municipality and were as high as 75-80% in the former City of Sudbury. Currently, municipal arenas recover 61.3% of operating costs from user fees. While there are no privately operated arenas in the City of Greater Sudbury, there are many communities which are moving increasingly to privatization of ice which includes the recovery of 100% of operating and capital costs of the facility and includes a profit margin on ice rentals. The Greater Toronto Hockey League is paying \$140 per hour in municipal arenas and \$240 per hour in private arenas. While there is high individual benefit from participation in ice sports, particularly for adult ice users, arenas also have a community health and social value and therefore the options developed continue to provide balance between municipal support and arena user fees.

Impact of Implementing Option:

The primary impact of implementing this option will be the increase in the costs of ice rentals. For ice users who participate on hockey and ringette teams or who compete in figure skating, ice rental fees are only one portion of the participant's costs which include transportation to the arena, equipment, coaching and training programs and for those who participate at the competitive level, travel and accommodation. This suggests that many ice users have the ability to pay a larger proportion of ice costs. Ensuring the continuance of a low cost public skating program ensures affordable access to arenas for those with limited ability to pay. Based on 900,000 participant visits to arenas in 2003, the impact of the proposed ice rental fee increase is \$0.41 per participant visit. This option provides for an increase in ice time revenues at the 13 municipal arenas including the Sudbury Arena. As previously directed by Council, Tier I and Tier II ice user rates will be fully harmonized by 2006.

Community Arenas	2003/2004 Base Fees	65% Direct Cost Recovery 2004/2005 Fee Increases
	<u>Youth Prime</u>	<u>Youth Prime</u>
a) Former City of Sudbury Community Arenas [Carmichael, McClelland, Countryside, Cambrian]	90.25	102.25
b) TM Davies, Centennial, Raymond Plourde, Chelmsford, Dr. Edgar Leclair C.C., Garson, Coniston	81.71	94.37
c) Capreol	68.07	79.56
d) Jim Coady	55.04	69.32
e) Sudbury Arena	101.97	112.25

The implementation date for this option is September 1, 2004. [G.S.T. is not included in the ice time hourly rates].
Annualized impact of this option: \$267,465

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$138,990
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION

**L.R.80.00.00.00
COMMUNITY ARENAS/CENTRES**

Description:

This option applies the average direct operation cost recovery rate of 70% to youth user fees. Traditional rates of arena cost recovery varied by municipality and were as high as 75-80% in the former City of Sudbury. Currently, municipal arenas recover 61.3% of operating costs from user fees. While there are no privately operated arenas in the City of Greater Sudbury, there are many communities which are moving increasingly to privatization of ice which includes the recovery of 100% of operating and capital costs of the facility and includes a profit margin on ice rentals. The Greater Toronto Hockey League is paying \$140 per hour in municipal arenas and \$240 per hour in private arenas. While there is high individual benefit from participation in ice sports, particularly for adult ice users, arenas also have a community health and social value and therefore the options developed continue to provide balance between municipal support and arena user fees.

Impact of Implementing Option:

The primary impact of implementing this option will be the increase in the costs of ice rentals. For ice users who participate on hockey and ringette teams or who compete in figure skating, ice rental fees are only one portion of the participant's costs which include transportation to the arena, equipment, coaching and training programs and for those who participate at the competitive level, travel and accommodation. This suggests that many ice users have the ability to pay a larger proportion of ice costs. Ensuring the continuance of a low cost public skating program ensures affordable access to arenas for those with limited ability to pay. Based on 900,000 participant visits to arenas in 2003, the impact of the proposed ice rental fee increase is \$0.84 per participant visit. This option provides for an increase in ice time revenues at the 13 municipal arenas including the Sudbury Arena. As previously directed by Council, Tier I and Tier II ice user rates will be fully harmonized by 2006.

Community Arenas	2003/2004 Base Fees	70% Direct Cost Recovery 2004/2005 Fee Increases
	Youth Prime	Youth Prime
a) Former City of Sudbury Community Arenas [Carmichael, McClelland, Countryside, Cambrian]	90.25	115.25
b) TM Davies, Centennial, Raymond Plourde, Chelmsford, Dr. Edgar Leclair C.C., Garson, Coniston	81.71	107.03
c) Capreol	68.07	91.05
d) Jim Coady	55.04	83.60
e) Sudbury Arena	101.97	125.25

The implementation date for this option is September 1, 2004. [G.S.T. is not included in the ice time hourly rates].
Annualized impact of this option: \$276,520

Reduction in Staffing:

Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$151,120
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION

L.R.80.00.00.00
COMMUNITY ARENAS/CENTRES

Description:

This option applies the average direct operation cost recovery rate of 65% to adult user fees. Traditional rates of arena cost recovery varied by municipality and were as high as 75-80% in the former City of Sudbury. Currently, municipal arenas recover 61.3% of operating costs from user fees. While there are no privately operated arenas in the City of Greater Sudbury, there are many communities which are moving increasingly to privatization of ice which includes the recovery of 100% of operating and capital costs of the facility and includes a profit margin on ice rentals. The Greater Toronto Hockey League is paying \$140 per hour in municipal arenas and \$240 per hour in private arenas. While there is high individual benefit from participation in ice sports, particularly for adult ice users, arenas also have a community health and social value and therefore the options developed continue to provide balance between municipal support and arena user fees.

Impact of Implementing Option:

The primary impact of implementing this option will be the increase in the costs of ice rentals. For ice users who participate on hockey and ringette teams or who compete in figure skating, ice rental fees are only one portion of the participant's costs which include transportation to the arena, equipment, coaching and training programs and for those who participate at the competitive level, travel and accommodation. This suggests that many ice users have the ability to pay a larger proportion of ice costs. Ensuring the continuance of a low cost public skating program ensures affordable access to arenas for those with limited ability to pay. Based on 900,000 participant visits to arenas in 2003, the impact of the proposed ice rental fee increase is \$0.41 per participant visit. This option provides for an increase in ice time revenues at the 13 municipal arenas including the Sudbury Arena. As previously directed by Council, Tier I and Tier II ice user rates will be fully harmonized by 2006.

Community Arenas	2003/2004 Base Fees	65% Direct Cost Recovery 2004/2005 Fee Increases
	<u>Adult Prime</u>	<u>Adult Prime</u>
a) Former City of Sudbury Community Arenas [Carmichael, McClelland, Countryside, Cambrian}	142.23	155.23
b) TM Davies, Centennial, Raymond Plourde, Chelmsford, Dr. Edgar Leclair C.C., Garson, Coniston	117.04	135.30
c) Capreol	92.16	104.18
d) Jim Coady	86.02	97.58
e) Sudbury Arena	151.81	165.23

The implementation date for this option is September 1, 2004. [G.S.T. is not included in the ice time hourly rates].
 Annualized impact of this option: \$97,570

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$55,880
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION
L.R.80.00.00.00 COMMUNITY ARENAS/CENTRES

Description:

This option applies the average direct operation cost recovery rate of 70% to adult user fees. Traditional rates of arena cost recovery varied by municipality and were as high as 75-80% in the former City of Sudbury. Currently, municipal arenas recover 61.3% of operating costs from user fees. While there are no privately operated arenas in the City of Greater Sudbury, there are many communities which are moving increasingly to privatization of ice which includes the recovery of 100% of operating and capital costs of the facility and includes a profit margin on ice rentals. The Greater Toronto Hockey League is paying \$140 per hour in municipal arenas and \$240 per hour in private arenas. While there is high individual benefit from participation in ice sports, particularly for adult ice users, arenas also have a community health and social value and therefore the options developed continue to provide balance between municipal support and arena user fees.

Impact of Implementing Option:

The primary impact of implementing this option will be the increase in the costs of ice rentals. For ice users who participate on hockey and ringette teams or who compete in figure skating, ice rental fees are only one portion of the participant's costs which include transportation to the arena, equipment, coaching and training programs and for those who participate at the competitive level, travel and accommodation. This suggests that many ice users have the ability to pay a larger proportion of ice costs. Ensuring the continuance of a low cost public skating program ensures affordable access to arenas for those with limited ability to pay. Based on 900,000 participant visits to arenas in 2003, the impact of the proposed ice rental fee increase is \$0.41 per participant visit. This option provides for an increase in ice time revenues at the 13 municipal arenas including the Sudbury Arena. As previously directed by Council, Tier I and Tier II ice user rates will be fully harmonized by 2006.

Community Arenas	2003/2004 Base Fees	70% Direct Cost Recovery 2004/2005 Fee Increases
	<u>Adult Prime</u>	<u>Adult Prime</u>
a) Former City of Sudbury Community Arenas [Carmichael, McClelland, Countryside, Cambrian]	142.23	172.23
b) TM Davies, Centennial, Raymond Plourde, Chelmsford, Dr. Edgar Leclair C.C., Garson, Coniston	117.04	153.58
c) Capreol	92.16	122.16
d) Jim Coady	86.02	109.14
e) Sudbury Arena	151.81	182.23

The implementation date for this option is September 1, 2004. [G.S.T. is not included in the ice time hourly rates].
Annualized impact of this option: \$110,885

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$68,645
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
P.M.15.15.00.00 WATER TREATMENT

Description:
Eliminate the fluoridation of drinking water.

Impact of Implementing Option:
<p>Fluoridation of public water supplies is totally voluntary. It is a public health issue, with two opposing viewpoints. While fluoride is recognized as a significant deterrent to dental cavities, there are emerging, but as yet unproven studies that suggest it causes cancers. The City could abandon its fluoridation program, for an annual cost savings of \$200,000. The savings emanate from the chemical, equipment maintenance costs, and laboratory analysis costs.</p> <p>Annual: \$200,000</p> <p>May 1, 2004: \$133,300</p> <p>Note: the budget reduction would be passed on through water rate reductions in the order of 0.5%, with no levy impact. This will result in a reduction in water and wastewater rates in 2005.</p>

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$0
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
P.M.25.10.00.00 SUMMER MAINTENANCE

Description:

Eliminate all dust control on gravel roads.

Impact of Implementing Option:

Public complaints about dust in rural areas. The use of calcium chloride as a dust suppressant also improves the riding surface of roads, helping to control washboard conditions.

The City has about 200 km's of loose-top gravel roads. In recent years, some surface treated roads have been converted back to gravel roads because of funding shortfalls. Dust control requirements are closely related to weather conditions. During a wet summer, dust control requirements are minimized. In other dry years, dust suppressment applications are needed monthly. All of this work is outsourced to commercial tanker-truck operators under the supervision of Public Works Forepersons.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	132

Net Budget Reduction	\$ 119,050
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION

P.M.25.15.00.00
WINTER MAINTENANCE

Description:

Reduce winter sidewalk plowing and sanding by 50%, by eliminating 1/2 of winter maintained sidewalks.

Impact of Implementing Option:

Safety concerns for pedestrians as well as motorists. The retained 50% of sidewalks would be in the downtown cores, and areas adjacent to Hospitals and schools.

The annualized effect is \$184,000.

This option will be effective for the second part of the winter season (Nov & Dec/04).

Winter sidewalk maintenance is a very contentious issue for many residents. In years past, the former City of Sudbury cut back on sidewalk maintenance as a budget reduction measure. The criteria employed was two-fold: where streets were wide enough to accommodate both vehicles and pedestrians, sidewalk plowing was abandoned. On other streets, only one sidewalk was plowed, alternating every winter from side to side. In outlying areas, only the downtown cores are maintained, with a few exceptions around schools, retail areas, and seniors' accommodations. The equivalent of 1.6 Temporary FTE's would not be hired if this option was adopted.

Reduction in Staffing:

Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	2,731

Net Budget Reduction	\$ 92,000
5 year Capital Cost Avoidance	

ONE TIME OFFSETS
R.O.05.00.00.00 SHARE OF PUBLIC HEALTH

Description:
Fund the City portion of the West Nile Virus program, if expenditures are incurred, from City reserves.

Impact of Implementing Option:
The net levy will decrease by \$92,000 and an equal amount must be committed from existing reserve funds. The actual reserve will be determined once 2003 has been finalized and 2004 budget decisions have been made.
If the program is not undertaken in 2004, the reserve fund can remain committed to a West Nile Virus program in future years.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$92,000
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION

**Q.F.01.00.00.00
FIRE SERVICES BASE COST**

Description:

Implement a charge for fire false alarms. The CGS Fire Service responds to 4,000 plus calls annually for assistance. Approximately 30 % are false alarms. In 2002 there were 1,017 false alarms and in 2003 at the end of November there were 947 to date. If the Fire Service is allowed to charge for these alarms (after a set minimum of free responses) there could be some potential revenue. The added benefit is that property owners should be more inclined to maintain their alarm systems and as such there may be a corresponding decrease in these responses. These fines would be levied against the property owner, who is legally responsible for maintenance of the alarm systems.

Additionally, if a property is having a fire alarm test and they do not notify fire dispatch and as a result the Fire Service is dispatched then a fine system should be implemented. Other communities are doing this and fining in the \$500 - \$1,000 range. It is not possible at this time to determine the number of calls where this is the case since the statistics we currently reflect do not capture this information. There will be changes to the data records management system in the near future.

Impact of Implementing Option:

Fire Departments in this province normally charge out their vehicles based on Ministry of Transport (M.T.O.) rates of \$350 per truck for the first hour and \$175 per truck for every subsequent hour. This costing structure has been set in place by the provincial government to allow for charges to the province for calls on provincial highways and the formula has been extended as the norm for Fire Department charge outs.

Using the 2002 figures, if we say 10 % of the false alarms as being chargeable, then the revenue generated would be:

2002 false alarms = 1,017. Assume 10 % can be charged

The normal response by the CGS Fire Service (and the industry in general) for a structural fire or alarm is two pumpers, an aerial and a rescue unit. Using M.T.O. rates, this is 4 vehicles times \$350 = \$1,400 per false alarm that is chargeable. Therefore \$1,400 times 102 alarms = \$142,800.

There is a potential negative impact, in that some property owners may disconnect problematic alarm systems rather than maintaining them. This is against the Ontario Fire Code. However, if there is an annual fire prevention inspection and the owner disconnects immediately thereafter, the Fire Service may not know they have been disconnected and thus could not be in a position of ordering the alarms to be operational until the following year's annual fire prevention inspection. In the event of a real fire and these early detection systems are not functioning, there could be an increase in the size of the fire before it is detected and thus there could be some higher levels of property damage. Note however, that after a large fire it is the policy of the CGS Fire Service to check out the structure for any code violations against the Ontario Fire Code. If it is indicated at that time that a disconnected alarm system exists, there would be Fire Marshall's orders written against that property and there may be fines assessed as a result.

The annualized revenue associated with implementation of this option is \$142,800 and if approved by Council, the anticipated effective implementation date would be June 1, 2004 with anticipated revenues of \$83,300 for the current year

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$ 83,300
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION

L.R.70.00.00.00

WATERFRONT/POOLS PROGRAM

Description:

This option would recover an average of 50% of community pools direct operating costs and would phase in the standardization of user fees by fall 2006. Traditionally, the former City of Sudbury Pools recovered 50% of operating costs from user fees, however user fees have not kept pace with operating cost increases. The Gatchell pool recovers 38% and Nickel District pool recovers 43% costs from user fees. Members of the Howard Armstrong Recreation Centre were not charged for swimming lessons.

Impact of Implementing Option:

The primary impact of implementing this option will be the increase in the costs of programs and rentals. Recognizing that it is important that the City maintain affordable recreation by maintaining minimum cost public programs the user fee model developed maintains affordable access through public swimming while lessons and rentals are charged at a higher rate to those who choose to participate in more comprehensive and costly programming. All lessons would be harmonized to 8 week programs.

	Gatchell & Nickel District				Howard Armstrong			
	Current	2004	2005	2006	Current	2004	2005	2006
Lesson Costs	45.00	49.35	53.70	58.00	38.50	45.00	51.50	58.00
Aquacise, Aquatherapy and Aquamasters	46.00	50.00	54.00	58.00	45.76	49.90	54.00	58.00
Public Swims								
Children/Student	2.75	2.75	2.75	2.75	1.75	2.75	2.75	2.75
Family	7.00	7.00	7.00	7.00	6.00	7.00	7.00	7.00
Seniors	2.75	2.75	2.75	2.75	1.75	2.75	2.75	2.75
Adult	3.25	3.25	3.25	3.25	2.50	3.25	3.25	3.25
Pool Rentals (includes 2 lifeguards)								
1 Hour	81.75	87.85	93.95	100.00	67.00	78.00	89.00	100.00

The implementation date for this option is June 1, 2004.

Annualized impact of this option: \$46,380

Reduction in Staffing:

Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$26,900
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION

L.R.70.00.00.00

WATERFRONT/POOLS PROGRAM

Description:

This option would an average of 50% of community pools direct operating costs and standardize user fees for Gatchell, Nickel District and Howard Armstrong Recreation Centre pools in 2004. Traditionally, the former City of Sudbury Pools recovered 50% of operating costs from user fees, however user fees have not kept pace with operating cost increases. The Gatchell pool recovers 38% and Nickel District pool recovers 43% costs from user fees. Members of the Howard Armstrong Recreation Centre were not charged for swimming lessons.

Municipally owned pools are operated in competition with the pools at the YMCA and Laurentian University. The City's current rates are lower than those charged by the YMCA and Laurentian University and by many other municipalities.

Impact of Implementing Option:

The primary impact of implementing this option will be the increase in the costs of programs and rentals. Recognizing that it is important that the City maintain affordable recreation by maintaining minimum cost public programs the user fee model developed maintains affordable access through public swimming while lessons and rentals are charged at a higher rate to those who choose to participate in more comprehensive and costly programming. All lessons would be harmonized to 8 week programs.

	Gatchell & Nickel District		Howard Armstrong		L.U.	YMCA
	Current	2004	Current	2004		
Lesson Costs	45.00	58.00	38.50	58.00	55.00	Varies
Aquacise, Aquatherapy and Aquamasters	46.00	58.00	45.76	58.00		
Public Swims						
Children/Student	2.75	2.75	1.75	2.75		
Family	7.00	7.00	6.00	7.00	11.50	12.00
Seniors	2.75	2.75	1.75	2.75		
Adult	3.25	3.25	2.50	3.25	5.75	6.00
Pool Rentals (includes 2 lifeguards)						
1 Hour	81.75	100.00	67.00	100.00	91.97	100.00

The implementation date for this option is June 1, 2004.

Annualized impact of this option: \$72,700

Reduction in Staffing:

Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$42,640
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION

L.R.70.00.00.00

WATERFRONT/POOLS PROGRAM

Description:

This option would recover an average of 50% of community pools direct operating costs and would standardize user fees for the Onaping Falls pool by the fall of 2006. Traditionally, the former City of Sudbury Pools recovered 50% of operating costs from user fees, however user fees have not kept pace with operating cost increases. The Gatchell pool recovers 38% and Nickel District pool recovers 43% costs from user fees. The Onaping Falls Pool recovers 8% of operating costs from user fees as there is no charge for public swimming and lessons are relatively inexpensive. Members of the Howard Armstrong Recreation Centre were not charged for swimming lessons.

Municipally owned pools are operated in competition with the pools at the YMCA and Laurentian University. The City's current rates are lower than those charged by the YMCA and Laurentian University and by many other municipalities.

Impact of Implementing Option:

The primary impact of implementing this option will be the increase in the costs of programs and rentals. Recognizing that it is important that the City maintain affordable recreation by maintaining minimum cost public programs the user fee model developed maintains affordable access through public swimming while lessons and rentals are charged at a higher rate to those who choose to participate in more comprehensive and costly programming. All lessons would be harmonized to 8 week programs.

	<u>Current</u>	<u>Onaping Falls</u>		
		<u>2004</u>	<u>2005</u>	<u>2006</u>
Lesson Costs	32.75	41.25	49.75	58.00
Aquacise, Aquatherapy and Aquamasters	32.75	41.25	49.75	58.00
Public Swims				
Children/Student	Free	2.75	2.75	2.75
Family	Free	7.00	7.00	7.00
Seniors	Free	2.75	2.75	2.75
Adult	Free	3.25	3.25	3.25
Pool Rentals (includes 2 lifeguards)				
1 Hour	26.00	34.00	42.00	50.00

The implementation date for this option is June 1, 2004.

Annualized impact of this option: \$10,220

Reduction in Staffing:

Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$6,132
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION
L.R.70.00.00.00 WATERFRONT/POOLS PROGRAM

Description:

This option would recover an average of 50% of community pools direct operating costs and would standardize user fees by 2004 for the Onaping Falls Pool. Traditionally, the former City of Sudbury Pools recovered 50% of operating costs from user fees, however user fees have not kept pace with operating cost increases. The Gatchell pool recovers 38% and Nickel District pool recovers 43% costs from user fees. The Onaping Falls Pool recovers 8% of operating costs from user fees as there is no charge for public swimming and lessons are relatively inexpensive. Members of the Howard Armstrong Recreation Centre were not charged for swimming lessons.

Municipally owned pools are operated in competition with the pools at the YMCA and Laurentian University. The City's current rates are lower than those charged by the YMCA and Laurentian University and by many other municipalities.

Impact of Implementing Option:

The primary impact of implementing this option will be the increase in the costs of programs and rentals. Recognizing that it is important that the City maintain affordable recreation by maintaining minimum cost public programs the user fee model developed maintains affordable access through public swimming while lessons and rentals are charged at a higher rate to those who choose to participate in more comprehensive and costly programming. Due to its very small capacity, the proposed Onaping Falls rental rate is lower than that at other pools. All lessons would be harmonized to 8 week programs.

	Onaping Falls	
	<u>Current</u>	<u>2004</u>
Lesson Costs	32.75	58.00
Aquacise, Aquatherapy and Aquamasters	32.75	58.00
Public Swims		
Children/Student	Free	2.75
Family	Free	7.00
Seniors	Free	2.75
Adult	Free	3.25
Pool Rentals (includes 2 lifeguards)		
1 Hour	26.00	50.00

The implementation date for this option is June 1, 2004.
Annualized impact of this option: \$7,045

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$4,090
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION
L.R.70.00.00.00
WATERFRONT/POOLS PROGRAM

Description:

This option would recover 60% of community pools direct operating costs and standardize user fees. Traditionally, the former City of Sudbury Pools recovered 50% of operating costs from user fees, however user fees have not kept pace with operating cost increases. The Gatchell pool recovers 38% and Nickel District Pool recovers 43% costs from user fees. The Onaping Falls Pool recovers 8% of operating costs from user fees as there is no charge for public swimming and lessons are relatively inexpensive. Members of the Howard Armstrong Recreation Centre were not charged for swimming lessons.

Municipally owned pools are operated in competition with the pools at the YMCA and Laurentian University. The City's current rates are lower than those charged by the YMCA and Laurentian University and by many other municipalities.

Impact of Implementing Option:

The primary impact of implementing this option will be the increase in the costs of programs and rentals. Recognizing that it is important that the City maintain affordable recreation by maintaining minimum cost public programs the user fee model developed maintains affordable access through public swimming while lessons and rentals are charged at a higher rate to those who choose to participate in more comprehensive and costly programming. Due to its very small capacity, the proposed Onaping Falls rental rate is lower than that at other pools. All lessons would be harmonized to 8 week programs.

	Gatchell & Nickel District		Onaping		Howard Armstrong		L.U.	YMCA
	<u>Current</u>	<u>Proposed</u>	<u>Current</u>	<u>Proposed</u>	<u>Current</u>	<u>Proposed</u>		
Lesson Costs	45.00	75.00	32.75	75.00	38.50	75.00	55.00	Varies
Aquacise, Aquatherapy and Aquamasters	46.00	75.00	32.75	75.00	45.76	75.00		
Public Swims								
Children/Student	2.75	2.75	Free	2.75	1.75	2.75		
Family	7.00	7.00	Free	7.00	6.00	7.00	11.50	12.00
Seniors	2.75	2.75	Free	2.75	1.75	2.75		
Adult	3.25	3.25	Free	3.25	2.50	3.25	5.75	6.00
Pool Rentals (includes 2 lifeguards)								
1 Hour	81.75	100.00	26.00	50.00	67.00	100.00	91.97	100.00

The implementation date for this option is June 1, 2004.
Annualized impact of this option: \$136,700

Reduction in Staffing:

Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$79,740
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION

L.T. 20.05.00.00
CROSSING GUARDS

Description:

This option would see the deletion, at the end of this school year, of the ten school crossing guard locations which do not meet the warrant criteria approved by Council. A review of the School Crossing Guard Service has determined that a significant number of the current 42 crossing locations have student counts that fall well below the approved minimum as indicated in the Council approved School Crossing Guard Policy. A school crossing location is predicated on the warrant criteria recommendations of the Ministry of Transportation which include: numbers of children crossing; gap times; sight lines; and vehicular traffic flow and speed.

Impact of Implementing Option:

There are some locations in which the number of children crossing do not meet the warrant criteria established by Council; however the sites have been retained as vehicular traffic flow is heavy and often exceeds the posted speed limit. Generally, all of these locations have adequate sight lines and some are at signalized intersections. Locations that are not at a regulated stop, such as mid-block intersections, may pose a safety risk to the children crossing, as the children must then determine a suitable gap in traffic to cross the roadway safely.

The following is a list of school crossing locations which fall below the warrant criteria:

	Counts		Policy Criteria		Counts		Policy Criteria
	<u>am</u>	<u>pm</u>			<u>am</u>	<u>pm</u>	
Main & 6th Lively	10	20	40	Notre Dame & Legault, Hanmer	10	10	40
Dennie & Kelly Capreol	8	10	40	Second & Concession, Coniston	14	9	40
Garson/Coniston/Falconbridge Rd	8	15	40	School & Godfrey, Copper Cliff	10	15	40
Holland & Woodbine	10	14	40	Lasalle & Auger	15	20	40
Atlee & Gemmell	11	15	40	Frood & Lansdowne	10	15	40

Counts are based on City of Greater Sudbury observation at the crossing location which may include children eligible for bus transportation and may not include children who are deemed by the Boards to walk but are driven to school. If this option is approved, these school crossing locations would be eliminated at the end of the 2003-2004 school year.

Annualized impact of this option: \$51,810

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	1,560
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$21,050
5 year Capital Cost Avoidance	

ALTERNATE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
L.T.20.05.00.00 CROSSING GUARDS

Description:

Under this option, the City of Greater Sudbury would eliminate the school crossing guard service at the end of the current school year. Responsibility for student transportation lies with the School Boards. Responsibility for the safe travel of children to school would fall to the Sudbury Student Services Consortium, parents, and the children themselves.

Impact of Implementing Option:

Responsibility for student transportation to and from the school lies with the School Boards and is currently provided by the Sudbury Student Services Consortium. The City of Greater Sudbury has elected to provide school crossing guard service to the children of the community even though the service is not a legislative requirement. Currently, the City of Greater Sudbury provides service at forty-two locations. In recent years, we have witnessed a decline in the number of children who walk to school and make use of the School Crossing Guard service and we are aware of the fact that some of the children who are using the service are eligible for busing but are choosing to walk.

While we have been provided with some information from the consortium related to the numbers of children who are designated walkers, we have used our own on site counts of children crossing to monitor use of this service. Our counts indicate that fewer children are walking to school each year and thus fewer children are using the service. More children are being bused to school and in certain neighbourhoods, children are routinely driven to school. While crossing locations are strategically placed along the routes determined by the Consortium to be the safest walking route to school, not all children who walk take the recommended route to school and utilize the crossing locations.

If this option is accepted, the school crossing guard service would be eliminated at the end of the 2003-2004 school year. This would allow time for staff to work with the Sudbury Student Services Consortium to develop safety awareness programs for students who walk to school. Further, it would give the School Boards, through the Sudbury Student Services Consortium time to determine if they wish the City of Greater Sudbury to continue providing this service, with the cost of the service being charged back to the Sudbury Student Services Consortium. Should the Sudbury Student Services Consortium wish to continue the service and pay for the service, the City of Greater Sudbury would accommodate this request.

Annualized impact of option: \$183,610

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	5,160
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$74,590
5 year Capital Cost Avoidance	

NEW WAYS OF DOING BUSINESS
E.P.00.00.00.00 PLANNING & DEVELOPMENT

Description:

This Option would see reducing this staff complement from 6 full time By-Law Officers to 4 full time Officers.

There are currently 6 By-Law Enforcement Officers each responsible for a Ward in the City. These Officers are responsible for ensuring the by-laws enacted by Council are adhered to, i.e.; Property Standards, Zoning, Licencing, Smoking, Taxi By-law, etc.

Impact of Implementing Option:

As a result of amalgamation and increase in workload, Council approved a staff increase for the By-Law Enforcement Section.

Currently there are six By-Law Enforcement Officers each assigned to one of the six wards. Each ward averages a population of 26,000 and each Officer responds to an average of 1,600 complaints yearly. One By-Law Officer per ward system was designed for efficiency and quality of service. Councillors have access to their respective By-Law Officers by way of e-mail or cell phone and Councillors are kept aware of important issues affecting their wards.

A reduction of Officers translate into slower response times, less pro-active enforcement, citizen dissatisfaction with service, more calls to Councillors, by-laws not enforced and a decrease in revenue. Complaints would be anticipated to increase to over 2,000 per Officer. Annual revenues are anticipated to decrease approximately \$25,000 - \$30,000.

Annual Effect	\$142,000
Effective May 1, 2004	94,000
Less Revenue	<u>(20,000)</u>
	<u>\$74,000</u>

Reduction in Staffing:	
Full time Employee	2
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$74,000
5 year Capital Cost Avoidance	

E-GOVERNMENT TECHNOLOGY
L.P.00.00.00.00 PUBLIC LIBRARIES/CITIZEN SERVICES SUMMARY

Description:

Implement an automated attendant telephone service for the Call Centre at Tom Davies Square.

The City of Greater Sudbury currently has a Call Centre located at Tom Davies Square to provide citizens first class telephone service. This option proposes the reduction of staffing and services in the Call Centre and the implementation of an automated attendant to answer calls to 671-CITY. Replacing the Call Centre with an automated telephone system would reduce staffing to three (3) full time employees and one (1) casual part time employee from the current complement of five (5) full time employees and one (1) casual part time employee. Call Centre staff not only provide first point of contact telephone service for the City of Greater Sudbury but also provide call resolution to frequently asked questions about all departments. 40% of queries pertaining to tax or leisure were answered directly by call centre staff.

Impact of Implementing Option:

This option would result in several major changes in the way City staff greet telephone customers and in the way information is given out to callers.

- 1) Callers would be greeted by an automated message. According to a survey of citizens conducted in September, 2003, 91% of callers would prefer to be initially greeted by a live person.
- 2) Callers would need to have some knowledge of the City's departments and its operating structure since they would have to choose a service area from a menu system. Because of the complexity of the many services offered by the City, this menu would have to be 'treed down' through several menu levels.
- 3) Three (3) staff would be kept in the Call Centre to act as the "0" option or callers will invariably get voice mail, a wrong department, need secondary information elsewhere, or will opt to press "0" rather than a menu option.
- 4) There is a high probability that callers would experience longer waits in reaching City staff directly.

In 2003, the Call Centre answered 367,636 calls and meets the call centre industry standard threshold of answering 80% of calls within 20 seconds. Call Centre staff continue to increase the number of questions they can answer directly, without transferring the call. In 2003, Call Centre staff answered 28,843 questions without transfer to departments.

The implementation date for this option is May 1, 2004.
Annualized impact of this option: \$105,000

Reduction in Staffing:	
Full time Employee	2
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$70,000
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
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P.W.00.00.00.00 WASTE MANAGEMENT SUMMARY

Description:

Eliminate the "Clean Up Greater Sudbury" program introduced in 2002.
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Impact of Implementing Option:

This program was introduced in 2002 in response to littering in public places. This initiative supports various programs such as public education in schools, Adopt-A-Road, Adopt-A-Spot, Adopt-A-Litter Bin, investigations into illegal littering and garbage dumping.
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Annual:	\$101,248
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May 1, 2004	\$ 67,500
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As highlighted during the Public Input sessions, littering is of great concern. The Public response indicates we should do more clean-up and education, not less. A Permanent position would be eliminated if this option is adopted.

Reduction in Staffing:	
Full time Employee	1
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$67,500
5 year Capital Cost Avoidance	

NEW WAYS OF DOING BUSINESS

L.P.10.00.00.00

MUSEUMS, LOCAL HISTORY AND ARCHIVES

Description:

This option would close the four municipal museum sites, eliminate the grant to the Capreol Railway Museum and end the municipality's involvement in the preservation and presentation of local history.

Impact of Implementing Option:

Heritage museums are repositories of our collective memory, preserving and presenting our material culture and acting as heritage trustees. It is through these institutions that we learn how our community developed and gain an understanding of who we are. Museums record and document change in our community, allowing us to measure progress and chart our future. Writing in the "Sudbury Journal" on March 5, 1891, James Orr described Sudbury as *the bull's eye of a great new district of Canadian territory . . . Though not yet an incorporated village, Sudbury . . . has a splendid future before it.* The loss of this type of knowledge of our past would have a profound impact on the community, diminishing the community quality of life and make it increasingly difficult for the young people in the community to understand their past and build their futures.

The Anderson Farm, Copper Cliff, Flour Mill and Rayside Balfour museums would be closed and the 6,300 historical artifacts in the museum collections would have to be dispersed. The historical buildings located on these properties would no longer be accessible to the public and decisions would have to be made as to the future of these properties. Programming which includes school visits, support for the heritage fair, heritage celebrations and activities would be eliminated. The status of the \$97,000 Connect Ontario grant to create a Virtual Museum could be jeopardized.

Total Visitors 3,025 - cost per visit \$43.27

Annualized savings of this option: \$104,122

Based on a June 1 implementation date the savings in 2004 would be \$60,740.

Reduction in Staffing:

Increase Full time Employees	1
Temporary & Part time (Hours)	3,220
Reduce Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$60,740
5 Year Capital Cost Avoidance	\$10,000

NEW WAY OF DOING BUSINESS

L.P.10.00.00.00

MUSEUM/LOCAL HISTORY & ARCHIVES

Description:

Relocate the Rayside Balfour Museum.

The City of Greater Sudbury currently operates four museums, one of which is the Rayside Balfour Museum located at the Lionel E. Lalonde Centre in Azilda. This option would have the Museum relocated, upon consultation with the former Rayside Balfour Centennial Historical Committee and the Heritage Museum Advisory Board, to the Chelmsford Library/Citizen Centre or another Rayside Balfour location by June 2004.

Impact of Implementing Option:

The Rayside Balfour Museum was created in 2000 to promote the heritage of the former town of Rayside Balfour. The museum offers exhibits on pioneer life and a collection of books written by local authors. The museum is located in the Lionel E. Lalonde Centre in Azilda and can be viewed by appointment only. The museum has never had good attendance primarily because of its location and the fact that it is not staffed. In the past two years, attendance has only been 65 and 158 visitors for the years 2002 and 2003 respectively. To further compound the issue of remaining at this location, the Lionel E Lalonde Centre has advised that the current rent of \$3,600 per annum will be increased 60% to \$5,750 in 2004 and will triple to \$10,350 per annum by 2006, as per the Council directive on cost recoveries at this facility.

This option proposes relocating the Museum to the Chelmsford Library/Citizen Service Centre or another Rayside Balfour location by July 2004. This would allow staff the necessary time to consult with the Rayside Balfour Centennial Heritage Committee who were responsible for the creation of the museum and with the Heritage Museum Advisory Board as to the best location, within that community for the museum.

For the information of Council, the Chelmsford Library/Citizen Service Centre is open to the public 65 hours per week and receives approximately 85,000 visitors a year accessing either library or municipal services. In addition, because the building is owned by the City and managed by Citizen Services staff, there will be no rent costs and the collections will be available whenever the CSC/Library is open. The relocation of the museum to the Citizen Service Centre or another location in the community will ensure that there is a year round presence for the museum and the intended purpose of the museums collections are viewed and accessible to as many local residents as possible.

Annualized impact of this option: \$5,750

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$2,880
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION
L.T.25.00.00.00 SUDBURY TRANSIT SERVICES

Description:

Under this option, cash fares would increase by \$0.10; from \$2.15 to \$2.25 for adults and \$1.65 to \$1.75 for children. This is in addition to the inflationary increase of \$0.05 on tickets and cash fares which is required under the City of Greater Sudbury's User Fee Policy and which has been included in the base budget.

Impact of Implementing Option:

A fare increase will result in additional revenue but may also adversely impact ridership. This proposed cash fare increase, when combined with the annual inflationary increase applied to transit fares will result in a net fare increase of 7%.

For many, transit is an essential service as it is the only affordable transportation solution available. For Canadian families with automobiles, the costs associated with operation of vehicles is second only to household expenditures and for many lower income families, there are no transportation choices other than public transportation which may be the only means of access to the job market, to medical appointments, to educational opportunities and to social integration. A study of transit riders conducted by the former City of Sudbury in 1999 revealed that 50% of transit riders in Sudbury had a family income of under \$25,000 and 70% of transit riders had a family income of under \$35,000.

To minimize the impact of transit fare increases on frequent riders, for whom there are no alternatives to public transportation, this option applies only to cash fares. Should this option be accepted, the 7% increase would apply only to cash fares while monthly pass and ticket fares would not increase further to ensure affordable access to Greater Sudbury Transit.

Annualized impact of this option: \$85,000

This option would have an effective date of May 1, 2004.

Since transportation service for the City is area rated; on a house assessed at \$100,000, the commuter rate would be reduced by \$0.31 and the urban rate would be reduced by \$0.83.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$56,660
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
P.M.25.10.00.00 SUMMER MAINTENANCE

Description:

Reduce summer street cleaning and sweeping by 50%.

Impact of Implementing Option:

There will be accumulations of debris and sand, causing dust conditions. Storm sewer systems will be impacted as sand is washed into catchbasins when it rains.

This proposed budget reduction does not impact on spring street clean-up, where winter accumulations of sand are picked up. This option addresses ongoing summer cleaning in downtown areas and street intersections where roadside gravel spreads onto the pavement. This maintenance activity has been progressively cut back over recent years as a budget reduction measure. The equivalent of 1 Temporary FTE would not be hired if this option was adopted.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	1,769

Net Budget Reduction	\$ 53,870
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION

**Q.F.01.00.00.00
FIRE SERVICES BASE COST**

Description:

Introduce a fee for vehicle extrication by the City's Fire Services. The CGS Fire Service responds to 4,000 plus calls annually, of which approximately 100 calls are classified as vehicle extrication. In other communities, the Fire Service is charging the insurance companies who underwrite the policy for the vehicles involved, a fee for their services. By allowing the CGS Fire Service to be able to levy these charges, there could be some potential revenue.

Impact of Implementing Option:

During 2002, there were 127 responses for motor vehicle collisions (MVC). The normal response to a MVC is for a minimum of one pumper and a rescue and often two pumpers.

Fire Services in the Province, bill out at M.T.O. rates of \$350 per hour per truck and \$175 per truck for every subsequent hour.

Using these numbers, the potential revenue would be:

127 calls times two trucks at \$350 per hour = \$88,900.

The annualized cost associated with the implementation of this option is \$88,900 and if approved by Council, the anticipated effective implementation date would be June 1, 2004 with anticipated revenues of \$52,000 for the current year 2004.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$ 52,000
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION

E.P.00.00.00.00
 PLANNING & DEVELOPMENT

Description:

Elimination of Lake Water Quality Program effective June 30, 2004.

Impact of Implementing Option:

There are 330 lakes greater than 10 hectares in size in Greater Sudbury. Approximately 46 of these lakes experience impacts from human activities.

The Lake Water Quality program is built on partnerships with a variety of agencies. Its elimination would bring an end to the annual lake water quality testing program, of support to lake stewardship groups, of the annual Living with Lakes Forum and of support to the Greater Sudbury Lake Improvement Advisory Panel. The loss of the program would diminish our capacity for environmental protection and the development of water related policies.

To operate this program requires both a co-ordinator and an operating budget. Without either of these, the program is not feasible.

Approximately 50% of the operating costs of the program is covered by program partners other than the City.

The loss of this program would represent the loss of both an important environmental initiative and an important partnership initiative of the City. There is also the expectation among stewardship groups and in the community at large that the city will continue to provide leadership and guidance on lake water quality issues. The Greater Sudbury Lake Improvement Advisory Panel has been actively meeting and has an ambitious list of short, medium and long-term objectives.

Reduction in Staffing:	
Full time Employee	1
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$50,000
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION

**B.C.00.00.00.00
OFFICE OF THE C.A.O.**

Description:

Eliminate the funding for the Accessibility Planning Initiative. This budget option is only being presented as part of Council's review of the past Council's decisions during 2003 that had an impact on the 2004 base budget.

Impact of Implementing Option:

People with disabilities represent a significant and growing part of our population. According to Statistics Canada, about 1.9 million Ontarians have disabilities — about 16% of the population. Disability tends to increase with age. In two decades, it is estimated that 20% of the population will have disabilities. Enhancing the ability of people with disabilities to live independently and contribute to the community will have positive effects on future prosperity in Ontario and the City of Greater Sudbury.

According to different statistical sources, about 18,000 people in the City of Greater Sudbury have a long-term disability, of which about 900 are children and 8,000 Seniors 65+. The statistics also show that about 2,000 children are considered 'at risk' for physical disabilities, compounded by the fact that our seniors population is the fastest growing segment of our demographics.

The Ontarians with Disabilities Act, 2001 (ODA) received Royal Assent on December 14, 2001. The purpose of the ODA is to improve opportunities for people with disabilities through identification, removal and prevention of barriers to participation in the life of the province.

The Accessibility plan is mandated under the Ontarians with Disabilities Act. The Act requires that the City establish an Accessibility Advisory Committee. City Council is also mandated to report progress and prepare a review of the Accessibility plan every year by September.

During 2003, Council's Accessibility Advisory Committee held workshops, undertook a community survey, and organized three public meetings to prepare the City's first Accessibility Plan. The Committee subsequently presented the Plan to Council's Priorities Committee. The Committee, by resolution, recommended to Council the adoption of the plan and allocated \$50,000 for its implementation; subsequently, Council approved the Accessibility Plan by By-law 2003-271 on October 23, 2003.

As directed by Council the 2004 base budget contains \$50,000 and the Accessibility Committee is already working on a phased implementation of the recommendations based on Council's approval of the Plan and funding .

By eliminating the Accessibility Plan funding Council would:

- be breaking a commitment to the Advisory Committee and the community with disabilities. Councilors expressed their commitment to the Plan and its implementation during the public input and approval process.
- be establishing a precedent of adopting a plan mandated by legislation but not allocating the resources to implement it, as a result undermining the public process to develop the plan and its own Advisory Committee.
- By not actively implementing the Plan and not taking action to deal with accessibility barriers under the Ontarians with Disabilities Act in the Community, Council might be opening the possibility to court challenges under the Ontario Human Rights Code.

Reduction in Staffing:

Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$50,000
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION

**L.R.45.00.00.00
PARKS & PLAYGROUNDS**

Description:

This option provides for the harmonization of adult playfield rental rates in time for the 2004 season. Playfield rates are applied to football and soccer fields and to baseball diamonds. Playfields are charged on a per game basis, with the average game duration being 2 hours.

Impact of Implementing Option:

The costs to adult playfield users will increase for all field users in area municipalities. The costs of maintaining playfields in game condition is the same for all playfields across the community and therefore harmonization of fees is appropriate.

In developing and reviewing user fees, it is important to give consideration to the principle of beneficiary based fees. Those services that are of benefit to or consumed by specific users are paid for by those users while those services that benefit the community as a whole are usually supported through general tax revenues. Playfields have community benefit because when not booked for league use they are accessed by citizens for a wide variety of purposes from a pick-up game of baseball to kite flying. Should this option to accepted, 20% of the costs of maintaining playfields will be recovered from user fees in 2004.

	<u>Current Game Rates</u>	<u>Proposed Game Rates</u>
Sudbury	\$50.53	
Rayside Balfour	\$34.75	
Walden	\$28.09	\$50.53 for all areas
Nickel Centre	\$21.00	
Valley East	\$18.85	
Onaping Falls	\$ 8.00	

Full day tournament rates would be charged at a rate equivalent to 3 games, which at the proposed harmonized rate of \$50.53 calculates to \$151.59. The surcharge for lights is based on the actual costs of operating the lights and is charged at a rate of \$16.00 per hour of usage.

Reduction in Staffing:

Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$46,420
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION

L.R.10.00.00.00

LEISURE PROGRAMS/GRANTS/EVENTS

Description:

This option increases the cost recovery rate for summer day camp programs to 100%. Summer day camp programs are traditionally offered on a full cost recovery model as these day camp programs are used to provide full day child care for school age children, while parents are working. Municipal day camp programs compete with a number of other community based summer day camp programs, including those offered by Science North, YMCA and Carrefour Francophone. To increase the operational efficiency of summer day camp programs, staffing adjustments have been included in the base budget for summer programs.

Impact of Implementing Option:

The primary impact of implementing the option will be the increase in the costs of summer day camp programs. Working in partnership with Sudbury Housing and The Human League (P.L.A.Y.), subsidized spaces are made available to children in need. Further, the summer playground program, which is not designed to be a child care program, but rather to provide children with a safe and stimulating play environment during the summer months has traditionally been costed to ensure affordability and accessibility and this option does not include any increases to summer playground program rates. Rates described below are for a two week program block. Rates are adjusted when there is a statutory holiday. According to the BMA Municipal Study 2003, the City of Greater Sudbury's recreation program revenues as a percentage of total recreation program costs are amongst the lowest in the province.

	<u>Current Rate</u>	<u>Proposed Rate</u>
<u>Summer Camps - 2 week programs</u>		
Camp Wassakwa	126.50	204.00
Camp Sudaca	181.00	204.00
Sensational Summer	173.00	204.00
*Camp Bitobig - NDCA	220.00	
*Science North	220.00 - 290.00	
*Sudbury YMCA	220.00	
*Camps which are priced on a weekly program basis have been calculated for a two week period to show comparison to CGS rates.		
<u>Summer Play Centres - 2 week programs</u>		
Howard Armstrong Play Centre	167.00	188.00
Rayside Balfour Play Centre	146.00	188.00

Reduction in Staffing:

Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$42,440
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION
L.R.10.00.00.00 LEISURE PROGRAMS/GRANTS/EVENTS

Description:

This option increases the rates for summer day camp programs so as to be competitive to day camps offered by other community organizations. Summer day camp programs are traditionally offered on a full cost recovery model as these day camp programs are used to provide full day child care for school age children, while parents are working. Municipal day camp programs compete with a number of other community based summer day camp programs, including those offered by Science North, YMCA and Carrefour Francophone. To increase the operational efficiency of summer day camp programs, staffing adjustments have been included in the base budget for summer programs.

Impact of Implementing Option:

The primary impact of implementing this option will be the increase in the costs of summer day camp programs. Working in partnership with Sudbury Housing and The Human League (P.L.A.Y.), subsidized spaces are made available to children in need. Further, the summer playground program, which is not designed to be a child care program, but rather to provide children with a safe and stimulating play environment during the summer months has traditionally been costed to ensure affordability and accessibility and this option does not include any increases to summer playground program rates. Rates described below are for a two week program block. Rates are adjusted when there is a statutory holiday. According to the BMA Municipal Study 2003, the City of Greater Sudbury's recreation program revenues as a percentage of total recreation program costs are among the lowest in the province.

	<u>Current Rate</u>	<u>Proposed Rate</u>
<u>Summer Camps - 2 week programs</u>		
Camp Wassakwa	126.50	220.00
Camp Sudaca	181.00	220.00
Sensational Summer	173.00	220.00
*Camp Bitobig - NDCA	220.00	
*Science North	220.00 - 290.00	
*Sudbury YMCA	220.00	
*Camps which are priced on a weekly program basis have been calculated for a two week period to show comparison to CGS rates.		
<u>Summer Play Centres - 2 week programs</u>		
Howard Armstrong Play Centre	167.00	188.00
Rayside Balfour Play Centre	146.00	188.00

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$15,160
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION

**H.C.00.00.00.00
CHILDREN SERVICES**

Description:

This option reviews the potential of getting out of direct delivery of licensed day care services effective September 1, 2004.

Municipal Day Care centre operates from 7:30 am to midnight, with flexible hours that can accommodate many children of parents who work at call centres, retail and health care sectors. The centre provides care for more than 100 children.

Impact of Implementing Option:

100 children would be displaced within the child care sector where availability exist, may not be as well suited for families needs.

Obligation / Liabilities as a result of permanent closure:

- pay balance of mortgage owing to the YMCA \$17,900 annual cost for next 15 years
- pay leasing cost \$10.70 sq foot or \$65,000 annually until alternative leasing arrangements can be made and payment of insurance costs of \$9,320
- bumping rights exercised resulting in lay off of part time/temporary within corporation

Other Liabilities:

- severance pay for permanent staff
- initial capital investment of more than \$600,000 could be at risk
- subletting site would require successful negotiations with the YMCA
- may face challenges associated with current business leasing market

* Requires the lay off of 11 full time staff

Reduction in Staffing:

Full time Employee	11
Temporary & Part time (Hours)	2,270
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$40,600
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION
L.R.45.00.00.00 PARKS & PLAYGROUNDS

Description:

This option provides for the harmonization of minor sports playfield rates for the 2004 season. Playfield rates are applied to football and soccer fields and to baseball diamonds. Historically, playfield rates in the majority of communities have been charged on a per child, per season basis.

Impact of Implementing Option:

The costs to minor sports associations will increase in area municipalities. The costs of maintaining playfields in game condition is the same for all playfields across the community and therefore harmonization of fees is appropriate. Playfield based recreational opportunities are amongst the most affordable recreational programs for children and youth. The Report on the Minister's Task Force on Federal Sport Policy states "Many of the values that we admire in our sportswomen and men: honesty, fair play, hard work, discipline and dedication are the values we wish to see inculcated in everyone. Sports, therefore, is highly significant in socialization of young people." Even once fully harmonized, the costs to children and youth for their use of fields is minimal as the annual cost remains under \$20.00 per child per season. The proposed rates support the provision of affordable field based recreation in the City of Greater Sudbury.

According to the BMA Municipal Study 2003, the City of Greater Sudbury's recreation program revenues as a percentage of total recreation program costs are amongst the lowest in the province. To simplify and standardize comparison of field rates, rates that were charged on a per game basis in some communities have been recalculated to their equivalent rate on a per child, per season basis.

	<u>Current Rate</u>	<u>2004 Proposed Rate</u>
Sudbury (all sports)	\$16.75	
Walden	\$6.30	
Nickel Centre soccer	\$5.25	
Nickel Centre ball	\$2.04	\$16.75 for all areas
Onaping	\$3.00	
Valley East soccer	\$3.62	
Valley East ball	\$16.52	
Rayside soccer	\$7.34	
Rayside ball	\$6.36	

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$36,280
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
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P.W.20.00.00.00 DIVERSION

Description:

Remove non-mandatory products from the recycling program; waxed cartons, aseptic containers, #5 plastics, electronic equipment.

Impact of Implementing Option:

These additional, voluntary recyclable products were introduced during the 2002 Budget. The impact of reversing this program will be additional solid waste products at landfill sites, and decreased participation in environmental initiatives.

Annual impact is \$50,000. Implementation of May 1, 2004 has a 2004 budget impact of \$33,300.
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Reduction in Staffing:	
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Full time Employee	
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Temporary & Part time (Hours)	
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Overtime (Hours)	
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Crew (Hours)	
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Net Budget Reduction	\$33,300
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5 year Capital Cost Avoidance	
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NEW WAYS OF DOING BUSINESS

L.T.25.00.00.00

SUDBURY TRANSIT SERVICES

Description:

A review of the maintenance costs associated with the transit fleet indicates that efficiencies can be achieved by hiring an additional mechanic for the Transit section. By increasing the complement by one employee, costly overtime can be reduced significantly, and less work will have to be contracted out.

Impact of Implementing Option:

Since amalgamation, the transit system has added 804,347 service kilometres per year and have increased the size of the fleet from 43 to 50 buses. Further, changes in technology and bus design, including the conversion of the fleet to low floor accessible buses has increased the number of crew hours required to properly maintain the vehicles. Additional servicing is required as buses are now equipped with air conditioning, low floor technology, ramps and kneeling capabilities.

The current full time staffing level is not adequate to maintain the fleet and consequently a significant amount of overtime is used by the section to ensure that the buses are maintained as required to deliver the service. In 2003, the Transit Maintenance Section paid 2,453 overtime hours at a cost of \$85,207. Some of this time was at time and a half and some at double time. A full time employee works 2,080 hours. The salary and benefits for a mechanic are \$61,671. By replacing 2,080 hours of overtime with a full time employee, a savings of \$9,620 is achieved directly on salaries. Further, in 2003 we contracted out \$77,216 of transmission, engine and strut rebuild work due to staff shortages. We estimate that we can save \$38,608 of contracted out work by ensuring appropriate staffing levels.

The addition of one mechanic will reduce overtime hours and improve our preventative maintenance program thus reducing costly breakdowns and achieving additional efficiencies by ensuring that work necessary for the safety and maintenance of our fleet is completed in a timely fashion.

Annualized saving of this option: \$48,230

Using a May 1st implementation date the net budget savings is: \$32,150

Since the transportation service for the City is area rated; on a house assessed at \$100,000, the commuter rate would be reduced by \$0.18 and the urban rate would be reduced by \$0.48.

Reduction in Staffing:	
Full time Employees	(1)
Temporary & Part time (Hours)	
Overtime (Hours)	2,080
Crew (Hours)	

Net Budget Reduction	\$32,150
5 Year Capital Cost Avoidance	

ALTERNATE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
L.T.25.00.00.00 SUDBURY TRANSIT SERVICES

Description:

TransCab is a service which extends Transit routes to those low population areas of the City of Greater Sudbury which are geographically distant and which have low transit use. Under this option, the transit service to Onaping, Levack and Dowling would move from TransCab service to transit service, delivered using a large van or small bus. TransCab service would be eliminated from all other service areas.

Impact of Implementing Option:

Because of the distances covered and the low ridership, it is more economical to provide demand based transportation services by means of a taxi which connects to the bus route than to deliver conventional transit service. TransCab service is currently provided to routes in Long Lake, Richard Lake, Salo Road, Nickel Centre, Onaping, Levack and Whitefish. TransCab service is well used by residents of the Onaping / Levack area. In 2002 approximately 11,200 citizens in Onaping/Levack used this service and because the service is well used across all periods of the day, there is sufficient volume to allow for municipal delivery of the service using a large van. The capital cost of the vehicle is \$40,000. Across the City of Greater Sudbury, there are 21,400 TransCab rides annually which represents 0.5% of the total transit system ridership. While TransCab is a more economically viable method of providing transit services to lower population areas in the periphery of the transit route network, the costs per passenger trip remain substantially higher than on conventional transit.

Net Cost per passenger - TransCab - All routes	\$8.43
Net Cost per passenger - Conventional Transit- All Routes	\$1.64

The elimination of the TransCab service within the CGS would remove door to bus transfer point public transportation services for those rural areas of the City which currently benefit from this service.

The 2003 actual cost of TransCab service was \$180,435. The cost of providing Transit service to Levack area is approximately \$130,000.

Based on June 1 implementation date the net budget reduction is \$29,420.

Annualized cost of this option: \$50,435

Since the transportation service for the City is area rated; on a house assessed at \$100,000, the commuter rate would be reduced by \$0.16 and the urban rate would be reduced by \$0.43.

Reduction in Staffing:	
Full time Employee	(2)
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$29,420
5 year Capital Requirement	\$40,000

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
E.C.00.00.00.00
ECONOMIC DEVELOPMENT

Description:

Closure of the Hwy 17 East and Hwy 17 West information centres. The City operates four highway information centres. The centres provide motorists with washroom and picnic facilities and an opportunity to obtain tourist information. The 69 south centre operates year round under an agreement with Rainbow Country Travel Association. The 144 north centre has staff in July and August. 17 east and west are unattended. These latter 3 operate from late May to mid-October. The most active centre is 69 south and it attracts approximately 30,000 visitors a year. The budget for this service is \$107,625 for 2004.

Impact of Implementing Option:

The value of operating highway information centres without staff on hand is limited. Today travellers tend to have pre-arranged their destination, therefore it is unlikely that motorists passing through will actually change their plans and visit Sudbury. Most visitors to the information centres are there for the washroom and picnic facilities. And, because they require a high level of daily maintenance, these facilities can present a negative image of the community and discourage visitation. The private sector can fill the need for rest stop services through gas stations and restaurants. Major tourist areas now rely on effective marketing and providing information through the internet to attract visitors. It would be preferable and more effective to operate a storefront information centre in the heart of the city and close the highway centres. We would recommend a phased approach to implementing this option beginning with the closure of 17 East and 17 West in 2004 with a saving of \$28,000. Over the course of 2004, staff will continue to review the situation and make further recommendations for implementation in 2005.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$28,000
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION

**E.P.00.00.00.00
PLANNING & DEVELOPMENT**

Description:

Reduce the City's contribution to the Land Reclamation project. This program involves the reclamation and greening of lands damaged as a result of historical mining activity in this area. To date, over 7 million trees have been planted and 3500 hectares of barren land reclaimed. There remains another 3500 hectares of barrens in need of reclamation.

Impact of Implementing Option:

It is important to note that this program has received several awards and has gained the municipality international recognition for its environmental initiatives. Furthermore, the \$154,000 the city invests has historically been more than matched by over \$600,000 in contributions from other levels of government and the private sector. A reduction in the program budget would limit the ability to leverage these funds and contributions from other sources.

This is a flagship program which has increased Greater Sudbury's profile nationally and internationally and is a source of pride for area residents. The program also contributes to the quality of life in the area and on this basis is important for existing residents, for future generations and in attracting people and businesses to the area. A reduction in this program would likely be seen by the public as a step in the wrong direction for the City.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$25,000
5 year Capital Cost Avoidance	

ALTERNATE SERVICE DELIVERY/COUNCIL REFERRAL

**L.R.55.00.00.00
SPORTS & FITNESS CENTRE OPERATION**

Description:

This option would eliminate the \$25,000 grant provided to the Sudbury Regional Soccer Centre in support of the Indoor Soccer Centre. The option is being presented as directed by Council at their meeting of February 26, 2004.

Impact of Implementing Option:

The Indoor Soccer Centre was developed in 1999 as a partnership between the former City of Sudbury and the Sudbury Regional Soccer Association. While the City of Greater Sudbury originally held the lease for the rental space at the Exhibition Centre, the City's lease will terminate at the end of September 2004, after which time, the Sudbury Regional Soccer Association hopes to enter directly into a lease with the owners of the Exhibition Centre.

While the Sudbury Regional Soccer Association is the only minor sports association which receives a direct grant towards the cost of its facility use, other minor sports associations which utilize municipal facilities are subsidized because the City does not recover 100% of the cost of facility operation through user fees. Recreation programs held in private facilities do not receive any municipal subsidy.

	<u>% Costs Recovered by User Fees</u>	<u>%Costs Subsidized by Levy</u>
Arenas (hockey, figure skating, public skating, ringette etc)	62%	38%
Playfields (baseball, outdoor soccer, football etc)	15%	85%
Pools (swimming lessons, public swimming, aquacise etc)	40%	60%
Fitness Centres	41%	59%
Ski Hills	29%	71%
	<u>% costs covered by SRSA</u>	<u>Grant as a % of costs</u>
Sudbury Regional Soccer Association (indoor soccer)	86%	14%

Reduction in Staffing:

Full time Employees	
Temporary & Part time (Hours)	
Reduce Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$25,000
5 Year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION

C.S.00.00.00.00
SOLICITOR & CLERK SERVICES**Description:**

This Option outlines the potential closing of the Properties Section.

Impact of Implementing Option:

Service Reductions: If this Option is accepted, the following services would be discontinued, out-sourced or moved to another Department:

- compilation and maintenance of the City Property Register;
- the sale and lease of surplus lands, buildings and spaces in municipal buildings;
- the appraisal of lands being acquired by the City for roadwork, sewer and water easements, and parkland dedication;
- the processing of tax-acquired properties;
- the management of approximately ten to fifteen buildings including Medical Centres, Farmers' Market, Provincial Building, Centre Lionel E. Lalonde Centre, and properties acquired through tax sales or parkland dedication while being processed for resale;
- review and negotiation of City property assessments, advice and representations re complaints or appeals to the Assessment Review Board by other property owners;
- acquisition of properties for municipal purposes including appraisals, negotiation of purchases, leases, rights of way and expropriations.

Reduction - Salaries and Benefits: If this Option is accepted, this would be the only area where reductions could be expected, however, the City would have to deal with the four Employees currently performing this work. There is one Non-Union Employee, and three Unionized Employees who would have to be dealt with as provided in the Collective Agreement. It is possible that these arrangements could entirely eliminate any potential savings.

Increases: As much of the work performed by this Section is legislated or mandatory, such as the maintenance of a municipal property index, the work will still have to be done by outside appraisers, management companies, real estate professionals, etc. The current rate for these services ranges from between \$75 - \$100 per hour, depending on the complexity of the Project. This would be much more costly to the City where purchased services would need to be increased by approximately \$90-100 to cover these needs, and there also could be a delay for the general public in dealing with development issues such as severances and the creation of new sub-divisions.

The purchase, lease and sale of properties from and by the City would be out-sourced at a higher cost. The supervision of the City's numerous leases and property maintenance would also have to be handled in an alternative fashion either through the transfer to other Departments within the City or out-sourced at a higher cost. The current market cost for property management is in the area of 5 percent of gross revenue, or approximately \$125,000 based on revenues of \$2.54 million.

The Net Budget for the Department is \$229,253 for 2004, but the total expenses working through the Department is budgeted at \$2.77 million. These expenses are for materials, utilities, insurance and other building expenses that would continue even without these Employees in place. The Section is also budgeted for revenues of \$2.54 million in 2004. It could be expected that lease revenues would drop without the Properties Section to oversee same.

Impact - 2004, with a July Implementation: Assuming that all four Employees are laid off or placed within existing vacancies:

Salary/Benefit Reductions	\$145,000
Increased Property/Contracted Services Costs	(117,500)
Reduced User Fee Revenues	(3,750)
Lost Licensing and Leasing Revenues	<u>Unknown</u>
Maximum Net Budget Reduction, 2004	\$ 23,750*
<hr/>	
Maximum Annualized Net Budget Reduction	\$ 57,500*
*This amount assumes that all four Employees are laid off or are placed into existing vacancies, and there is no loss of leasing revenues; and does not include any Employee severances.	

Reduction in Staffing:	
Full time Employee	4
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$ 23,750
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION

L.R.55.00.00.00

SPORTS & FITNESS CENTRE OPERATION

Description:

Under this option, the user fee rates at all municipal fitness centres (Rayside Balfour Workout Centre, Dowling Civic Leisure Centre, Howard Armstrong Recreation Centre and Millennium Fitness Centre) and for runners who use the Sudbury Arena would be increased to more closely align with the lower range of rates from the private sector fitness centres. Fitness Centres are services which are operated in some locations by the municipality and in some locations by the private sector. Municipal fitness centres are in direct competition with a variety of commercial and community fitness centres. There are at least 14 non-municipally operated health, fitness and exercise services listed in the City of Greater Sudbury yellow pages.

Impact of Implementing Option:

The primary impact of implementing this option will be the increase in the costs of accessing municipal fitness centres. While private sector facilities are required to recover 100% of their costs from user fees in order to survive the municipally owned fitness centres are integrated in larger, publically accessible facilities which also provide community services such as meeting room space and access to municipal services and programs. Further the majority of the municipal fitness centres are located in smaller, geographically distinct communities where there would likely be insufficient utilization of a fitness centre to sustain a private sector fitness club, therefore the proposed rates do not move to 100% cost recovery, but rather are competitive to the lower range of private sector market rates. According to the BMA Municipal Study 2003, Sudbury's Recreation program revenues as a percentage of total recreation program costs are among the lowest in the province.

The rates below are the annual, monthly and daily adult membership rates. Rates are adjusted proportionally for memberships of variable duration. Senior's rates are discounted as per CGS practice (approximately 27%).

	Annual Rate		Monthly Rate		Adult Daily Rate	
	<u>Current</u>	<u>Proposed</u>	<u>Current</u>	<u>Proposed</u>	<u>Current</u>	<u>Proposed</u>
Dowling Fitness Centre	N/A	281.75	30.80	45.00	3.10	6.00
Howard Armstrong Rec. Centre	158.50	281.75	25.00	45.00	4.00	6.00
Millennium Centre (Capreol)	170.00	281.75	22.00	45.00	3.00	6.00
Rayside Balfour Fitness Centre	281.75	281.75	36.50	45.00	5.25	6.00
Sudbury Arena/Fitness/Walking	100.00	281.75	N/A	N/A	N/A	N/A
Cambrian Fitness Centre	435.00		62.00		8.00	
McClelland Fitness Centre	257.00		42.00		6.00	
Nu-Image Health Club	329.00					
The Gym Fitness Centre	350.00					
Oasis Fitness & Wellness Centre	350.47					
Pegasus Health Club	429.91					
YMCA (note includes pool)	518.52					

The implementation date for this option is April 1, 2004.
Annualized impact of this option: \$28,370

Reduction in Staffing:

Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$21,280
5 year Capital Cost Avoidance	

NEW WAYS OF DOING BUSINESS
B.C.00.00.00.00 OFFICE OF THE C.A.O.

Description:

Eliminate funding for the Annual Community and Business Surveys. The management strategy for the new city in 2001 included the Annual Community and Business Surveys in addition to Business Plans. Since 2001, The City has surveyed 1200 citizens and about 100 businesses. The reports are presented to City Council at the beginning of each year prior to budget process. The community input through the surveys is also part of Council's process of setting priorities. For the 2004 Community and Business Survey, the Mayor and Councilors were contacted to determine areas of interest for additional questions. A set of budget questions was also added and a smaller sample survey will also be carried out at the end of the budget process to determine the understanding of the community before and after the budget process.

Impact of Implementing Option:

The Annual surveys serve two main purposes. First, it provides information to Council and staff as to the issues the community considers important and provides information about the effectiveness of service delivery from the public perspective. The surveys are a barometer of our citizen/customer views of the City as a provider of services, and it gives Council a base for setting priorities in tune with the community's aspirations.

The second important element of the Community and Business Surveys is that year over year comparative results provide Council and staff with an accountability measure before the public. The Community and Business surveys are key to a performance management system.

By eliminating the survey, Council will be losing one of the best tools of community perception and customer satisfaction. Without the performance indicators from the Surveys, management and Council will also lose the cornerstone of a performance management program.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$15,000
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
C.S.00.00.00.00
SOLICITOR & CLERK SERVICES

Description:

Create a clerk monitor position and eliminate the purchased services. Provincial Offences is responsible to provide court support for our daily scheduled proceedings. At the time of transfer in February 2001, the city of Greater Sudbury hired a Clerk/Monitor on contract to provide courtroom support. Some of the duties include, pre-court preparation (prepare court dockets), court support (open close court, maintain court log and record proceedings), post court duties (update court dispositions in the ICON (Integrated Court Offences Network) filing and maintain court exhibits). The Clerk Monitor is also responsible to type transcripts of proceedings when requested by the court (Justice of the Peace or Prosecutor) at the City's cost and requests from Counsel/Agents and the public at their own cost.

Impact of Implementing Option:

In addition to paying for the costs of the service provided by the Clerk/Monitor, the City must also pay transcription fees to this individual. By converting this purchased service to a permanent position the City would realize savings in the reduction in hourly rate, the transcription fees and other related costs. This would save the City approximately \$5,000. The City of Greater Sudbury would avoid all transcription fees from transcripts previously requested by the City, and collect fees for transcripts requested by Counsel/Agents, defendants and the public which would be approximately \$10,000. This conversion would also provide a greater level of control over this resource. The net budget decrease would be \$15,000.

Eliminate Purchased Services of Clerk/Monitor and transcription fees	(\$48,000)
Add 1 Clerk/Monitor permanent position	<u>43,000</u>
Net savings from conversion	(5,000)
Plus Increase transcription fees revenue	<u>(10,000)</u>
Total Savings	<u>(15,000)</u>

Reduction in Staffing:	
Full time Employee	(1)
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$15,000
5 year Capital Cost Avoidance	

ALTERNATE SERVICE DELIVERY/SERVICE LEVEL REDUCTION

**L.R.45.00.00.00
PARKS AND PLAYGROUNDS**

Description:

This option would eliminate the hanging flower basket program in the downtown area of Capreol.

Impact of Implementing Option:

In the summer of 2003, the flower baskets along Durham, Cedar and other streets in the downtown area of Sudbury were installed and cared for in partnership with the private sector. The City installs 50 flower baskets in Capreol's downtown area. The annual cost of the Capreol flower baskets is \$13,300 which relates primarily to the requirement for daily watering in July and August and watering every second day in spring and fall.

The costs of the Flower Basket Program in Capreol is as follows:

50 Baskets	\$1,500
Installation and Take Down	\$ 800
Weekday Watering	\$6,000
Weekend Watering	\$5,000

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$13,300
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION
E.P.00.00.00.00 PLANNING & DEVELOPMENT

Description:
Legislation requires that applications for consent and minor variance be advertized in the newspaper, and in accordance with Council policy, these notices are placed in both the Sudbury Star as well as Le Voyageur. Fees currently being charged do not recover the costs of providing these notices. An increase in these notice fees is therefore proposed. Current notice fees: Consent applications - \$105.00 Minor Variances - \$55. Proposed Notice Fees: Consent and Minor Variances - \$125.

Impact of Implementing Option:
Our costs in providing legal notices in accordance with Planning Act requirements for 2003 will be approximately \$30,000, yet we have only recovered approximately \$18,000 from applicants. In 2003, public notification cost averaged \$116. for consent applications and \$134. for minor variance applications. The increase in the notice fee should result in full cost recovery.

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$12,000
5 year Capital Cost Avoidance	

NEW WAY OF DOING BUSINESS

L.P.05.00.00.00

PUBLIC LIBRARIES SUMMARY

Description:

This option would reduce the number of hours of service at the Chelmsford and Lively CSC/Libraries by 11 hours from 65 hours per week to 54 hours per week. The Greater Sudbury Public Library recently completed a Library Branch Space Needs Study to evaluate current library services and to prioritize future capital requirements based on existing library space and location. Part of the study also recommended a revised hierarchy of library branches and how they can be most effectively and efficiently operated in the future. Of the six (6) existing District Libraries, of which three (3) are also Citizen Service Centres, two facilities (Chelmsford and Lively CSCs) are significantly smaller in space, serve a much lower population, and circulate significantly fewer library materials than the other District Libraries. As a result, it was recommended in the Branch Space Needs Study report that these two branches be reclassified as town libraries and that their hours be adjusted accordingly.

Impact of Implementing Option:

Location	Population Served	Circulation/Year	Municipal Transactions	Total Transactions	Transactions per Open Hour
Chelmsford	13,000	61,000	5,141	66,141	26.7
Lively	10,300	73,000	4,361	77,361	23.9
New Sudbury	32,000	216,000	N/A	216,000	67.1
South Branch	21,000	170,000	N/A	170,000	58.1
Valley East	24,000	128,000	5,541	133,541	43.9
Main	35,900	237,000	N/A	237,000	74.7

This option would result in a decrease in service hours at times ascertained to be low usage. Circulation on Sundays and evenings at the Chelmsford and Lively branches average about 19 items per hour circulated compared to 46 items per hour at the other district libraries. It is anticipated that the circulation of library materials and the processing of municipal transactions will not be negatively impacted.

The implementation date for this option is July 1, 2004.

Annualized impact of this option: \$21,000

Reduction in Staffing:

Full time Employee	
Temporary & Part time (Hours)	500
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$10,500
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION

**Q.L.15.00.00.00
NIGHT LANDING SITES**

Description:

This option would see the closure of Vermillion Lake, Skead and Kukagami landing sites during the winter months due to the high winter maintenance cost and low utilization.

The City of Greater Sudbury currently maintains five (5) "approved" designated Air Ambulance helicopter night landing sites. These sites are located in Dowling, Vermillion Lake, Capreol, Skead and Kukagami. Responses by the Air Ambulance helicopter to these "approved" sites is always accompanied by a land ambulance response. These "approved" sites have high winter maintenance costs associated with them due to the stringent safety standards required to ensure site and aircraft safety. The sites are financially supported by 100% municipal funds, they do not qualify for MOHLTC 50/50 cost sharing.

Impact of Implementing Option:

Implementing this option would result in an increase in patient transport time by land vs. helicopter from these locations to the hospital. The following chart indicates the number of times the site has been used along with the estimated winter maintenance costs, kilometres and transport time to hospital from each of these three locations.

From January 1, 2003 to end of November 26, 2003

Transport time to Hospital (min.)

Site	# Landings	Winter Costs	km to Hospital	Transport time to Hospital (min.)	
				Helicopter	Ambulance
Vermillion Lake	3	\$2,400 - \$2,800	37	13	33
Skead	3	\$3,700 - \$4,300	32	11	29
Kukagami	1	\$8,700 - \$10,300	57	17	57
Capreol	36	\$2,700 - \$3,300	37	13	36
Dowling	40	\$2,500 - \$3,000	37	13	33

Vermillion Lake and Skead have alternate sites in close proximity. Dowling is located within 12 km representing a ten (10) minute travel time of the Vermillion site. Skead is within 6 minutes of the Air Ambulance Base located at the Sudbury Airport. If required a land ambulance can transport the patient to the helicopter at the airport.

Kukagami has no alternate site and is located some 600 feet from the road. Previously, the site was maintained by the Sudbury Trail Plan Association trail groomer, access was by snowmobile or foot. The Kukagami Campers Association approached the municipality in 2002 to take over winter maintenance of this site ensuring access by road. The air ambulance operator has requested the municipality adopt the Federal standards for winter maintenance at our designated night landing sites. The previous method of packing the site with the trail groomer would no longer meet the current standard. The 2002-2003 winter season was the first time this site had been open during the winter. Kukagami has no other designated sites in close proximity. Patients transported by land ambulance from this area would be subjected to a sixty (60) minute ambulance transport.

If implemented in April 2004 the budget reduction for 2004 would be \$7,400 as approximately 50% of the budget will already have been expensed for January - March 2004 snow maintenance. Subsequent years would yield a savings of \$14,000 representing a full years snow maintenance for these three sites.

Reduction in Staffing:

Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$7,400
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION

**Q.L.15.00.00.00
NIGHT LANDING SITES**

Description:

This option would see the permanent closure of the Skead site as a future cost avoidance measure. This spring the Skead site will require the replacement of half of the passive lighting reflective cones at a cost of \$3,500. In addition, the air ambulance carrier has asked that the city re-orientate the flight approach to this site by 180 degrees. The re-orientation is to eliminate the need for the helicopter to fly over homes during approach and take-off. The estimated cost for this re-orientation is \$5,000 - \$6,000.

The City of Greater Sudbury currently maintains five (5) "approved" designated Air Ambulance helicopter night landing sites. These sites are located in Dowling, Vermillion Lake, Capreol, Skead and Kukagami. Responses by the Air Ambulance helicopter to these "approved" sites is always accompanied by a land ambulance response. The sites are financially supported by 100% municipal funds, they do not qualify for MOHLTC 50/50 cost sharing.

Impact of Implementing Option:

Responses by the Air Ambulance helicopter to "approved" sites are always accompanied by a land ambulance response. The land ambulance transports the air ambulance crew from the aircraft to the call scene and the patient and crew back to the aircraft by ambulance.

The Skead designated night landing site is located eight (8) kilometres from the Air Ambulance Base at the Sudbury Airport. If council was to adopt this option the land ambulance crew would respond directly to the scene then, if required, transport the patient to air ambulance at the airport.

If adopted this option would result in a net increase of six (6) minutes out of hospital time, where the air ambulance helicopter is utilized.

If implemented in April 2004 the estimated capital cost savings associated with this site over a five year period are:

2004 replacement of reflective cones =	\$3,500	represents seven cones that require replacement @ \$500 / ea.
2005 -2008 cone maintenance \$1,000/ year.	\$4,000	annual cone replacement and site maintenance
planned re-orientation of approach -	\$6,000	estimated to clear brush and trees from approach
	<u>\$13,500</u>	

If implemented in April 2004 the annualized operational cost savings for the remainder of 2004 is estimated to be **\$1,850 representing snow removal for the second half of 2004. Subsequent years would be \$3,700 for snow plowing in addition to the costs identified above for annual reflective cones and site maintenance.

From January 1, 2003 to end of November 26, 2003				Transport time to Hospital (min.)	
Site	# Landings	Winter Costs	km to airport	Helicopter	Ambulance
Skead	3	*\$3,700 - \$4,300	8	11	29

* Estimated costs based on 18 snowfalls per season. ** based on average of 3 snow falls per month

Reduction in Staffing:

Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$1,850
5 year Capital Cost Avoidance	\$13,500

NEW REVENUE GENERATION
L.R.80.00.00.00 COMMUNITY ARENA/CENTRES

Description:

This option would see an increase in the telephone convenience fee which is charged to those customers who choose to purchase Sudbury Arena event tickets by telephone. The current telephone convenience fee of \$1.00 would be increased to \$4.00 so as to encourage the public to make use of the Internet based ticketing service. The telephone convenience fee would be charged in addition to the ticket handling fees that are applied to all tickets sold at the Sudbury Arena.

Impact of Implementing Option:

Since its introduction at the Sudbury Arena in 1998, the electronic ticketing system has not been utilized to its full capacity, particularly as it relates to the purchasing of tickets online. The contract with Tickets.com applies a ticket handling fee which ranges from \$2.50 - \$3.50 to web based ticket transactions. This fee is required to cover the costs associated with development and maintenance of the online ticket system. Because the convenience fee applied to telephone transactions is only \$1.00 per ticket, many customers are continuing to use the telephone to order tickets. Telephone ticket transactions are time consuming for box office staff and detract from our ability to service citizens who attend the box office in person. Those citizens who do not wish to pay the convenience fee would continue to have the option of purchasing tickets in person at the Sudbury Arena Box Office.

This option would be effective June 1, 2004.

Annualized impact of this option: \$12,500

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$7,290
5 year Capital Cost Avoidance	

NEW REVENUE GENERATION
L.R.80.00.00.00 COMMUNITY ARENAS/CENTRES

Description:

This option would harmonize rates for a number of day-time skating programs, specifically Public Skating, Adult/Senior Skating, and Parents & Tots Skating and increase the rates to be comparable to user fees charged for public swimming. The harmonization of user fees will also allow for the introduction of seasonal passes that are valid in all municipal arenas which will minimize the staff requirements for collection of admission fees for weekday programs.

Impact of Implementing Option:

Innumerable studies suggest that recreation programs are of high community value as they contribute to the physical, social and emotional health of the community. For this reason, it is important that the City maintain an affordable public access point to recreation facilities and programs. Public skating and public swimming periods provide all users with affordable access to ice and water sports, while swimming lessons and ice rental fees are more appropriately charged on a higher percentage cost recovery basis for those who choose to participate in more comprehensive and costly programming.

The costs of providing these programs are the same in all arenas, therefore it is appropriate to harmonize user fees for public skating programs while ensuring that these fees remain affordable. To reduce staff requirements and minimize the collection of admission fees for weekday programs with regular attendance, a pass system will be implemented in all arenas for parent and tot and senior skating programs. The daytime program passes could then be used interchangeably at all CGS arenas.

Three Month Daytime Program Pass - (Parent/Tot and Senior Skating) \$25.00

	Public Skating Rates				Public Swimming	Proposed
	Onaping	Capreol	Nickel Centre	All Others	Rate	Harmonized Rate
Current Adult	1.00	1.75	2.00	2.75	3.25	3.25
Current Youth/Senior	.50	1.25/1.00	1.00	2.25	2.75	2.75
Current Family	N/A	4.00	N/A	5.00	7.00	7.00

The implementation date for this option is September 1, 2004.

Annualized impact of this option: \$10,000

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$6,000
5 year Capital Cost Avoidance	

ALTERNATIVE SERVICE DELIVERY/SERVICE LEVEL REDUCTION
P.W.25.00.00.00 DISPOSAL

Description:
Privatize the operation of landfill sites by selling them to private operators. Currently, all sites are operated by private operators, under contract with the City.

Impact of Implementing Option:
<p>This is a long-term initiative, without any budget impact in 2004. The concept is gaining popularity across North America, with many landfill sites operated by private companies, who in turn charge customers for disposal of solid waste. There is no legal requirement for a municipality to operate landfill sites, however, in the absence of any other means of garbage disposal, the Minister of the Environment may order a municipality to provide disposal services. In Ontario, we know of one large privately operated landfill site in Ottawa. Should Council be prepared to entertain this budget option, the following cost components need to be analysed and predicted in some detail:</p> <ul style="list-style-type: none"> • City's cost avoidance in operating sites - \$2.1 million/year • City's loss of tipping fees - \$1.6 million/year • City's cost of disposal at private sites - unknown • One time capital revenue from sale of site - possibly \$millions <p>The fundamental scenario would be that the City receives a one-time cash contribution from the sale of the business, then pays the buyer on-going costs to dispose of garbage at private landfill sites. The sale/purchase agreement could be structured to guarantee fixed tipping fees for predetermined time periods, protecting the City's interests and costs for some time. Thereafter, the City would be at the mercy of the landfill site owner.</p>

Reduction in Staffing:	
Full time Employee	
Temporary & Part time (Hours)	
Overtime (Hours)	
Crew (Hours)	

Net Budget Reduction	\$0
5 year Capital Cost Avoidance	\$0