

PRIORITIES COMMITTEE AGENDA

to be held on
Wednesday, October 13, 2004
at
7:00 p.m.

**Councillor
Terry Kett
Chair**



**Councillor
Frances Caldarelli
Vice-Chair**



 **Greater | Grand
Sudbury**
www.greatersudbury.ca TM

***FIFTEENTH MEETING OF THE PRIORITIES COMMITTEE
TO BE HELD ON WEDNESDAY, OCTOBER 13, 2004 AT 7:00 P.M.
IN THE COUNCIL CHAMBER, TOM DAVIES SQUARE***

(PLEASE ENSURE CELL PHONES AND PAGERS ARE TURNED OFF)

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

COUNCILLOR KETT, IN THE CHAIR

1. Declarations of Pecuniary Interest

***ANY ITEMS NOT DEALT WITH BY THE ADJOURNMENT HOUR OF
10:00 P.M. WILL BE CARRIED OVER TO THE OCTOBER 27, 2004
MEETING OF THE PRIORITIES COMMITTEE.***

2. Report dated 2004-10-05 from the General Manager of Citizen & Leisure Services regarding Civic Awards for Volunteerism. 1 - 5
(AWARD PRESENTATION)

Mayor Dave Courtemanche and Councillor Ron Dupuis will present the Civic Award for Volunteerism to the following 2004 recipients:

Stan Finnon
Laurel Ashick-Stinson
Jillian Ashick-Stinson
Madeleine Génier
Chris Sheridan
Lucienne Prévost

3. Report dated 2004-09-16, with attachments, from the General Manager of Health & Social Services regarding Mental Health Advocates. 6 - 10
(ELECTRONIC PRESENTATION)

- ▶ Ms. Ursula Sauve, Chair, Mental Health Advocates
- ▶ Dr. Rayudu Koka, Chief of Staff, Northeast Mental Health Centre

(Mental Health Advocates is a group of stakeholders, providers, consumers, politicians and physicians concerned with the current governance model of the Northeast Mental Health Centre and the delivery of mental health and addiction services to the Sudbury/Manitoulin /East Algoma District. The Mental Health Advocates would like to brief City Council on the issues and present a proposed model of governance that the group has sent Minister George Smitherman, Minister of Health and Long Term Care for consideration.)

RECOMMENDATION:

WHEREAS the Mental Health Advocates have addressed the need to review the current governance model of the Northeast Mental Health Centre(NEMHC);

AND WHEREAS the current governance of the NEMHC does not adequately represent the needs of mental health clients in their individual program areas of the Sudbury/Manitoulin/East Algoma District;

AND WHEREAS there is a need for a new model of governance that would ensure a seamless and integrated standing mental health care delivery model;

AND WHEREAS a resolution was passed by the City of Greater Sudbury on March 25, 2004 calling upon the Minister of Health and Long Term Care to immediately set in motion a review of NEMHC, the purpose to cease the amalgamation of NEMHC and North Bay Psychiatric Hospital and return governance control of the mental health services back to the local areas;

.../continued

3. Report dated 2004-09-16, with attachments, from the General Manager of Health & Social Services regarding Mental Health Advocates (continued).

6 - 10

RECOMMENDATION (continued):

AND WHEREAS the former Network North governed and managed all mental health and addiction programs which included the children's psychiatric program and all acute and complex care beds for the Sudbury/Manitoulin/East Algoma Districts;

AND WHEREAS George Lund, lead member of the Health Services Restructuring Commission, and Peter Birney, Chair of the Northeast Mental Health Implementation Task Force, are recommending that mental health and addiction programs and services as well as the thirty-one (31) complex care beds should be governed and managed at a local level;

AND WHEREAS votes of non confidence pertaining to the governance and management of the current NEMHC have been submitted by The Standing Committee of the NEMHC, Ontario Nursing Association (ONA), Ontario Public Services Employees Union (OPSEU) and the Chiefs of Manitoulin.

THEREFORE LET IT RESOLVED THAT the City of Greater Sudbury urge the Minister of Health and Long-Term Care to immediately revise the "Regional" model of governance to a local model of governance, as was submitted to the Honourable George Smitherman, that will ensure a strong continuum of mental health and addiction services at the local level;

AND FURTHER THAT the regional children's mental health beds (12) and acute care beds remain in the Sudbury/Manitoulin/East Algoma District under a local governance and administration, and that the thirty-one (31) complex psychiatric care beds be divested to the local district, the precedence for which was set out by communities such as London who divested beds to the Windsor/Kitchener-Waterloo area as well as Hamilton to St. Catherine's, all under a local governance structure.

PRESENTATIONS/DELEGATIONS (continued)

PAGE NO.

4. Report dated 2004-10-06, with attachments, from the Chief Administrative Officer regarding Update on the Solutions Team - Disposal of Excess Properties. **11 - 27**
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- ▶ Mr. Jeff Giffen, Chair, Solutions Team (Disposal of Excess Properties)
- ▶ Danielle Braney, Property Negotiator/Appraiser (Staff Resource)

RECOMMENDATION:

THAT the October, 2004 Report of the Solutions Team on the Disposal of Excess Properties be received with the thanks and appreciation of Council;

AND THAT staff be directed to provide the budget impact of implementing preferred Option #1 (contract position for a period of one (1) year) for Council's consideration, as part of the 2005-2006 Budget Review.

5. Report dated 2004-10-06, with attachments, from the Chief Administrative Officer regarding Update on the Solutions Teams - Light Vehicle Fleet Rationalization. **28 - 74**
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- ▶ Mr. John Bonin, Chair, Solutions Team (Light Vehicle Fleet Rationalization)
- ▶ Kamran Khan, Business Analyst (Staff Resource)

RECOMMENDATION:

THAT the October, 2004 Report of the Solutions Team on the Light Vehicle Fleet Management Strategy be received with the thanks and appreciation of Council:

AND THAT staff be directed to develop options for Council's consideration, as part of the 2005-2006 Budget Review to implement the recommendations of the Solutions Team.

6. Report dated 2004-10-06 from the General Manager of Health & Social Services regarding Hospital Patient Transfers to Long-Term Care Facilities in the Sudbury/Manitoulin District.

75 - 76

(The Ministry of Health and Long-Term Care announced on October 5th, 2004 that Greater Sudbury has been declared "Crisis 1A". This means that hospitals have priority over community admissions, through the Community Care Access Centre (CCAC), to admit patients to long-term care facilities.)

RECOMMENDATION:

WHEREAS effective October 5, 2004, "Crisis 1A" was declared in Greater Sudbury, the third time since April 2004;

AND WHEREAS hospital patients waiting for a long-term care bed will, for the first time, be transferred outside the City to the Sudbury Manitoulin District;

AND WHEREAS patients transferred to the District will remain status quo on the Community Care Access Centre (CCAC) waiting list, as they were prior to leaving Greater Sudbury.

THEREFORE LET IT BE RESOLVED THAT Council lobby the Ministry of Health and Long-Term Care to change the regulations in order to enable patients transferred to the Sudbury/Manitoulin District to be given priority on the CCAC waiting list to ensure patients return to Greater Sudbury at the earliest time possible.

7. Report dated 2004-10-07, with attachments, from the Chief Administrative Officer regarding Corporate Priorities (emanating from the Council Priority Session on September 24th and 25th, 2004).

77 - 89

RECOMMENDATION:

THAT the Corporate Priorities, Organizational Improvements and Operational Strategies as outlined in the attached Short Term Action Chart be adopted;

AND FURTHER THAT the Chief Administrative Officer and General Managers be directed to develop 2005 Business Plans and prepare a budget with specific recommendations to carry out Council Priorities, Organizational Improvements and Operational Strategies;

AND FURTHER THAT the Corporate Priorities, Organizational Improvements and Business Plans to be reviewed quarterly by Council.

CORRESPONDENCE - INFORMATION ONLY

{NONE}

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

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

2004-10-08

**COUNCILLOR KETT
CHAIR**

**CORRIE-JO CAPORALE
COUNCIL SECRETARY**

Presentations and Delegations

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	October 13, 2004				Report Date	October 5, 2004			
Recommendation		Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

Report Title

Mayor and Council's Civic Awards for Volunteerism

Policy Implications + Budget Impact

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

Background attached

Recommendation

That Council congratulate the recipients of the 2004 Mayor and Council's Civic Awards for Volunteerism as recommended to them by the Volunteer Advisory Panel.

Recommendation attached

Recommended by the General Manager


Caroline Hallsworth
General Manager, Citizen and Leisure Services

Recommended by the C.A.O.


Mark Mieto
Chief Administrative Officer

Date: October 13, 2004

Report Authored By


Chris Gore
Manager, Community Development and Volunteerism

Division Review


Real Carré
Director, Leisure, Community and Volunteer Services

Executive Summary

Council, at its meeting of November 29, 2001, approved the creation of the Mayor and Council's Civic Awards for Volunteerism to promote and encourage a high standard of volunteerism and community involvement and to recognize those individuals and organizations that have made significant contributions to Greater Sudbury. The Mayor and Council's Civic Awards for Volunteerism promote and reward leadership, humanitarianism and enrichment of the human spirit through volunteerism and community involvement.

Background

The Mayor and Council's Civic Awards for Volunteerism were advertised across the community with advertisements appearing in the Sudbury Star and in the community newspapers across the City of Greater Sudbury. All nominations were received by the Volunteer Advisory Panel which consists of Councillor Ron Dupuis, Louise Lane, Yvonne Nadeau, Marvin Julian, Glynne Richard, Norma Fitzgerald and Barbara Nott. Chris Gore provides staff support to the group.

Each nomination received told the story of a dedicated volunteer(s) who had given generously of their time and effort, making significant contributions to special projects and to the groups with which they were associated. The variety of nominations received came from all corners of the City of Greater Sudbury and clearly depicted caring and giving individuals and groups who enrich our community.

The Advisory Panel took great care to give due consideration to each of the nominations received. The Advisory Panel reviewed and discussed each nomination, giving consideration to the length and quality of the service to the community, the uniqueness of the contributions as well as the opportunities seized and the obstacles faced by the nominee(s). Furthermore, the Panel looked for those who had made a lasting legacy, who provided strong role models for others to follow, who balanced leadership with a commitment to humanitarian service and whose volunteerism led to an enrichment of the human spirit.

Laurel and Jillian Ashick-Stinson

Volunteers can come in all sizes and from all age groups. In the case of Laurel and Jillian Ashick, they are only 10 and 11 years old. However, like many volunteers years older than them, they saw an opportunity and recognized that they had the ability to take action. The opportunity they saw was in the form of a littered roadside leading to Falconbridge. Like other roads in our community, the road leading to Falconbridge all too often becomes a dumping ground for litter from unthinking individuals. To Laurel and Jillian this was an invitation to contribute their time to help clean up the environment.

Date: October 13, 2004

So for Laurel and Jillian the answer was to don boots and gloves and to begin the task of cleaning up the litter and debris alongside the roadway. This is not a one day task and so the sisters have invested many hours in an effort to rid the roadside of garbage.

The sisters are residents of Falconbridge and like many young people enjoy their hobbies, delivering newspapers and doing their school work. Laurel and Jillian have been cleaning up along the roadside for 3 years now with the supervision of their mother. In the spring of 2004, a roadside sign was erected by the City of Greater Sudbury to identify their efforts as a component of the City's Adopt-A-Road Program.

The role model the girls are exhibiting makes a significant statement. Take responsibility and take action to do what you can to make our community a better and cleaner place to live. The City of Greater Sudbury recognizes the value of the work these ambitious sisters have taken on and applauds the initiative they have demonstrated and the maturity they have displayed.

Stan Finson

If there is a name in Capreol synonymous with volunteerism it would have to be Stan Finson. Stan, a former CN employee, has been a driving force behind the Capreol Cross Country Ski Club and Seniors on Skis. For anyone who has not been to the Capreol Ski Chalet it is very much a happening place. There is just about always a special event going on or a school visiting for an outdoor activity day. Regardless of the event you will likely find Stan on site mingling with the visitors and helping to make them feel very much at home. At the ski club Stan does it all from greeting visitors washing dishes, applying for grants, cooking on the barbeque and all the rest.

In recent years Stan has been instrumental in seeing more than 9,000 trees planted in the area around the ski trails by the Army Cadets, Girl Guides, Boy Scouts and local school groups.

Stan is also a musician and he uses his talents as a member of the Down Homers to entertain seniors groups and others within the community. This travelling musical group plays over 90 shows per year at senior homes and other community facilities bringing music and joy to hundreds of people.

Stan's volunteer work does not stop there. He spends countless hours with Capreol Anglican Church and has been a member of the Police Store Front Operation in Capreol since its inception.

Needless to say, all these commitments keep Stan very busy. Yet all this is performed without thought of compensation and with a smile.

Madeleine Génier

Madeleine is a dedicated volunteer who has been a resident of Sudbury for over 50 years. She has a long history of volunteer service within our community. For many years now Madeleine has been a busy volunteer with Meals of Wheels. As a volunteer driver she helped to deliver meals to homes and more recently Madeleine has become a special event volunteer with Meals on Wheels.

At events such as Meals on Wheels and the agencies annual fundraiser "Wine Event" Madeleine is always in the forefront. Her good nature and perseverance are always evident as she represents Meals on Wheels with great pride. She has earned the respect from both staff and volunteers who work with the agency. She has an effective way of sharing her life experiences, knowledge and wisdom with those around her to the

Date: October 13, 2004

benefit of all. Madeleine has also begun to apply her passion for gardening with the special garden being created at Minnow Lake Place, the home for Meals on Wheels in Sudbury.

Madeleine is also a volunteer with the Red Cross where she sits on a Disaster Working Group Committee. This role sees Madeleine sharing her new knowledge with school age children to enhance their safety awareness. School age children also benefit from Madeleine's story telling abilities. She is a regular visitor to the school attended by her grandchildren where both pupils and teachers eagerly anticipate her visits.

Madeleine has an infectious sense of humour and a zest for life which is easily betrayed by her boundless energy. She is passionate about volunteering as in her words "it keeps me mentally and physically fit and I like helping others". Madeleine is definitely one of our community heroes.

Lucienne Prévost

In 1965 Lucienne began her volunteer career with her church, St. Jean de Brébeuf. Almost 40 years later she has not slowed down and continues to donate her time to local institutions and organizations. Lucienne Prévost is 86 years young and still finds the time and energy to help others. Volunteering for those who need support and assistance is a daily part of Lucienne's life.

Currently she volunteers at Pioneer Manor as a member of the Woman's Auxiliary and also at Extendicare York in pastoral care. The list of organizations with which she has actively been involved includes the Red Cross, Canadian Mental Health Association, Petites Soeurs de l'Assomption, Sudbury Regional Hospital, the One-Eleven Senior Citizen Centre and many others. Among her volunteer skills, fundraising ranks very high. According to local sources there is not a person in the City of Greater Sudbury who can refuse to buy a ticket for a draw from Lucienne.

Perhaps a statement from a family member sums up Lucienne's dedication to volunteering most effectively. "When we want to do something special with her, we need to check ahead of time to see what her schedule is like and if she is available, she'll 'pencil' us into her daytimer". For example, last Christmas Eve she had to turn down an invitation from her family as she had already offered to volunteer at Extendicare York! Now that is dedication and commitment.

Chris Sheridan

For the past 40 years Chris Sheridan has donated countless hours to a variety of community projects and initiatives. He was born and raised in Sudbury attending Civil Engineering at Cambrian College.

Chris has had a long history of involvement with the Kinsmen Clubs of Sudbury area dating back to the late 70's. His dedication to the Kinsmen lead to significant roles in Kinsmen Minor Football for over ten years and to chairing the Kinsmen Sports Celebrity Dinner to recognize Sudburians making significant contributions to the sports world.

In 1988 the former City of Sudbury embarked on an ambitious community Leisure Plan and Chris played an important role in this endeavour. Chris served as chair for the Service Clubs component of the report as well as sitting on the committee for ice related activities.

Chris has also been involved in a number of community fundraising efforts both with the Kinsmen and in support of other events such as the Ontario Games for the Disabled and the Ontario Senior Games. He was also a member of the steering committee to establish the Sudbury Community Foundation. He has also

Date: October 13, 2004

served as a board member with many local organizations including the YMCA, VON and Memorial Hospital Foundation.

More recently Chris has focussed his attention on the creation of the House of Kin. The House of Kin is not for profit accommodation for families who have a loved one undergoing medical treatment in Sudbury. As a medical referral centre our community plays host to many individuals and families who use Sudbury as a home away from home. The House of Kin provides that welcoming family atmosphere that makes all the difference.

Request for Recommendation Priorities Committee




Type of Decision									
Meeting Date	October 13, 2004				Report Date	September 16, 2004			
Recommendation	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title
Mental Health Advocates Need to review the current governance model of the Northeast Mental Health Centre

Policy Implications + Budget Impact	
<input type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified
<p>No budget impact</p>	
<input checked="" type="checkbox"/>	Background attached

Recommendation	
<p>WHEREAS the Mental Health Advocates have addressed the need to review the current governance model of the Northeast Mental Health Centre(NEMHC), and</p> <p>WHEREAS the current governance of the NEMHC does not adequately represent the needs of mental health clients in their individual program areas of the Sudbury/Manitoulin/East Algoma District, and</p> <p>WHEREAS there is a need for a new model of governance that would ensure a seamless and integrated standing mental health care delivery model; and</p>	
<input checked="" type="checkbox"/>	Recommendation attached

Recommended by the General Manager
 Catherine Matheson General Manager, Health and Social Services

Recommended by the C.A.O.
 Mark Mieto C.A.O.

Date: October 13, 2004

Report Authored By



Kim Rossi
Coordinator of Health Initiatives

Division Review

Name
and Title

WHEREAS a resolution was passed by the City of Greater Sudbury on March 25, 2004 calling upon the Minister of Health and Long Term Care to immediately set in motion a review of NEMHC, the purpose to cease the amalgamation of NEMHC and North Bay Psychiatric hospital and return governance control of the mental health services back to the local areas, and

WHEREAS the former Network North governed and managed all mental health and addiction programs which included the children's psychiatric program and all acute and complex care beds for the Sudbury/Manitoulin/East Algoma Districts, and

WHEREAS George Lund lead member of the Health Services Restructuring Commission and Peter Birney, chair of the Northeast Mental Health Implementation Task Force, have recommended that mental health and addiction programs and services as well as the 31 complex care beds should be governed and managed at a local level, and

WHEREAS votes of non confidence pertaining to the governance and management of the current NEMHC have been submitted by The Standing Committee of the NEMHC, Ontario Nursing Association (ONA), Ontario Public Services Employees Union (OPSEU) and the Chiefs of Manitoulin,

THEREFORE let it be resolved that the City of Greater Sudbury urge the Minister of Health and Long Term Care to immediately revise the "Regional" model of governance to a local model of governance, as has been submitted to the Honourable George Smitherman, which will ensure a strong continuum of mental health and addiction services at the local level, and

FURTHER that the regional children's mental health beds (12) and acute care beds remain in the Sudbury/Manitoulin/East Algoma District under a local governance and administration, and that the 31 complex psychiatric care beds be divested to the local district. The precedence of local management and governance has been established in communities such as London who divested beds to the Windsor/Kitchener-Waterloo area as well as Hamilton to St. Catherine's.

Background

The Mental Health Advocates are a group of stakeholders, providers, consumers, politicians and physicians concerned with the current governance model of the Northeast Mental Health Centre and the delivery of mental health and addiction services to the Sudbury/Manitoulin/East Algoma District.

The current Northeast Mental Health Centre came to exist as a result of the Health Services Restructuring Commission's (1999) directive that the North Bay Psychiatric Hospital be "divested" to a public hospital. At that time, the Network North local board of directors was dismantled and the board of NEMHC was established with a governance structure representative of Northeastern Ontario.

Date: October 13, 2004

The "Regional" board of the Northeast Mental Health Centre is comprised of 12 appointed members and 6 ex-officio. The membership is as follows:

District	# of representatives
Algoma	2
Nipissing/Timiskaming	2
Sudbury/Manitoulin	2
Cochrane	2
Parry Sound/Muskoka	2
1 First Nation Near North	1
1 First Nation Far North	1

The Issue

The Regional Board and new administration have managed the NEMHC for the past four years and there have been significant cuts : 25 to 30% workforce and up to 40% programs & services. An example of this is the recent report that the Pinegate Detox centre located in Greater Sudbury will cut six full-time and four part-time positions. Northeast mental health clinics have also been downsized in Espanola and Elliot Lake.

Quick Facts pertaining to the Rural Mental Health Clinics (Manitoulin/Sudbury/East Sudbury/Walden/Espanola/East Algoma)

	1998	2003-04	Prediction for 2004/2005
Number of Clients served	1259	833	u/a
Waiting List (days)	0 up to 3	4.25 up to 43	exceed 5 months to 1 year
Clinic Manager	2.9	.3	.3
Total Clinical Staff	18.1	15.1	10.6

Proposed Solution

The divestment of the NEMHC is yet to fully occur. Therefore there is a timely need for the City of Greater Sudbury and the districts of Manitoulin and East Algoma to urge the Minister of Health and Long Term Care, the Honourable George Smitherman, to consider a local model of governance.

Attached is a copy of the Advocate's proposed model for governance. Their model is designed to keep children and adults needing mental health and addiction services as the primary focus. It also involves the community in the planning and decision making process. There are two steps associated with the proposed model; subsidiary and permanent. The subsidiary model places the Sudbury Regional Hospital in the position of broker pending the evolution to the final local/district governance model. The desired governance model would enable more accountability to the local communities, and heightened representation.

Sudbury/Manitoulin/East Algoma Mental Health Services

(SMeAMHS)

Easy Access to local mental health and addiction services and a balanced system to those who need it most

Mission

The SMeAMHS will provide world class mental health and addiction services to the Sudbury/Manitoulin/East Algoma

Purpose

To provide a comprehensive seamless model of integrated community/institutional mental health and addiction programs to the Sudbury/Manitoulin/East Algoma District.
To provide specialized children psychiatric services that will be effectively delivered throughout Northeastern Ontario.

Goals

To enable a system committed and involved through a local/district board of directors accountable to the community which will include representatives from the rural, aboriginal and consumer advisory committees.
To have a local/district governance model which will promote forward thinking and develop a center of excellence.
To provide a continuum of services of acute and specialized mental health and addiction services to children and adults for inpatients and outpatients.
To ensure that people using the service become the focus of the system and will involve the community in the planning and decision making process.
To foster and collaborate on partnerships that will focus on growth and effectiveness.

Programs and Services

Children Programs	Adult Programs
<ul style="list-style-type: none"> ➤ Regional children's psychiatric Center serving Northeastern Ontario (Inpatient services/outreach/consultation) ➤ Integrated Services for Northern Children ➤ Developmental clinical services ➤ Community clinic - rural 	<ul style="list-style-type: none"> ➤ Community Clinics-urban/rural ➤ Complex care beds = 31 ➤ Pinegate Addiction Services ➤ Interact ➤ Psychogeriatrics ➤ Crisis Intervention ➤ Acute psychiatric beds

Our mission states that the SMeAMHS will provide world class mental health and addiction services to children and adults of the Sudbury/Manitoulin/East Algoma District with a goal to excel and provide forward thinking to develop a center of excellence.

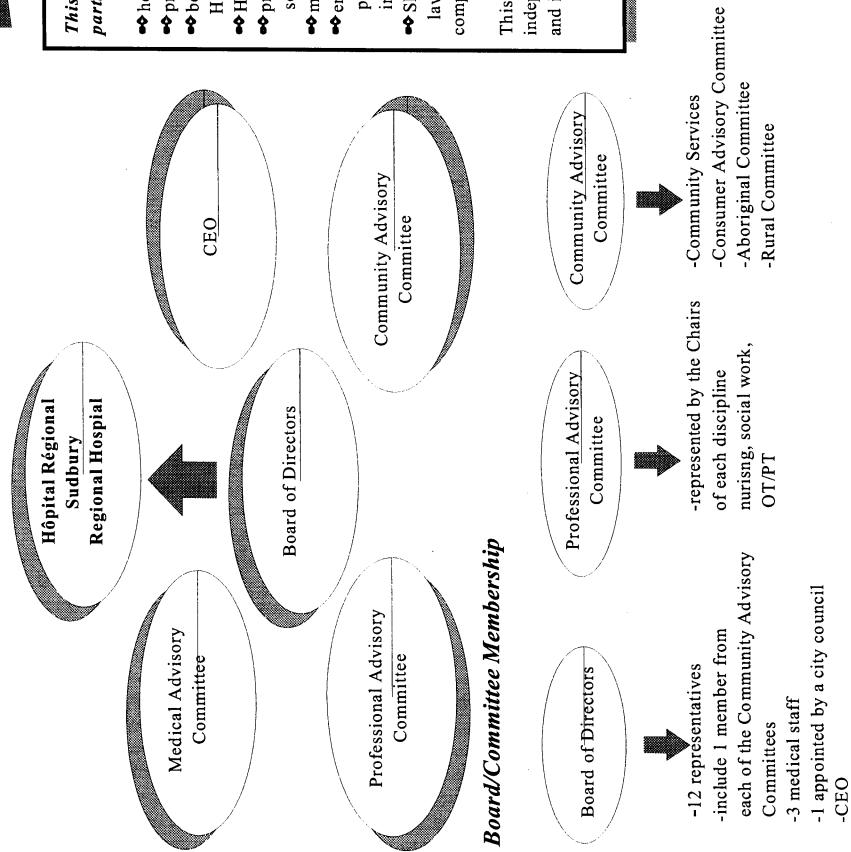
The SMeAMHS will provide leadership in mental health and addiction programs and services by providing unique and innovative ways in the delivery of the system by ensuring that local programs and services accessed by children and adults are credible, community based and focused. The creation and development of new programs and services will allow the SMeAMHS to build strong partnerships with community providers.

The SMeAMHS recognizes the need to work with our local acute care facilities and alleviate some of the pressures put on this system, we are therefore recommending the following:

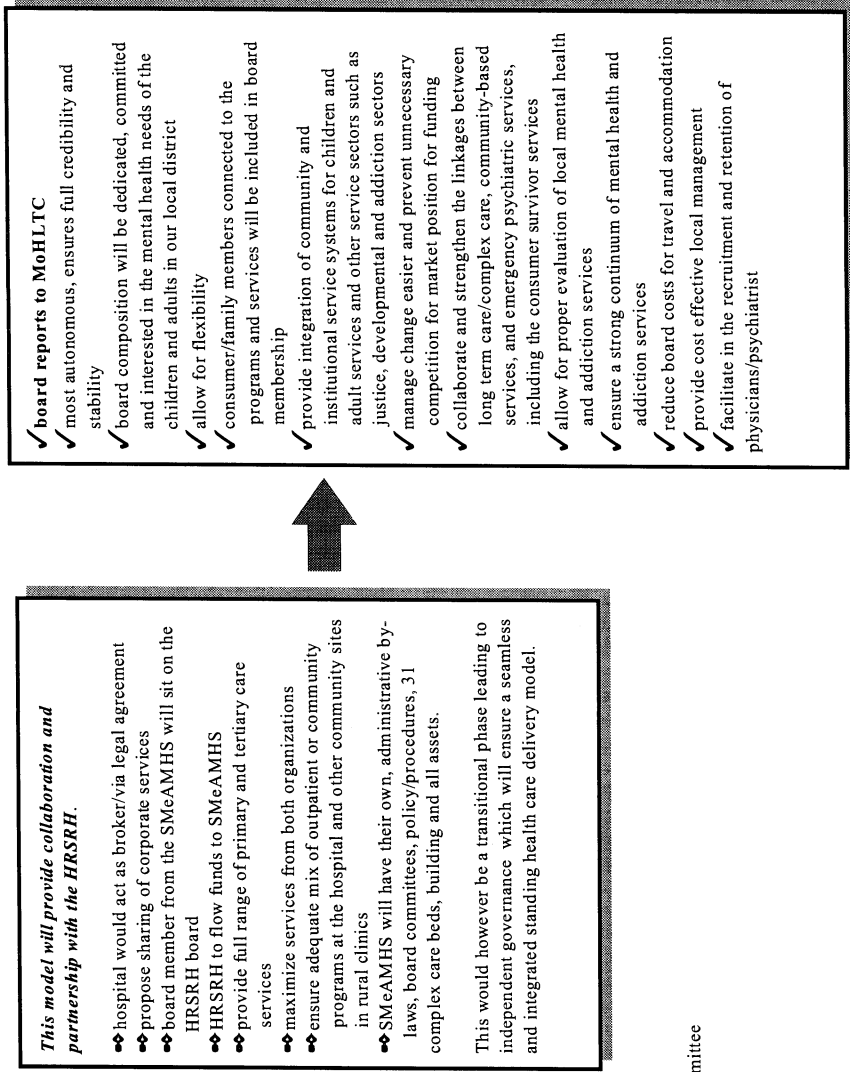
- mental health walk in clinic
- cover all emerge and consultations
- include a team of professional mental health and crisis workers
- partnership trough education
- NOMS
- post secondary institutions

Sudbury/Manitoulin/East Algoma Mental Health Services Steps to new governance

Step 1 - Transitional/Subsidiary Model



Step 2 - Local/District Governance Model



Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	Wednesday, October 13, 2004				Report Date	Wednesday, October 6, 2004			
Recommendation		Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

Report Title

FINAL REPORT OF THE SOLUTIONS TEAM - DISPOSAL OF EXCESS PROPERTY

Policy Implications + Budget Impact

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

Policy Implications:

Though this Report appears for Information Only, the Solutions Team has canvassed four options that are set out in pages 8 to 13. The preferred Option offered by the Solutions Team is Option #1 (page 8) which recommends the hiring of a contract position for a period not to exceed one year.

Budget Impact:

Assessing the financial impact of the various options set out in the Report was not part of the mandate of the Solutions Team.

Background attached

Recommendation

THAT the October, 2004 Report of the Solutions Team on the Disposal of Excess Properties be received with the thanks and appreciation of Council;

AND THAT Staff be directed to provide the budget impact of implementing preferred Option #1 (contract position for a period of one (1) year) for Council's consideration, as part of the 2005-2006 Budget Review.

Recommendation attached

Recommended by the General Manager

n/a

Recommended by the C.A.O.

Mark Mieto, CAO

11

Date: 2004-10-06

Report Authored By
n/a

Division Review
n/a

BACKGROUND:

This is the Final Report of the Solutions Team for the Disposal of Excess Property, Chaired by Mr. Jeff Giffen. Mr. Giffen will, with the aid of an electronic presentation, present the findings of the Solutions Team and the options reviewed by the Committee for the consideration of the Priorities Committee.

CITY OF GREATER SUDBURY

“DISPOSAL OF EXCESS PROPERTIES”

SOLUTIONS TEAM

Jeff Giffen, Ontario Realty Corporation, Chair
Dreena Gilpin, Sudbury Real Estate Board
Danielle Braney, City Staff
Ed Vildis, City Staff

TABLE OF CONTENTS

TABLE OF CONTENTS	Page -2-
WHY FORM A SOLUTIONS TEAM?	Page -3-
FOCUS OF SOLUTIONS TEAM	Page -3-
PROPERTY INVENTORY BREAKDOWN	Page -4-
PROPERTY SECTION: "TITLES & FUNCTIONS"	Page -4-
PROPERTY SECTION: "DUTIES & CHALLENGES"	Page -5-
WHEN DOES THE CITY DISPOSE OF EXCESS PROPERTY?	Page -6-
LEGISLATIVE REQUIREMENTS	Page -7-
TIME LINES FOR DISPOSITION	Page -7-
PUBLIC PERCEPTION	Page -8-
REALITY CHECK	Page -8-
WHAT ARE THE OPTIONS?	Page -8-
OPTION 1 - HIRE DEDICATED STAFF	Page -8-
OPTION 2 - REMOVE STAFF DUTIES	Page -10-
OPTION 3 - OUTSOURCING	Page -10-
OPTION 4 - STATUS QUO	Page -12-
RECOMMENDATIONS	Page -13-
FURTHER RECOMMENDATION - EDUCATION	Page -13-
SCHEDULE 'A'	
SCHEDULE 'B'	

1. WHY FORM A SOLUTIONS TEAM?

- a. The Team was created as a result of input from the community, which suggested excess properties owned by the City could be disposed of in a more efficient manner.
- b. The Team offers a fresh perspective through a collaborative partnership of staff employees and volunteer citizens who have an understanding of the challenges associated with disposition of public assets.
- c. The goal was to examine better mechanisms for the disposal of the City's excess properties and subsequently provide advice, information and recommendations to City Council within four months of formation.

2. FOCUS OF SOLUTIONS TEAM

The Solutions Team examined a myriad of factors that have and continue to affect the disposal of excess assets in the City of Greater Sudbury. The Team felt strongly that it needed to understand past and present conditions, in order to make recommendations for a future direction.

The complete property inventory is new (due to amalgamation) and lacks depth of information. To maintain a property register is not only good business practice, it is a requirement of the *Municipal Act, 2001*. Since 2001, staff has created a database using records from the Municipal Property Assessment Corporation (MPAC) as a starting point. These records must be further researched to establish a more in-depth list of properties that will provide, at a glance, information regarding each specific site, i.e. whether a vacant site is needed for municipal purposes or has been declared surplus.

There is a misconception within the community that the City is "sitting on a gold mine". If vacant sites are ripe for development, inquiries are usually received by the Property Section to act upon.

The *Municipal Act, 2001*, which sets guidelines for the disposition of land by the municipality and the City's Property By-law, 2003-294, which establishes the City's procedures for the disposition of surplus property are legislative requirements that must be adhered to.

Staffing has been an issue since amalgamation for the newly formed Property Section. The former Region of Sudbury had one Property Appraiser/Negotiator on staff and the former City of Sudbury had one Property Administrator on staff. None of the other municipalities had staff specifically designated to deal with property matters and therefore disposal of excess properties was not a priority or was not addressed at all. Two additional permanent positions for Property Administrators were created in 2002 to handle additional duties related to amalgamation. (It has become evident that the Section is overwhelmed partially due to the shifting of some facilities management responsibilities from other departments to the Property Section.)

3. PROPERTY INVENTORY BREAKDOWN

Since its formation in May 2004, the Solutions Team (through the efforts of staff) has rationalized the number of potentially saleable properties in the City's inventory. The listed inventory is 2053 (vacant land and sites improved with structures).

Six hundred and eighteen (618) properties are improved with buildings or structures which are required to deliver municipal services. More information on these buildings may be found in the "Review of the City of Greater Sudbury Property Management and Related Issues" to be presented to Council before the end of 2004.

To date, the number of properties on the list has been reduced considerably (by approximately 500) through consolidation of various parcels. (MPAC may identify a tract of land as several lots on a plan of subdivision each having its own entry on the roll when in fact the lots are used for a single use such as a park.) Staff is currently working with MPAC to amend the records accordingly.

More than nine hundred (900) properties, mostly vacant sites in outlying areas, require further investigation as there is little or no background information readily available in the database.

4. PROPERTY SECTION: "TITLES & FUNCTIONS"

The Property Section is administered by the Property Negotiator / Appraiser. Besides providing direction to staff, the Property Negotiator / Appraiser performs, or contracts and reviews, all appraisals required for the acquisition or disposal of municipal property. The Appraiser also estimates the cash value of parkland dedication, a condition imposed prior to issuing severance certificates or subdivision agreements.

The Property Negotiator / Appraiser acts a principal advisor on real estate matters, attends meetings of Council and relevant Committees of Council and makes

presentations as required. Other duties include functions similar to those performed by the Property Administrators.

Three (3) Property Administrators administer acquisitions, sales and leases of properties, including licences, encroachment agreements, lane, pathway and road closures. They also manage a number of facilities that do not fall under the jurisdiction of specific departments such as the Farmers Market, the former CP building at the intersection of Elm and Elgin, the Onaping Falls medical centre, the former Valley East town hall, the Centre Lionel E. Lalonde Centre, the Provincial Tower, and other facilities acquired from time to time by the municipality through Tax Sales.

Another key function of the Property Administrators is that they are the front line staff that deal with all public inquiries regarding property matters. They also act as liaison officers between Councillors, other departments and the general public when issues need to be resolved in order to bring closure to a transaction.

All expropriation matters are a function of the Property Section. Expropriation is a legislated process that is quite extensive and lengthy but that is often needed for the municipality to be able to deliver municipal services. This is usually used for road widening purposes and the installation of new water and sewer services.

5. PROPERTY SECTION: "DUTIES & CHALLENGES"

The Property Section's main duties include the administration of approximately 250 leases. Space is required in buildings owned by others to deliver municipal services such as the Provincial Offences Administration office located on Elm Street or the Land Ambulance Station at the McFarlane Lake Complex. The City leases city-owned buildings that are not needed for municipal purposes. As an example, the former Police Station on Larch Street is leased to a call centre.

Facilities management for buildings such as medical centres, Centre Lionel E. Lalonde Centre, the former CP Building, the Provincial Building, the Farmer's Market and various buildings acquired through Tax Sales is handled by the Property Section.

Another function of the Section is the disposal of excess properties which entails a circulation process to departments and outside agencies and utilities companies and further steps that will be outlined in greater detail in subsequent pages.

Acquisitions (including right-of-ways, easements, road allowances etc.) is also a regimented process that has been streamlined to allow for maximum efficiencies, however, certain steps cannot be skipped to ensure that the taxpayers are not put at risk.

Appraisals are performed solely by the Property Negotiator / Appraiser as mentioned earlier. The Appraiser will also prepare terms of reference for the hiring of independent Appraisers or for a second opinion often needed for expropriation matters.

NOTE: The Solutions Team met with the Property Section's three front-line staff to gain a better understanding of their roles, responsibilities and challenges. Although each Property Administrator must be able to perform the same duties, the work is assigned to the person that has the most ability and/or background to perform the task at hand.

6. WHEN DOES THE CITY DISPOSE OF EXCESS PROPERTY?

In general, impetus to sell is based on four (4) potential scenarios:

Priority

1. Priority is given to the sale of properties that would reduce the City's liability such as tenant occupied buildings that require facilities management functions or unused vacant buildings that become the target of vandalism. It is always the goal of the Property Section to also reduce operating costs. Vacant lands are tax exempt and require little to no maintenance. This is the reason why their disposal is being given a low priority.

2. Expression of interest from general public is always acted upon. The process begins as soon as a request for a specific property is received, assuming that the property may be declared surplus.

As staff time permits

3. Properties acquired from Tax Sales, other than properties that carry some liabilities, are processed as time permits or when interest is expressed from a potential buyer.

The following is a brief overview of the status of the properties acquired through Tax Sales since amalgamation.

The first Tax Sales following amalgamation occurred in June and October of 2001. A total of 33 properties vested, of which, 6 were sold, 1 became part of the road system, 5 are being retained in our inventory at the request of the Nickel District Conservation Authority (NDCA) to prevent any development on the lands, 1 is listed for sale and 20 properties need further review.

NOTE: No Tax Sales were held in 2002.

Of the 29 properties that became city-owned following the Tax Sale held in April of 2003, all require further investigation prior to taking further action.

Two Tax Sales were held so far in 2004, one in June and another most recently at the end of September. A total of 26 properties will be further investigated prior to making the decision to transfer ownership.

NOTE: Since amalgamation, 82 properties have been added to the City's property register as a result of unsuccessful Tax Sales.

4. Staff has not yet been able to be proactive in selling excess property from the existing inventory. As outlined above, more research is needed to complete the database and provide the information required to identify the properties that may be declared surplus and sold.

7. LEGISLATIVE REQUIREMENTS

The *Municipal Act, 2001* sets guidelines for the acquisition and disposition of municipally owned land. (Every municipality must pass a by-law establishing procedure, land must be declared surplus, an appraisal of fair market value obtained and the public must be notified of the proposed sale).

In accordance with the *Municipal Act, 2001*, the City enacted its own By-law (By-law 2003-294) in November, 2003.

8. TIME LINES FOR DISPOSITION

The flow chart, shown as Schedule 'A' to this report, outlines the critical path of the entire process to dispose of one excess asset.

The Solutions Team believes there are few opportunities for efficiencies in this process. For each property, an estimated 2 to 4 hours of dedicated staff time is required to investigate items such as; the zoning and permitted uses, title searches for registered easements, notices, agreements which may impact on marketability, confirmation that the property has road access or alternatively establish the steps, if necessary, to be taken to ensure that there is road access, review the file for information which may impact on marketability such as unregistered licence agreements or leases, note any environmental concerns and remedial actions, availability of municipal services, etc.

NOTE: The 2-4 hours required does not dramatically slow down the process when

there is an impetus to sell. However, it does create a bottleneck in terms of placing properties in "the hopper".

9. PUBLIC PERCEPTION

There is a perception amongst the taxpayers that the City is sitting on a "Gold Mine", that if it sold more properties, great revenues could be generated.

10. REALITY CHECK

While it is true that the City could generate additional revenues if it actively pursued the sale of excess property, it is unlikely that it is sitting on a "Gold Mine". While more research is needed to bring excess properties to the market, we believe that the low bearing fruit has been picked.

11. WHAT ARE THE OPTIONS?

In our Terms of Reference, the Solutions Team was asked to determine if the present method of disposal is efficient. Given the staff complement, we believe the answer is yes. However, we are tabling four (4) options for City Council to consider that could improve efficiencies.

1. Hire dedicated staff to expedite disposal of excess property;
2. Remove duties for existing staff (i.e. Facilities Management);
3. Outsource disposition function;
4. Status quo (do nothing and be patient).

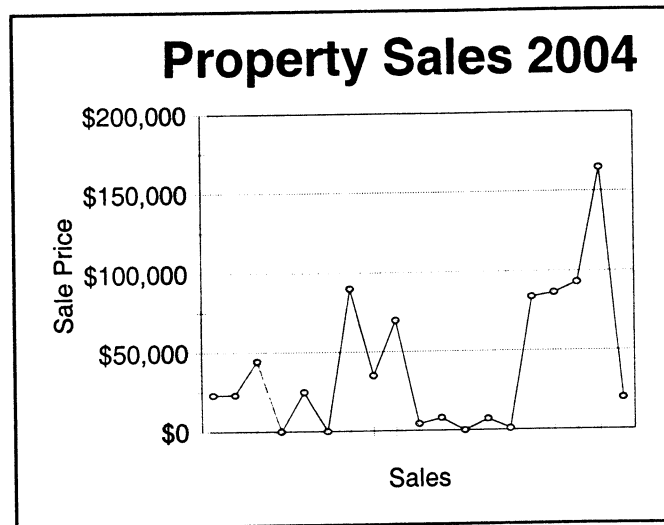
12. OPTION 1 - HIRE DEDICATED STAFF

The Solutions Team believes a temporary contract position for a period of one (1) year would be an effective method of populating the City's database with valuable information on City owned properties.

This option is not only good business practice but would expedite sales in the short term, and create future efficiencies for staff.

The cost of this position could be recovered from increased sales, and should be reviewed at the expiry of the contract. There are no statistics available prior to 2004 on number of sales and sale prices. So far this year, 19 properties have been sold (meaning that the transfer has already occurred as of October 1st, 2004).

Sale prices ranged from a nominal consideration for three of the properties, to net proceeds of \$164,940.00 for the highest sale price (see attached Schedule 'B'). The following chart indicates that only one sale was higher than \$100,000.00.



Five sales were between \$50,000.00 and \$100,000.00 while the remainders were all less than \$50,000.00. This has been an exceptional year in terms of real estate market activity in most sectors. Of the 19 sales, 8 were sales of vacant industrial sites; 7 in the Walden Industrial Park and 1 in the Valley East Industrial Park.

Over the past ten years no more than one or two sales per year have occurred in the Walden Industrial Park. If the industrial sales are removed from the equation, the average sale price drops to around \$25,000.00.

Assuming that each staff in the Property Section sells five (5) properties per year while performing an array of other duties, it would seem reasonable to assume that one person who would dedicate her/his entire time populating the database could also sell at least five properties. It is difficult to say how much on average each property will bring, and one would expect that a temporary person's salary would be recovered, and, if nothing else, it would enable the permanent staff to become more efficient and proactive.

13. OPTION 2 - REMOVE STAFF DUTIES

Simply stated, due to the current structure, disposition is not a priority function of the Property Section. Time constraints prevent staff from being proactive in researching the information necessary to pursue the disposition of potentially excess properties.

Facilities Management functions are currently dispersed throughout the organization. On an ongoing basis, the Property Section manages approximately 10 to 20 buildings that are not associated with other departments. This is time-consuming and often takes priority over other real estate duties.

The needs for a Facilities Management section within the organization has been identified in the "Review of the City of Greater Sudbury Property Management and Related Issues" report and will be presented to Council before the end of the year.

14. OPTION 3 - OUTSOURCING

Proposals for outsourcing of disposition of "excess properties".

The Solutions Team had a brief period with which to provide recommendations to City Council on potential efficiencies in the disposal of "excess properties". One of the options outlined in our presentation was the potential outsourcing of this function to the private sector.

There are a number of large corporations based in Southern Ontario that provide real estate services to various levels of government. However, it is worth noting that these companies focus on facilities & land management and asset rationalization, where there tends to be a greater opportunity for an economic return for both client and its service provider.

1. Mirabelli Real Estate Group

The Solutions Team is also in receipt of a proposal from one Northern Ontario-based real estate company, the Mirabelli Real Estate Group, based out of Thunder Bay. The Mirabelli Group has established itself through facilities management, leasing and construction. However, it has opened a new service line devoted to public organizations, which focuses directly on the concept of asset rationalization. This involves a broader look at the real estate portfolio of a company/government to determine which buildings are underutilized and could be considered for sale. While the Solutions Team believes this would be a prudent area for the municipality to explore, it appears to be beyond our reach, as our terms of reference referred

specifically to disposal of excess properties. A project of this nature would require investigation across the corporation, rather than specifically the Property Section's portfolio.

The Solutions Team further contacted three of the larger real estate management firms that work with various levels of government across the province; Dell Management (DMS Group), Brookfield Lepage Johnson Controls (BLJC) and SNC-Lavalin Profac.

2. DMS Group

One of the main clients for the DMS Group is the Ontario Realty Corporation, which is the real estate arm for the provincial government. DMS has provided Land Management services for ORC for the last five years on a portfolio that comprises 65,000 acres of leased and vacant land across Southern Ontario.

Through conversations with Solutions Team members, the DMS Group has indicated it would be willing to enter into a pilot project to allow the City of Greater Sudbury to assess the merits of activities associated with property disposal. It should be noted that DMS Group indicated it does not currently provide this function to any other municipalities in Ontario.

DMS would subcontract to local service providers to perform title search, appraisal, environmental assessment and building condition assessment work. DMS would use its own resources to coordinate the work, prepare a report and review all documentation. DMS would hire a local broker (if desired) to handle the listing. Fees would be transaction based at 20% of the value of subcontracted work.

3. Brookfield Lepage Johnson Controls (BLJC)

BLJC also responded to the Solutions Team's inquiry. One of BLJC's larger clients is the Royal Bank of Canada (RBC). However, the focus again is on asset rationalization and disposition of buildings/properties which become surplus as a result of this process. For instance, in the first 39 months of its contract with RBC, BLJC completed 205 dispositions, successfully reducing RBC's vacant building space by nearly one million square feet, resulting in reductions in occupancy costs of \$13.5-million.

NOTE: The Solutions Team also contacted SNC-Lavalin Profac, but did not receive a formal proposal.

Conclusion

If the City of Greater Sudbury wishes to give serious consideration to outsourcing of the disposition function, a clearly defined scope of work would need to be established followed by a formal Request for Proposals (RFP).

The pilot project proposed by the DMS Group is a reasonable approach to exploring the potential for outsourcing. However, the City would in effect be paying a consultant and its contractors simply for the pursuit of disposition of excess properties. Without a clearly defined scope of work, DMS is not in a position to provide a cost estimate for the pilot project. It is also impossible to predict what the market will bear (i.e. the properties identified for the pilot may not sell).

Given the legislative requirements that must be met, the Solutions Team is not convinced that outsourcing all of the functions of the Property Section would solve the problem.

It's believed that outsourcing the entire disposition function would prove more costly to taxpayers, and may not prove lucrative enough to attract private sector companies. Most real estate service providers mainly focus on space rationalization and facilities management.

As the City holds the majority of the data, Property Section staff would be required to devote a considerable amount of time overseeing outsourced services.

There are currently a number of functions which are outsourced whenever possible. Most of the properties are sold through the Sudbury Real Estate Board Multiple Listing Service. Property surveys, environmental assessments and some appraisals are also outsourced.

15. OPTION 4 - STATUS QUO

If it is City Council's will to expedite the sale of excess assets, doing nothing is not an option.

While sales would continue to occur, it would be primarily as properties are identified by members of the public, and as staff time permits.

The Solutions Team must caution Council that this option will lead to a gradual growth in the property inventory. Under the current structure, the City will likely continue to acquire more properties annually through tax sales than it is able to sell.

16. RECOMMENDATIONS

The Solutions Team unanimously endorses Option 1. Hiring one dedicated, temporary employee is a cost efficient and effective means of expediting the disposal of the City's surplus assets.

In the worst case scenario, even if additional properties are not sold immediately, this constitutes a good business practice that will lead to future efficiencies.

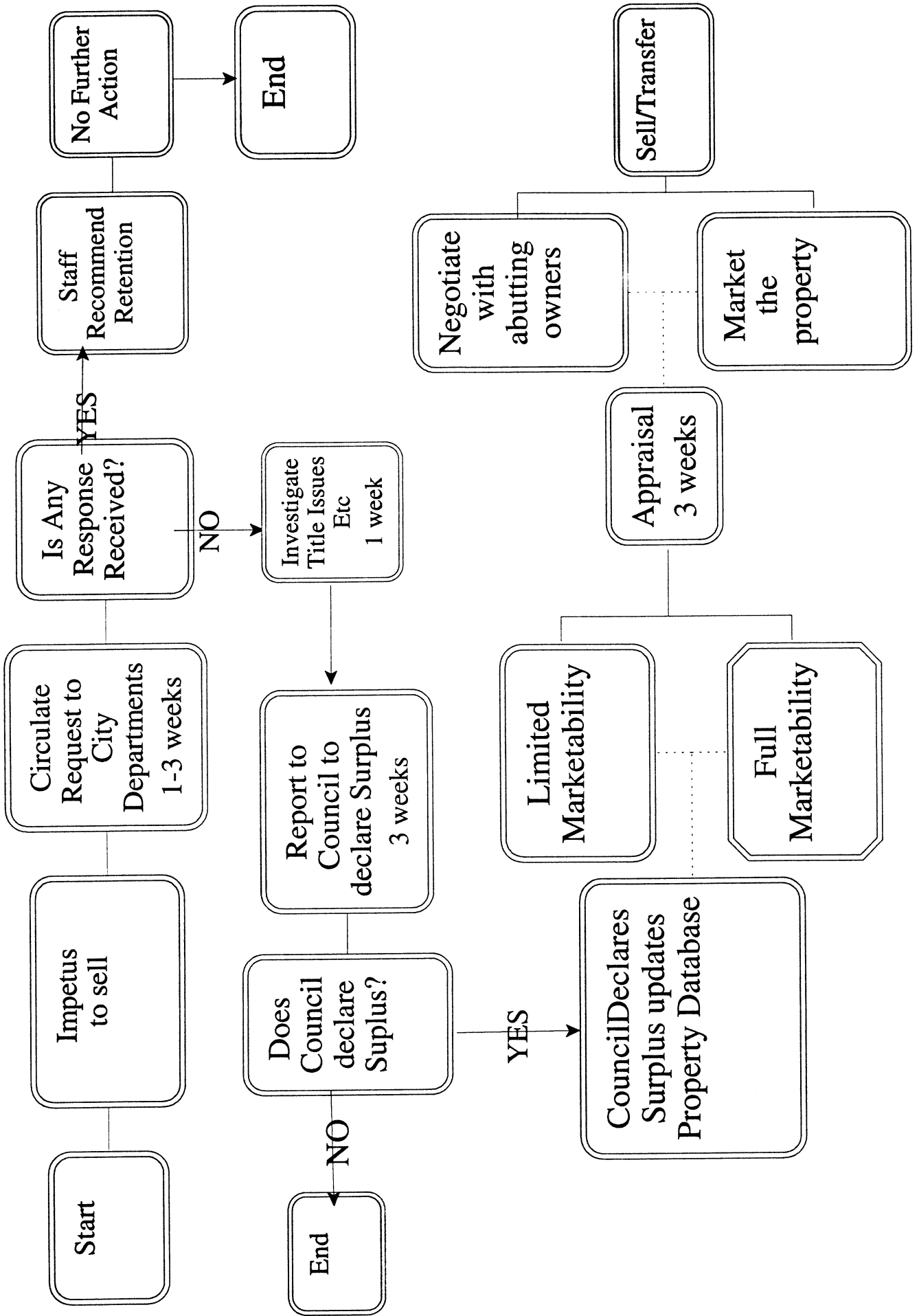
17. FURTHER RECOMMENDATION - EDUCATION

Enhancements to the existing website or creation of a separate website should be considered. Property Section staff could direct public inquiries to the website for additional information.

The Solutions Team believes all stakeholders (i.e. City Council, citizens) must be educated about the disposition process. Public perception can be changed.

An informed public is a more tolerant public.

SCHEDULE 'A'



SCHEDULE 'B'

	Property Identification	Type of Property	Sale Price
1	Parkview Drive, Azilda	Vacant Land Residential	\$23,205
2	Parkview Drive, Azilda	Vacant Land Residential	\$23,205
3	3250 Percy Avenue, Val Caron	Former school	\$44,456
4	3971 Skead Road, Garson	Skead Recreation Centre	\$0
5	Magill Drive, Walden	Vacant Land Industrial	\$24,940
6	Magill Drive, Walden	Vacant Land Industrial	\$2
7	Mumford Drive, Walden	Vacant Land Industrial	\$89,940
8	Magill Drive, Walden	Vacant Land Industrial	\$34,940
9	Mumford Drive, Walden	Vacant Land Industrial	\$69,940
10	Glenn Street, Hanmer	Vacant Land (unopened road)	\$4,250
11	Long Lake Road, Sudbury	Vacant Land (road allowance)	\$8,000
12	Marcus Drive, Sudbury	Vacant Land Commercial	\$10
13	Jesuites Lane, Sudbury	Vacant Land (part of lane)	\$7,192
14	Old Trespass Road, Garson	Vacant Land (road allowance)	\$984
15	Highway 69 North, Hanmer	Vacant Land Residential	\$83,903
16	61 First Avenue, Coniston	Medical Centre	\$86,480
17	Magill Drive, Walden	Vacant Land Industrial	\$93,000
18	Mumford Drive, Walden	Vacant Land Industrial	\$164,940
19	2691 White Street, Val Caron	Vacant Land Industrial	\$19,940
		Total Sales	\$779,327
		Average Sale Price	\$41,017

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	Wednesday, October 13, 2004				Report Date	Wednesday, October 6, 2004			
Recommendation		Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

Report Title

SOLUTIONS TEAM REPORT - LIGHT VEHICLE FLEET MANAGEMENT STRATEGY

Policy Implications + Budget Impact

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

Policy Implications:

The policy implications of implementing the recommendations of the Solutions Team will be incorporated as Budget Options for 2005-2006 Budget.

Budget Impact:

There is no immediate budget impact associated with the adoption of the Recommendation made in this report. Any financial impacts associated with the recommendations of the Solutions Team will be reflected as Options in the 2005-2006 Budget.

Background attached

Recommendation

THAT the October, 2004 Report of the Solutions Team on the Light Vehicle Fleet Management Strategy be received with the thanks and appreciation of Council;

AND THAT Staff be directed to develop options for Council's consideration, as part of the 2005-2006 Budget Review to implement the recommendations of the Solutions Team.

Recommendation attached

Recommended by the General Manager

n/a

Recommended by the C.A.O.

Mark Mieto, CAO

Date: 2004-10-06

Report Authored By
n/a

Division Review
n/a

BACKGROUND:

This is the Final Report of the Solutions Team for the Light Vehicle Fleet Management Strategy, Chaired by Mr. John Bonin. Mr. Bonin will, with the aid of an electronic presentation, present the findings of the Solutions Team and the options set out in the Report. Mr. Bonin will be assisted by Mr. Kamran Kahn, Business Analyst.

The other Members of the Solutions Team were: Mr. Gerry Martel and Ms. Peggy Wilson, Co-ordinator of Administrative Services, Public Works Departments.

The Members of the Solutions Team will be in attendance at the Priorities Committee.

TABLE OF CONTENTS

PAGE

Executive Summary I
Standby Policy I
Savings II
Introduction 1
Methodology 1
Recommendations 2
 A. Standby and Custodial Use 2
 B. Vehicle Decision/retention and Retirement 3
 C. Business Travel and Compensation for Employees without City Car 8
 a. Employees who bring their own vehicles to work 8
 b. Employees who do not bring their own vehicles to work 9
 D. Out of Town Travel 10
 E. Creation of Vehicle Expense Fund 11
 F. Fleet Management System 12
 G. Summer Use of Vehicles 12
 a. RFP for summer month usage 13
 b. Use retired pool for summer usage 13
 H. Other Recommendations 13
 Identification by Department 13
 Further opportunities for improvement 13
 Implementation Plan and TimeLine 14
Savings 15
Conclusion 15

Exhibit 1 Benchmark with other Municipalities
Exhibit 2
Exhibit 3 Fleet Vehicle Survey
Exhibit 4 Pool used as a percentage of time by each Department
Exhibit 5 Percentage of users versus Duration
Exhibit 6 Average number of cars used per month 2003-2004
Exhibit 7 Compensation per mileage for use of private vehicle for City business
Exhibit 8 Out of town travel costs
Exhibit 9
Exhibit 10A
Exhibit 10B Capital savings
Exhibit 10C Productivity increases from fleet maintenance

Executive Summary

The Solutions Team has undertaken a comprehensive review of the light vehicle fleet of City of Greater Sudbury and makes the following recommendations:

- 1) A total of 47 vehicles are underutilized. These vehicles should be retired from the fleet and the users should be paid mileage for business related travel
- 2) Conduct a further review of the remaining City vehicles to optimize their usage, specifically usage between departments.
- 3) Clearly identify all remaining vehicles by department function
- 4) Adopt a payment of \$.38 per kilometer driven by City employees on approved City business. The payment will be reviewed on an annual basis to ensure compensation is appropriate.
- 5) Allocate a vehicle expense fund by department based on estimated vehicle usage and other transportation costs. The funds will be managed within each department.
- 6) Annually tender an RFP for taxi services for use by authorized employees while on approved City business activities
- 7) Annually tender an RFP for rental vehicles for use by authorized employees while on approved City business activities and out of town travel
- 8) Investigate and purchase a basic Fleet Management system that would be used to review the current fleet for operating costs and usage.
- 9) Implement the recommendations in a staggered timeline as laid out in the report. All recommendations would be implemented within 1 month of the completion of the Collective Bargaining Agreement process.
- 10) A steering committee should be created to act as “change champion” and present a phased methodology for the implementation of the recommendations in the report.

Standby Policy

The City of Greater Sudbury standby procedure needs to be further streamlined. The Solutions Team has made a number of recommendations to improve standby usage of vehicles, which should be adopted:

- 1) Department Managers will determine the appropriate number of personnel on Standby, if a vehicle is required to be taken home and the type of vehicle required for Standby to meet the operational needs of the department.
- 2) No employee should take home a City vehicle if not on a consistent standby rotation
- 3) Standby periods should be maximized to reduce the changeover of vehicles between employees. A seven-day standby period is recommended as a minimum.

Solutions Team Report – Light Vehicle Fleet Management

- 4) While on standby, the vehicle will be parked at the employees' home and locked at all times when not in use.
- 5) Vehicles will not be used for personal use.
- 6) City vehicles will not be used to transport people that are not employed by the City or materials not owned by the City, unless specifically authorized by the Department Manager.
- 7) Transportation will be arranged by the Department Manager to transport the employee to and from their home at the start and end of their standby shift.

Savings:

The savings from the retirement of the fleet and compensation of employees' on a mileage basis for use of their own vehicle for business travel is approximated to be \$256,000 in yearly operational savings and \$406,000 in one time capital savings.

(Please see Exhibit 10 for details)

1. Introduction

The Solutions Team for Fleet Management was mandated with the objective of reviewing the City of Greater Sudbury light vehicle fleet usage and to provide information and recommendations to Council on the development of policies pertaining to the efficient utilization of City Vehicles. The Solutions Team started working in early May 2004 and was comprised of four members, two from staff and two professionals from the public with demonstrated experience in Fleet Management.

The City of Greater Sudbury presently has a fleet of 153 light vehicles, which it uses for miscellaneous purposes. These vehicles include Operations Division vehicles, the unassigned corporate pool at Tom Davies Square, H&SS pool, and a few other vehicles used by other sections.

2. Methodology

The Solutions Team undertook an exhaustive qualitative and quantitative review of City light fleet vehicles. As part of this strategy:

- 1) The Team met with all major stakeholders and heavy users of the City fleet to determine their needs. During this process the team met with:
 - i) Operations Management: Manager of Plants & Manager of Operations
 - ii) Director of Social Services/Ontario Works
 - iii) Manager of Construction Services
 - iv) Fire Chief
 - v) Acting Manager, By-Law Enforcement
 - vi) Manager of Transit
 - vii) Director of Leisure Services
- 2) A number of personnel were interviewed to understand how the City of Greater Sudbury presently manages its fleet and assess the ramifications of changing the fleet usage policy. The individuals interviewed included:
 - i) Manager of Fleet
 - ii) Director of Human Resources
 - iii) Risk Management/ Insurance Officer
- 3) A questionnaire was sent out to heavy users of the 34 pool vehicles parked at Tom Davies Square. The questionnaire was sent out to 94 employees in total. In addition another questionnaire was sent out to personnel who have dedicated usage of City vehicles external to Tom Davies Square. This questionnaire was sent to 11 employees.
- 4) The Team also undertook a comprehensive benchmark study of other municipalities' practices. A total of 4 other municipalities were benchmarked.
- 5) The historical usage of the booking of the pool of vehicles at Tom Davies Square was obtained. This data was then organized into meaningful information to depict trends.
- 6) Mileage of vehicles usage of the past one year was also obtained.
- 7) A decision model was created based on the above information for retention and/or retirement of vehicles.

- 8) Vehicle expense accounts were created for different Departments based on their historical usage of City Fleet vehicles that are being retired.

3. Recommendations

As a result of this methodology the Solutions Team suggests the following:

A. Standby and Custodial Use:

The Solutions Team found that the standby usage is not uniform and varies from department to department. There are also conflicting definitions of what the term ‘Standby’ means. For example, in some areas, a person who is on standby “24/7, 365 days a year” retains a vehicle. In other sections, employees retain custodial usage of a vehicle even when not on standby to deal with emergencies. Some managers also have custodial usage of a vehicle while on standby. These managers are required to be present on site in case of the occasional emergency to manage their employees and staff. It was felt that such supervisors should be encouraged to use their own vehicles if called out on standby unless they are carrying special equipment or need a special vehicle to perform their activities. Given the supervisory nature of the activities performed by these employees, this should not be the norm.

Directors were different from other employees, as many of them are not on a standby rotation but have custodial usage of a City vehicle. To be consistent and transparent, Directors should be treated like any other employee of the City of Greater Sudbury and should not have custodial use of a vehicle if not on standby. Furthermore policies pertaining to any other personnel who have different parking/car usage privileges should be reviewed. The Team is of the opinion that it is important to be consistent and fair across the corporation to get buy-in from employees.

Other municipalities were also benchmarked (Exhibit 1) to study their standby policies. Of the municipalities examined, other than Sudbury, only the City of Sault St. Marie allows the personal use of vehicles while on Standby.

Based on the above, the Solutions Team suggests that the following uniform Standby and Custodial usage Policy be adopted by the City of Greater Sudbury:

- Department Managers will determine the appropriate number of personnel on Standby, if a vehicle is required to be taken home and the type of vehicle required for Standby to meet the operational needs of the department.
- No employee should take home a City vehicle if not on a consistent standby rotation

- Standby periods should be maximized to reduce the changeover of vehicles between employees. A seven-day standby period is recommended as a minimum.
- While on standby, the vehicle will be parked at the employees' home and locked at all times when not in use.
- Vehicles will not be used for personal use.
- City vehicles will not be used to transport people that are not employed by the City or materials not owned by the city, unless specifically authorized by the Department Manager.
- Transportation will be arranged by the Department Manager to transport the employee to and from their home at the start and end of their standby shift.

B. Vehicle Decision/Retention and Retirement

The Solutions Team also examined the present fleet of light vehicles used by the City of Greater Sudbury. This was an involved process as a number of City departments use City vehicles for miscellaneous purposes. Some of these departments have a dedicated pool of vehicles for their specific needs, while others use the general corporate pool of 34 unassigned vehicles located at Tom Davies Square.

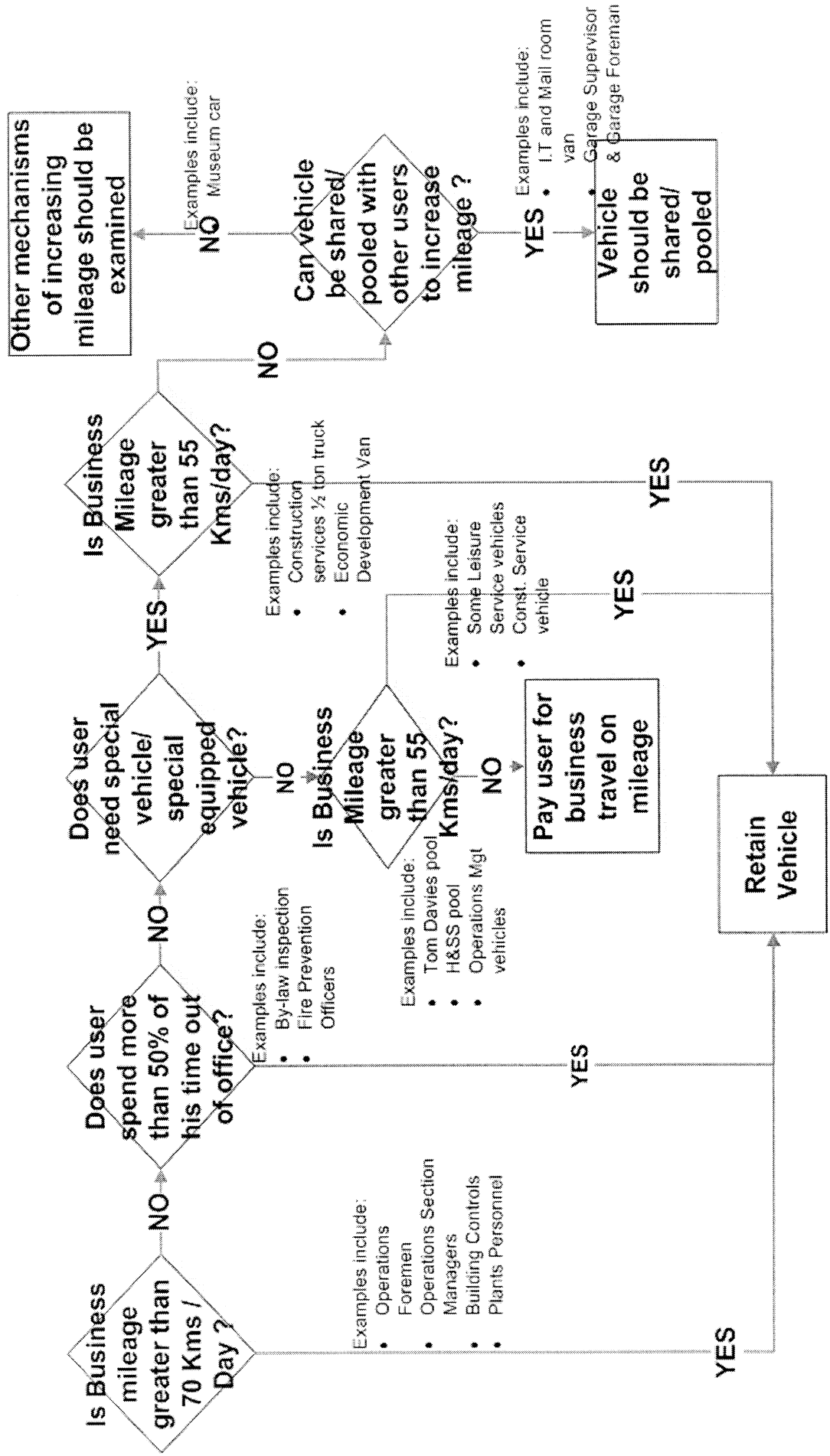
It was determined that there are three basic criteria, which should be considered when deciding whether a department should retain a vehicle, or not:

- a) *Mileage*: Vehicles that accumulate high mileage per annum (greater than 17,000 Kms per annum) do not cost the City excessive amounts of money to keep roadworthy. Vehicles that accumulate low mileages per annum should either be retired or pooled to increase mileage
- b) *Special use/ specially equipped vehicle*: Special consideration should be given to special kinds of vehicles, or specially equipped vehicles. Examples would include vehicles used by Fire & EMS personnel and vehicles retained by Public Works Operations.
- c) *Time out of office with City car*: Time spent away from office on City business with a vehicle should be a factor. For a person who spends more than 50% of his time out of office on work related activities, the car becomes his/her 'de facto' office. Thus a City employee who spends a significant time out of the office, on roads or carrying out inspections and other job related activities, should be granted a vehicle. Examples include by-law enforcement, building services etc.

Solutions Team Report – Light Vehicle Fleet Management

Based on these criteria, the Team developed a “Vehicle Decision/Retention Matrix” to assess which vehicles should be retained or retired. The matrix was used as the decision framework for every vehicle in the light vehicle fleet, exclusive of Out of Town travel vehicles. The Matrix is presented below:

Vehicle Decision/Retention Matrix



The detailed results of the decisions made on the basis of the Matrix are presented in Exhibit 2. According to this Matrix:

Vehicles with mileage greater than 70 business Kms/day: (approximately 17,000 Kms per year) were retained. Examples of cars that fell into this category were Operations Forepersons vehicles, Building service vehicles, vehicles used by Section Managers in Operations, Plants personnel etc.

Vehicles used by personnel who spend more than 50% of time out of office were retained. Examples of these vehicles included Fire Prevention Officers and By-Law inspectors.

Special type of vehicle, special equipment vehicles with mileage greater than 55 Kms/day and less than 70 Kms/day were retained.

Examples include Economic Development van, Construction Services ½ ton truck

Special types of vehicles, special equipment vehicles with mileage less than 55 Kms/day mileages should be pooled or redistributed to increase mileage.

Examples include the mail van at Tom Davies Square and the I.T pool van. The mileage on both vehicles was less than 55 Kms/day. It is suggested that the mail van should be used for mail purposes till mid-day and I.T should have exclusive use of this vehicle in the afternoon. Other examples include the trucks used by the Garage Supervisor and Garage Foreperson at Frobisher, which are used to transfer spare parts etc.

In some cases it was difficult to pool some vehicles, especially when the vehicles were not geographically co-located. An example would be the car used in Museum services, which is used to transfer artifacts. The committee looked at opportunities for increasing usage of such vehicles, however it was felt that the mandate was not to manage the redeployment of the fleet. Nevertheless where the Solutions Team felt further study was needed to increase usage, we make the comments “mileage should be increased.” Management should examine ways in which the usage of these vehicles can be increased.

Vehicles with mileage less than 55 Kms/day:

Vehicles with mileages less than 55 Kms/day should be retired. The mileage accumulated on these vehicles is too low to make it viable for the City to keep these vehicles roadworthy. Examples include the Tom Davies Square pool, H&SS pool, Operations Management vehicles, and some Leisure Service vehicles.

The results from this allocation model are consistent with what other municipalities are doing (see Exhibit 1). None of the other municipalities have a central pool of vehicles and administrative employees are not provided with a vehicle for business travel. Additionally, all such employees are compensated mileage for using their own vehicles. Some municipalities do not even provide vehicles to frontline employees such as Building Inspectors and By-Law Inspectors.

As a result, in some instances the type of vehicles allotted to a particular department may also be changed. For example, Pioneer Manor has expressed an interest in obtaining a ½ ton truck

for maintenance purposes. Likewise, the Museum has requested a truck to transfer artifacts. An effort will be made to take into account the needs of such departments and if possible, any trucks/vans that become surplus will be substituted with the cars presently being used in these departments.

Tom Davies Square Pool:

Tom Davies Square has a corporate pool of 34 unassigned vehicles (including 7 Out of Town Vehicles), which are used by staff at Tom Davies Square for miscellaneous purposes. The mileage on such vehicles is considerably lower than the cut-off of 55 kms/day average. However before retiring such vehicles it is important to know who are the heavy users of these vehicles. To do so the bookings of the Tom Davies Square vehicles for the previous year (March, 2003 – March 2004) from the E-mail booking system were obtained. It was determined that there were about 7000 instances of City cars being used for miscellaneous purposes. Such users were sorted according to the number of instances and the duration that these users booked the cars to determine the heaviest users. A questionnaire (Exhibit 3) was sent out to these heavy users to determine their particular needs. Finally, a listing was calculated to show the percentage usage by all City Departments (Exhibit 4).

This analysis generated some interesting results:

- a) 20% of the users use City vehicles 80% of the time. A total of 410 users booked a City vehicle during the year. However, 20% of these users (about 60) booked City vehicles for about 80% of the time (See Exhibit 5). This is in accordance with the “20/80” rule (also called Pareto chart, 20% of causes are responsible for 80% of the effect). Moreover approximately 300 people (out of a total number of 410 users) used the pool less than 10 times.
- b) There is significant seasonal variation in the usage of City vehicles; typically the busiest months are from May to November. This suggests it may be beneficial to have a seasonal pool of vehicles for individual departments. (See Exhibit 6)
- c) Many employees have a difficult time locating a City vehicle parked at Tom Davies Square. Activities pertaining to booking, obtaining keys and finding the vehicle in the lot can take up to 15-20 minutes. This is not an efficient use of company time.
- d) Only 4 users had significantly large usage and specialized needs that justified considering allocating a City vehicle. These were:
 - i) 2 personnel from By-Law, who booked significantly from the City pool.
 - ii) Buildings and Facilities Section from Public Works, which booked S-994 (4x4 jeep) very frequently to monitor and inspect ongoing maintenance and capital needs of City buildings.
 - iii) Health and Safety Officer who put on significant mileage on City vehicle.

The Team reviewed the needs of these personnel and suggests that the Building and Facilities Section should be allocated vehicle S-994 to meet its needs. Secondly, the complement of cars allocated for By-Law should be increased by one. Finally, the Health and Safety Officer should make use of the vehicle already allocated to the Health and Safety Department. The mileage on this vehicle is low (approximately 9000 kms/year) and its usage is periodic.

C. Business Travel and Compensation for Employees without City car:

The Solutions Team has recommended that 47 car vehicles should be retired. This means some employees will not have a City vehicle to carry out City business. These employees fall under two categories:

a. Employees who bring their own vehicles to work:

Employees who bring their own vehicles to work should be compensated on a mileage basis for using their own vehicle to carry out business related activities. The Solutions Team, in discussions with the Risk Management/ Insurance Officer and H.R Director determined that this could be done if equitable compensation was provided to the employee for using his own vehicle.

Based on the benchmark study (Exhibit 1) and research of industry standards carried out by the Solutions Team it seems that 38 cents/km is the median reimbursement and an equitable compensation for a municipality like Sudbury (see [Exhibit 7](#) for details). It is recommended that employees should be compensated 38 cents a kilometer for business related travel. This figure incorporates insurance, fuel, maintenance and other costs (licensing & registration, wear and tear) that are accumulated by the user for business travel. Additionally this compensation should be reviewed annually and changed as per inflation and fuel prices.

It seems that many employees will be open to the idea of using their own vehicles for periodic business travel. Informal discussions with employees suggest the same. The reasons are numerous:

- 1) Finding a City vehicle at Tom Davies Square is an issue for many employees. The time taken to book, obtain keys and find the vehicle in the parking lot sometimes takes as much as 20 minutes. Occasionally the vehicle booked has not returned and/or is parked in the wrong place, which adds to the time and increases frustration.
- 2) Sometimes the vehicle is not clean or there is no gas in the vehicle in which case, employees have to go to Public Works Depots to fill the vehicle up. If employees are allowed to use their own vehicle, they can have control over such issues.
- 3) Some City employees are not comfortable using City vehicles as most of the vehicles are old and have significant mileage accumulated. Additionally, in the winter, this becomes a greater issue as users are not familiar with City vehicles and the roads conditions vary greatly with the weather.
- 4) Some employees are also uncomfortable with using marked City vehicles. Specifically they are concerned about being in the 'public eye' while using marked City vehicles. For example, caseworkers from Health and Social Services visit citizens on a regular basis. Often they have to park these vehicles in peoples' driveways, which creates an unpleasant feeling among citizens, who question how these vehicles are being used.

Risk/Insurance issues:

While only four municipalities have been benchmarked, discussions with the Risk Management/Insurance Officer reveals that this seems to be the overwhelming trend both in the public and the private sector. For example Toronto, Windsor, Calgary, Chilliwack, Cochrane, Brampton, London, Thunder Bay and Delta all provide employees with compensation per kilometer.

This trend is becoming more popular due to a number of reasons other than gaining operational efficiencies:

- The City has less financial exposure to accidents and auto repairs with regard to employees using their own vehicle rather than a City vehicle.
- The City does not have to track employees to determine if they have lost their license due to convictions or other reasons. At present, such tracking is not being done
- There is an increased push by the Province on employers to insure their employees are properly licensed. Part of this initiative includes asking employers to insure their employees with an impaired driving conviction only drive corporate vehicles equipped with an ignition interlock device.

While employees will use their own vehicles for business travel, it is important to note that that any employee injured using their own vehicle while on City business will be protected by WSIB for such injuries. This will actually be a cost savings for the employees' insurer. Employees will also have the option to move away from WSIB and sue at fault third party if they are severely injured. Most insurers do not charge extra premiums for people who are paid mileage to attend a few meetings per month if they are rated to drive to and from work with their own vehicles. All employees who bring their own vehicles to work should have this clause in their insurance contracts. Nevertheless the compensation of 38 cents/km is designed to cover any additional insurance costs that may be incurred by the employee for using his own vehicle (Exhibit 7).

b. Employees who do not bring their own vehicle to work

There are some employees who do not bring their own vehicle to work and use alternative means of travel such as public transport, car pool or walking. While these employees are few, the Team recommends three methods of providing transport to such employees:

- A pool of 5 vehicles at Tom Davies Square has been created to cover miscellaneous usage by employees. This pool is the preferred method of transport for employees who do not bring their own vehicle to work. The Solutions Team notes that most of the heavy users of the Tom Davies pool have been allocated a dedicated vehicle. Additionally, seasonal use in the summer months will be compensated by short term leasing by the corporation. As noted in Exhibit 5, of the total 416 people who booked cars from the corporate pool, more than 300 used it less than 10 times during the entire year. The business travel of this group of employees, who have low usage, will be compensated primarily through the payment of mileage and where this is not possible, through the use of the pool.

- The Transit Bus Depot Downtown is in close proximity to the Tom Davies Square. Compensating users for the use of these buses can accommodate employees without a city vehicle and who do not bring their own vehicle to work.
- In the case that no car from the pool is available to transport employees if called out of the office to attend a non-regular meeting or other related business work, taxi facilities can be provided. It is recognized that this may seem to be an expensive alternative; therefore this option should only be exercised as a last resort (i.e. when the car pool at Tom Davies Square is booked and the employee cannot use his/her own vehicle). The City should invite the local taxi companies, by way of the RFP process, to submit their plans and costs to provide this service. This should conceivably allow for the City to realize lower rates. Such Taxis should also be used to transport employees at the end of their standby rotation who will not have any other means of getting home.

D. Out of Town Travel

A significant use of the fleet is for out of town travel, with the main destination being Toronto and areas in close proximity thereto, i.e. Mississauga, Brampton, etc. Ottawa is another prime destination locale. Due to the distances being travelled, a vehicle must receive an out of town travel inspection prior to each trip. The procedure involves an employee taking the vehicle to Pennzoil and waiting while the inspection is carried out. The standard practice is that the employee scheduled to take the vehicle out of town is responsible for getting the vehicle to Pennzoil for this inspection. Obviously, this has an impact on productivity, both in terms of the employee's work and unavailability of the vehicle for utilization by others. This is a constant employee complaint. Another concern is cleanliness of the vehicle, again a matter that is the responsibility of the user and something that can also result in time away from their regular duties. Again, this is another employee complaint as, due to pool use, the cleanliness of vehicles varies greatly. A final concern has been expressed about the roadworthiness of such vehicles, even though all out of town vehicles go through out of town inspection prior to use, these vehicles have significant mileages and many City employees are not confident about using these cars for travelling significant distances.

The fleet has seven vehicles designated for out of town use; however, these vehicles are used as regular pool vehicles when not out of town or being serviced for out of town travel. The City augments these seven with up to a maximum of two more vehicles from the general pool, when travel demands are heavy. On occasion, vehicles have been rented to keep up with demand. An analysis of travel in 2003 (Exhibit 8) has shown that the cost of the City providing vehicles versus payment of mileage would be roughly a break-even proposition. The use of rental vehicles could possibly result in greater savings, should the City be successful in receiving rates similar to those obtained by Chatham-Kent.

The benefits of the use of rental vehicles for out of town travel would be as follows:

- potential savings, based on current costs of the City fleet vs. favourable rental rates;
- increased productivity as employees would no longer need to bring vehicles for an out of town inspection and possible cleaning;

- responsibility lies with rental agency to provide safe, clean, newer model vehicles, fully fuelled, with features appropriate for out of town travel, i.e. cruise control;
- better availability of vehicles should an employee be required to travel on short notice;
- cost of vehicle rental charged to individual departments, so each department is accountable for full costs of employees' travel, causing departments to seek efficiencies in the scheduling of attendances at out of town meetings/conferences/seminars, etc.

If a favourable rental rate was received through an RFP process, then rental would prove to be more cost-efficient than paying mileage, particularly for travel to Toronto and beyond, and would ease employees' concerns about excessive use of their own vehicle and/or leaving their family without use of the family vehicle during their absence.

E. Creation of Vehicle Expense Fund:

The Solutions Team suggests the creation of a vehicle expense fund for individual departments after the retirement of the 47 vehicles. Again this is consistent with what other municipalities are doing (Exhibit 1). This account will be used by Department Managers to reimburse employees who use their own vehicles for business travel and for taxi services used by employees. It will also be used for renting vehicles during summer months, when there is peak demand for City vehicle usage. The Team has suggested a money sharing arrangement for all Departments who use pooled city vehicles and will no longer have access to them (see Exhibit 9). These accounts have been created by allocating the dollar equivalent of the mileage accumulated on vehicles for the previous year (at 38 cents).

The corporate pool of unassigned vehicles at Tom Davies Square is a particular case as all departments use this pool and the money is charged to one expense account in Corporate Services. The dollar equivalent of the mileage of these vehicles has been divided among the departments (using the number of times and the duration that the personnel from those departments booked City vehicles as a proxy). For example, the pool was booked 42% of the time by personnel from Public Works. As a result, 42% of the budget has been given to this department.

The Solutions Team realizes that there may be some variances in this usage from year to year. An additional 5% has been added to these amounts to allow for this variance.

It is felt that this method is a more accountable mechanism than the one currently being used under the centralized expense account for a number of reasons:

- Puts accountability in the hands of Managers to supervise their employees. As the costs are charged back to each individual department, it becomes the onus of the managers to control these costs, as they are aware of how much traveling their employees are doing.
- Highlights potential of misuse to management. In the present pool system, there is no mechanism by which a manager can track how much an employee has used the City

pool. In this scenario, managers can ask questions of their employees if there is an unusually high usage by an employee.

F. Fleet Management System

The Solutions Team met with the Fleet Manager and Assistant Fleet Manager. The Fleet Services Section is responsible for maintenance of all City vehicles, which includes both light and heavy-duty vehicles (about 900 vehicles in total). Discussions with management revealed that the City does not have an operational fleet management system. The City, at present, charges a flat rate of \$680 per month for cars and \$1010 a month for ½ ton trucks. It does not take into account the mileage put on by a user and the wear and tear on that vehicle. Thus a brand new Cavalier with little as 5000 kms/year gets charged the same rate (\$680 per month) as an older 1998 Crown Victoria which puts on as much as 25000 kms/year. Clearly this is not an equitable way of determining costs, and makes guesswork of decisions such as when to retire a vehicle, when to carry out inspections etc. At the time of writing of the report, an even higher increase in rental rates for City vehicles is being contemplated, because of increased fuel costs and higher insurance rates. This substantiates even further the need to have an accurate cost management system.

Discussions with other municipalities reveal that many other Municipalities have a Fleet Management System, which allows them to allocate costs, charge for the actual costs of a car and make Break Even and Capital financing decisions. Given that the City has a fleet of almost 900 vehicles, the Solutions Team highly recommends buying a basic Fleet Management System on an urgent basis. A part of the savings from retiring a portion of the light vehicle fleet should be put into purchasing such a system. In addition any future savings should be reinvested in upgrading this software.

G. Summer use of vehicles

Summer usage of vehicles was also examined. Summer usage is heavier in most departments of the City of Greater Sudbury as compared to usage in the winter. In the year 2003, the City of Greater Sudbury, rented 26 vehicles for an average of 5 months at an average cost of \$800 per month. The fuel expense for such vehicles was approx. \$200 per month. At the end of the lease, the City paid vehicle damages averaging \$1000 per unit. In total:

Rental costs = \$104,000
Damages = \$26,000
Fuel = \$26,000
Total = \$156,000

The Fleet Section explained that the high rental costs are due to the nature of vehicles obtained from rental companies. Since most of these vehicles are new, rental companies charge a premium for any damages such as scratches, tire wear, windshield damage.

In the year 2004, the City of Greater Sudbury rented only 5 vehicles. This was because the City salvaged any vehicle that had completed its lifespan and made it roadworthy again. These vehicles are termed as “rent-a-wrecks” and are often rusty, have high maintenance costs and very high mileages. While the usage of “rent-a-wrecks” for the summer months is a short-term solution, this is not recommended in the long-term as the costs of maintaining these vehicles will continue to rise. Two possible solutions are recommended:

a. RFP for summer month usage

One alternative is to issue an RFP for next year’s summer in the present fall. Before such an RFP is issued, all departments should be interviewed with regards to their summer demand to determine how many vehicles will be needed. The City may be able to get a much better deal in this fashion, as interested rental companies will be guaranteed vehicle usage for the entire summer and can provide cheap used vehicles at lower costs. Additionally the damage claims on these relatively older vehicles will also be much lower.

b. Use retired pool for summer usage

Another alternative is to use the pool of vehicles that are retired during the summer months. However it should be clearly understood that such vehicles will only complement usage during the summer and are not meant to become dedicated vehicles used for the entire year by departments. This option may have a perception issue of vehicles standing at the garage lot and not being used.

H. Other Recommendations

In addition to the above, the Solutions Team would like to make the following observations:

Identification by Department

The Solutions Team highly recommends identifying cars by department. For example Building Services vehicles should clearly be marked “Building Services CGS”, likewise By-law inspections cars should be marked “CGS By-Law”. This will have the advantage of gaining accountability in public perception of City vehicles use. For example, there is a difference in public perception if a City vehicle is parked at New Sudbury Mall during work hours and when the same vehicle is marked with ‘CGS By-Law’ and parked at the Mall.

Further opportunities for improvement

The Solutions Team during the course of its research, found some areas, which present opportunities for improvement. While these issues were not examined in detail, however they are presented for further review:

- a) The City of Greater Sudbury has two mail persons who deliver mail to different CGS departments and have dedicated vehicles allocated to them. A large amount of time is spent sorting this mail each morning. It may be worthwhile considering Canada Post for external mail and instead of one Post Office address, using different postal codes for

Frobisher Depot, Chelmsford Fire Headquarters etc. This can have savings of freeing up FTEs and vehicles.

- b) The City has a total of 5 FTEs who deliver parts, mail etc. around CGS. Opportunities of streamlining this process should be examined.
- c) The City currently uses dedicated vehicles for pick up and drop off for Transit employees to the Downtown Bus Depot and the New Sudbury Mall. It may be worthwhile using a taxi service for this activity.
- d) The Economic Development van is used to transfer delegates and guests around the City and for carrying promotional equipment. Eighty percent travel on this van is out of town. It may be feasible to rent a vehicle for such kind of usage.

Implementation Plan and TimeLine

The Solutions Team recognizes that there are some changes suggested in this report, which will need buy-in from employees and require cultural changes in the practices of the corporation. While the team is convinced of the high work ethic of our City employees, it also feels that the implementation of the report requires someone to act as a 'change champion' to facilitate and implement some procedures. The Solutions Team thus recommends creating a steering committee to champion the implementation of the recommendations suggested in the report.

It is also recognized that it will be impossible to carry out all the recommendations immediately. A one-year timeline for implementation is suggested. Most of the recommendations should be tied with the settlement of the Collective Bargaining Agreement. At the end of the one-year period commencing from the date of acceptance of the report, the light vehicle fleet should be retired and standby/custodial privileges should be changed.

Review of policy

Review of light vehicle usage, mileage allowance and demands of departments should be done annually. Additionally, a portion of the savings indicated by this report should be spent towards the purchase of a Fleet Management System and an employee self-service module.

Skeleton pool for Tom Davies Square

A skeleton pool for Tom Davies Square has been recommended. The pool will consist of 5 vehicles, one of which should be a van. This pool is proposed to provide transportation to employees who do not bring their own vehicle to work and have occasional need to use a vehicle. In addition the pool will also be used for special occasions. For example, if flip charts etc. need to be transported for a public meeting, the van can be used. It must be emphasized this is not a substitute for the present fleet but only a 'cushion' for special circumstances. The usage of this pool should be closely monitored and reviewed after a year.

4. Savings

The projected savings from the retirement of the fleet are presented in Exhibit 10. This projection is made assuming:

- The mileage accumulated on vehicles will not vary significantly from one year to another. To allow for small variances, a 5% increase in usage has been factored in.
- There will be productivity increases in the Fleet Services Section as a result of retirement of one third of the light vehicle fleet. A discussion with the Assistant Fleet Manager reveals that presently 40% of light vehicle fleet maintenance is done in house while the rest is contracted out. While the actual savings are difficult to calculate, it is assumed that the Fleet Services Section will only have a demand of 75% of the portion of maintenance it carries out in house. This seems logical considering that the light vehicle fleet will diminish by one third. This productivity increase will be seen with the Maintenance Shop being able to carry out more maintenance in house for City heavy-duty fleet.
- There will be productivity savings of not having to administer the retired vehicles. At present one FTE spends considerable time managing the booking system for the Tom Davies Square pool, another employee manages and maintains the Social Services Fleet. Time is lost in jockeying the cars around for maintenance to Frobisher etc. Additionally employee productivity is decreased by having to search for a vehicle in Tom Davies Square parking lot and in obtaining keys, booking etc.
- The compensation of employees on a mileage basis will not create a significant burden on administration resources. Discussions with the payroll section suggest that mileage compensation can be administered directly to employee bank accounts at the same time as payroll is administered. However, the Solutions Team recommends that this issue be looked into and as the Corporation considers going to employee self service with PeopleSoft, this feature should also be examined.
- The Solutions Team has strongly recommended the purchase of a Fleet Management System. The Team is convinced that the purchase of such a system will result in even more savings in the long term, however such savings have not been factored in.
- There will be some capital gains if the City auctions off its retired vehicles. Likewise there may be some additional costs to going to an RFP for Taxi services and leasing additional summer fleet vehicles. While the bulk of these costs should be absorbed by the Department Expense accounts, it is difficult to predict what these actual savings/costs will be and have not been factored in calculations.

5. Conclusion

The Solutions Team for Fleet Management was mandated with the objective of reviewing the Light vehicle fleet usage and suggesting recommendations for improvement.

Solutions Team Report – Light Vehicle Fleet Management

The team has undertaken an exhaustive review of the City of Greater Sudbury light vehicle fleet. We are confident that the recommendations presented in this report, if accepted, will resolve public perception of excessive usage while at the same time help the City of Greater Sudbury in gaining more operational efficiencies.

Exhibit 1 Benchmark with other Municipalities

Question	Thunder Bay	Chatham-Kent	Kitchener-Waterloo	Sault Ste. Marie
Do you have a centralized vehicle pool for use by several administrative departments?	No	No	No	No
Do employees' use own vehicles on City business?	Yes ¹	Yes	Yes	Yes
What is your mileage compensation? ⁶	.42/km < 5,000 km .36/km > 5,000 km	.37/km	.37/km	.39/km ²
Are vehicles provided for administrative employees (i.e. employees whose main duties are in the office as opposed to in the field)?	No	No	No	No
Are vehicles provided to Building Inspectors?	No	Yes	N/A	No
Are vehicles provided to By-law Enforcement Officers?	No	Yes	Yes	No
Do you use rental vehicles?	Yes	Yes ³	Yes	
Does accountability for vehicle use/mileage costs rest with individual departments?	Yes	Yes	Yes	Yes
How is out of town travel handled?	rent or fly; mainly fly due to their location	pay mileage but if rental is cheaper, then must rent	may use City vehicle if one available (very few passenger cars in their fleet) - most often will be sent by bus or by train	very little out of town travel - may use City vehicle on occasion
If on standby, is personal use of vehicle allowed?	No	No	No	Yes
Do some non-union personnel take vehicle home?	Yes, depending on	Yes, depending,	Depends on	Yes,

Question	Thunder Bay	Chatham-Kent	Kitchener-Waterloo	Sault Ste. Marie
	job contract	on job contract ⁴	where they need to be in morning	depending on job contract
Do you have standby pay for non-union supervisors?		No	Yes ⁵	No
Do you have a fleet management system	Yes	Yes	In the process	Yes

¹ must meet benchmark of 16,000 km/yr to have City vehicle; break-even analysis done annually.

² downtown parking is free for both employees and the public at City Hall in Sault Ste. Marie.

³ secured RFP process and received good rates for short-term rentals (e.g. \$42/day, unlimited mileage in Ontario)

⁴ household must be within 50 km of employee's reporting depot, otherwise vehicle must be left at a depot within the 50km range and employee takes own vehicle from there to home.

⁵ \$161/week when on standby (same as Union rate) plus straight time, banked or paid, for time involved if they have to attend on site; strongly encouraged to solve problems by phone. Dispatch is instructed to contact serviceperson first, supervisor only contacted if serviceperson decides situation requires the supervisor's input.

⁶ Comparative rates for Inco and FalconBridge in the Private Sector were found to be 36 cents a kilometer.

Exhibit 2

Assigned Use	Vehicle Number	Average of Mileage/Year	Decision	Total	Criteria
Building Controls		20999.43			
	S-915	18080.00	Retain		Mileage > 70 kms/day
	S-920	19028.57	Retain		Mileage > 70 kms/day
	S-923	20520.00	Retain		Mileage > 70 kms/day
	S-953	21520.00	Retain		Mileage > 70 kms/day
	S-956	19008.00	Retain		Mileage > 70 kms/day
	S-970	27840.00	Retain		Mileage > 70 kms/day
Building Controls/Spare		11600.00			
	S-946	13000.00			
	S-951	10200.00	Retain 1 of 2	1	Pool vehicles to increase mileage
By-Law		9388.35			
	R-808	5392.00	Retain		
	R-810	9872.73	Retain		Spend >50% out of office, pool vehicles
	R-811	10823.00	Retain		
	R-821	12954.00	Retain		Spend >50% out of office, pool vehicles
	S-901	7900.00	Retain		
Citizen Services/ AI Sizer		11520.00			
	S991	11520.00	Discard	2	Mileage < 55 kms/day
Citizen/Leisure Services Valley East		19176.13			
	S-903	14437.00	Retain		Mileage > 55 kms/day
	S-904	26632.00	Retain		Mileage > 55 kms/day
	S-922	16459.38	Retain		Mileage > 55 kms/day
Const. Services		16078.06			
	S-908	17262.00	Retain		Mileage > 55 Kms/day
	S-947	14894.12	Retain		Mileage > 55 Kms/day
Day Use Pool		11753.87			
	S-528	9800.00	Discard	3	Mileage < 55 kms/day
	S-900	10300.00	Discard	4	Mileage < 55 kms/day
	S-902	10800.00	Discard	5	Mileage < 55 kms/day
	S-906	11723.08	Discard	6	Mileage < 55 kms/day
	S-914	18800.00	Discard	7	Mileage < 55 kms/day
	S-960	17076.92	Discard	8	Mileage < 55 kms/day
	S-963	10690.91	Discard	9	Mileage < 55 kms/day
	S-966	9876.92	Discard	10	Mileage < 55 kms/day
	S-982	11333.33	Discard	11	Mileage < 55 kms/day
	S-985	8742.86	Discard	12	Mileage < 55 kms/day
	S-986	7080.00	Discard	13	Mileage < 55 kms/day
	S-987	11563.64	Retain		Skeleton Pool
	S-988	18300.00	Retain		Skeleton Pool
	S-989	8500.00	Retain		Skeleton Pool

Day Use Pool	S-990	11640.00	Retain		Special vehicle for Mail room
	S-992	13835.29	Retain		Special vehicle for Engineering Services
	S-994	14040.00	Retain		Special vehicle for Building & Facilities
	S-997	7466.67	Retain		To be used by By-law
Day/Night Use Pool		11609.39			
	S-909	12923.08	Discard	14	Mileage < 55 kms/day
	S-911	10600.00	Discard	15	Mileage < 55 kms/day
	S-945	8485.71	Discard	16	Mileage < 55 kms/day
	S-957	10500.00	Discard	17	Mileage < 55 kms/day
	S-962	22100.00	Discard	18	Mileage < 55 kms/day
	S-965	8290.91	Discard	19	Mileage < 55 kms/day
	S-969	3818.18	Discard	20	Mileage < 55 kms/day
	S-981	17500.00	Discard	21	Mileage < 55 kms/day
	S-984	10266.67	Discard	22	Mileage < 55 kms/day
Day/Night Use Pool/Mail		9087.00			
	S-917	9087.00	Retain/Increase usage		Special use vehicle, consider pooling with I.T van
Day/Night/Out of Town		24019.05			
	S-913	17100.00	Discard	23	
	S-929	22133.33	Discard	24	see Exhibit 8, cheaper to use Rental cars
	S-942	30600.00	Discard	25	
	S-943	23900.00	Discard	26	
	S-961	26600.00	Discard	27	
	S-968	26300.00	Discard	28	see Exhibit 8, cheaper to use Rental cars
	S-972	21500.00	Discard	29	
Economic Dev/ R.Skelly		14509.00			
	S-468	14509.00	Retain		Mileage >55 kms/day, Special vehicle
Electrician		16612.00			
	S 082	15372.00	Retain		Mileage >55 kms/day
	S 096	16224.00	Retain		Mileage >55 kms/day
	S 553	18240.00	Retain		Mileage >55 kms/day
EMS/ duty officer		46325.00			
	L5354	38000.00	Retain		Mileage > 70 kms/day
	L5359	54650.00	Retain		Mileage > 70 kms/day
EMS/J.Nicholls		20200.00			
	L5008	20200.00	Retain		Mileage > 70 kms/day
EMS/pool		18051.69			
	S955	18051.69	Retain		Mileage > 70 kms/day

Fire Dept		16968.00		
	F002	16968.00	Retain	Mileage > 55 kms/day
	F150		Retain	
Fire Dept.		30540.00		
	F021	30540.00	Retain	Mileage > 70 kms/day
Fire Dept. Inspections		10517.50		
	F023	17368.00	Retain	Personnel spend more than 50% of time, out of office
	F027	10684.00	Retain	
	F031	8154.00	Retain	Personnel spend more than 50% of time, out of office
	F032	5864.00	Retain	
Fire Dept. Sparkey				
	F028		Retain	spends more than 50% of time out of office
Fire Dept/Asst. Fire Chief		19988.00		
	F038	19988.00	Retain	Mileage > 70 kms/day, Special vehicle
Fire Dept/Deputy Fire Chief		15711.00		
	F022	15711.00	Retain	Mileage > 55 kms/day, Special vehicle
Foreperson		25617.01		
	S 420	40860.00	Retain	Mileage > 70 kms/day
	S 432	20766.46	Retain	Mileage > 70 kms/day
	S 436	31620.00	Retain	Mileage > 70 kms/day
	S 439	25584.00	Retain	Mileage > 70 kms/day
	S 444	23112.00	Retain	Mileage > 70 kms/day
	S 445	20042.77	Retain	Mileage > 70 kms/day
	S 451	26736.00	Retain	Mileage > 70 kms/day
	S 471	23016.00	Retain	Mileage > 70 kms/day
	S 480	25764.00	Retain	Mileage > 70 kms/day
	S 484	31128.00	Retain	Mileage > 70 kms/day
	S 492	10932.00	Retain	Mileage > 70 kms/day
	S 507	33084.00	Retain	Mileage > 70 kms/day
	S 508	37044.00	Retain	Mileage > 70 kms/day
	S 513	27744.00	Retain	Mileage > 70 kms/day
	S 522	14772.00	Retain	Mileage > 70 kms/day
	S 524	15396.00	Retain	Mileage > 70 kms/day
	S 525	40776.00	Retain	Mileage > 70 kms/day
	S 526	18216.00	Retain	Mileage > 70 kms/day
	S 527	18756.00	Retain	Mileage > 70 kms/day
	S 533	24012.00	Retain	Mileage > 70 kms/day
	S 545	28596.00	Retain	Mileage > 70 kms/day
Garage -Operations		9276.00		
	S509	7464.00	Discard	30 Share vehicle, with S547

Garage -Operations	S539	10668.00	Retain/increase usage		Special vehicle used to carry spare parts, Share vehicle, with S509
	S546	9216.00			
	S547	9756.00			
Garage Spare		7944.60			
	S-905	2925.00	Retain		To serve as miscellaneous spare, two vehicles should be stationed at Tom Davies
	S-935	8544.00	Retain		
	S-944	8478.00	Retain		
	S-950	12309.00	Discard	31	
	S973	7467.00	Discard	32	
H&SS		9955.30			
	S-918	10007.00	Discard	33	Mileage <55 Kms/day
	S-974	6872.73	Discard	34	Mileage <55 Kms/day
	S-975	6830.77	Discard	35	Mileage <55 Kms/day
	S-976	7733.33	Discard	36	Mileage <55 Kms/day
	S-977	10960.00	Discard	37	Mileage <55 Kms/day
	S-978	17328.00	Discard	38	Mileage <55 Kms/day
IT Pool		10907.00			
	S-465	10907.00	Retain/ Increase use	39	Carries special, eqpt, consider pooling with mail vehicle,
Leisure Services		17688.94			
	S-440	25048.00	Retain		Mileage > 70 kms/day
	S-477	24981.00	Retain		Mileage > 70 kms/day
	S-940	15708.00	Retain		Mileage > 55 kms/day
	S-993	10800.00	Discard	40	Mileage < 55 kms/day
	S-996	11907.69	Discard	41	Mileage < 55 kms/day
Leisure Services/R.Carre		13829.00			
	S-466	13829.00	Discard	42	Mileage < 55 kms/day
Mail - Ops		47611.00			
	S 049	47611.00	Retain		Mileage > 70 kms/day
Mobile Mech Repair		19102.20			
	S 090	17973.60	Retain		Mileage > 70 kms/day
	S 446	20230.80	Retain		Mileage > 70 kms/day
Museum/ Leisure Serv. Walden		7137.00			
	R-842	7137.00	Retain / Increase Usage		Special use vehicle to transfer artifacts, mechanisms of sharing usage with other users
Operations Management		8792.60			
	R840	19332.00	Retain		Use as pool vehicle
	S501	10872.00	Discard	43	Mileage < 55 kms/day

Operations Managem	S503	3636.00	Discard	44	Mileage < 55 kms/day
	S-907	4057.00	Discard	45	Mileage < 55 kms/day
	S-936	6066.00	Discard	46	Mileage < 55 kms/day
Pioneer Manor		8252.31			
	S-954	3952.62	Retain 1 of 2	47	Retain 1 vehicle, ideally provide truck to carry eqpt
	S964	12552.00			
Plants Serviceperson		20854.29			
	S 002	17616.00	Retain		Mileage > 70 kms/day
	S 006	18456.00	Retain		Mileage > 70 kms/day
	S 030	22008.00	Retain		Mileage > 70 kms/day
	S 052	42288.00	Retain		Mileage > 70 kms/day
	S 066	13524.00	Retain		Mileage > 70 kms/day
	S 091	10104.00	Retain		Mileage > 70 kms/day
	S 093	21984.00	Retain		Mileage > 70 kms/day
Restricted Use/Mail room		24705.00			
	S-454	24705.00	Retain		Mileage > 70 kms/day
Safety Officer		9818.18			
	S-919	9818.18	Retain		Increase mileage, pool within Safety Dpt.
Section Manager-Ops		14848.80			
	S-425	26364.00	Retain		Mileage > 70 kms/day
	S-447	8352.00	Retain		Mileage > 70 kms/day
	S-473	10032.00	Retain		Mileage > 70 kms/day
	S-496	3816.00	Retain		Mileage > 70 kms/day
	S-534	25680.00	Retain		Mileage > 70 kms/day
Supervisor		23223.00			
	S 429	32784.00	Retain		Mileage > 70 kms/day
	S 430	11952.00	Retain		Mileage > 70 kms/day
	S 434	20508.00	Retain		Mileage > 70 kms/day
	S 533	27648.00	Retain		Mileage > 70 kms/day
Supervisor II Lift Stations		24984.00			
	S 538	24984.00	Retain		Mileage > 70 kms/day
TDS Maintenance		10800.00			
	S-967	10800.00	Retain/Increase mileage		Carries eqpt. Should be shared to increase mileage
Traffic Control Foreperson		17484.00			
	S 548	17484.00	Retain		Mileage > 70 kms/day
Transit		23404.33			
	R-899	22213.00	Retain		Mileage > 70 kms/day

Transit	T-725	24000.00	Retain	Mileage > 70 kms/day
	T-730	24000.00	Retain	Mileage > 70 kms/day
Grand Total		17049.85		

Exhibit 3

FLEET VEHICLE SURVEY

NAME:

DEPARTMENT:

Q.1 Do you work out of your office a majority of the time? (Majority = greater than 50%)

Q.2 A While using a City Vehicle, do you provide a ‘line’ service (i.e inspection, monitoring of equipment and infrastructure) as opposed to a ‘staff’ responsibility (i.e attending business meetings/seminars, conferences)? Please circle the option that you think best reflects your job:

- A. Line Service
- B. Staff Service
- C. Both

Q.2 B If Answer to 2A is “Both”, what percentage are the ‘line’ activities that you perform?

- A. Less than 25%
- B. Greater than 25% but less than 50%
- C. Greater than 50%

Q.3 Is there a seasonal nature, in your job activities, i.e specifically in some months your car usage is heavier than others. If so what months are the busiest?

Q.4 Does your job require you to be on Stand By? If yes please comment on how often and why.

Q.5 Do you have a specially equipped or a special vehicle (i.e. truck, van etc) to perform your job? If Yes briefly explain.

Q.6 How often do you travel out of town in a year?

Q.7 Approximately what percentage of your vehicle usage is related to out of town travel?

Q.8 When traveling out of town, how much time does it take for you to get Out of Town Inspection carried out?

Q.9 In your approximate ESTIMATE how much mileage do you put in on Business related travel per year for:

I. In town Travel:

II. Out of Town Travel:

Q.10 On the average how much time does it take for you to book, obtain keys and find the vehicle in the Tom Davies Parking Lot?

Other Comments:

Thanks for your time and comments.

Exhibit 4

**Pool used as a percentage of time
by each Department**

	Instances	Percentage	Duration(minutes)	Percentage
CAO's office Total	214	3.00	154660	2.12
Citizen and Leisure Total	380	5.33	741542	10.14
Corporate Services Total	1399	19.62	1079419	14.77
Economic Development Total	1549	21.72	1056968	14.46
Fire & EMS Total	37	0.52	99669	1.36
Mayor's Office Total	1	0.01	75	0.00
Public Works Total	2456	34.44	2714164	37.13
Social Services Total	130	1.82	272011	3.72
(blank) Total	659	9.24	258886	3.54
Maintenance Total	307	4.30	932633	12.76
	7132		7310027	

Exhibit 5

Percentage of users versus Duration

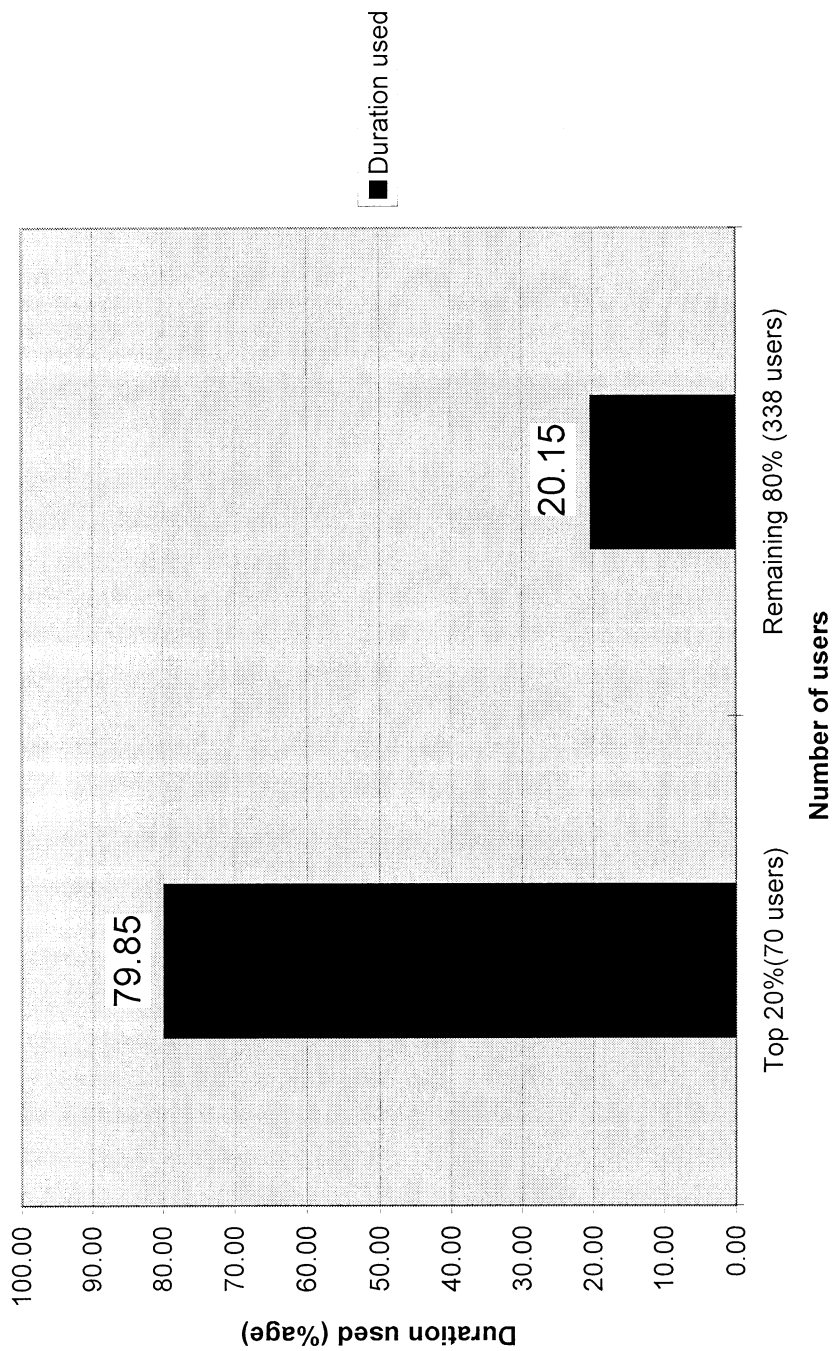


Exhibit 6

Average number of cars used per Month 2003-2004

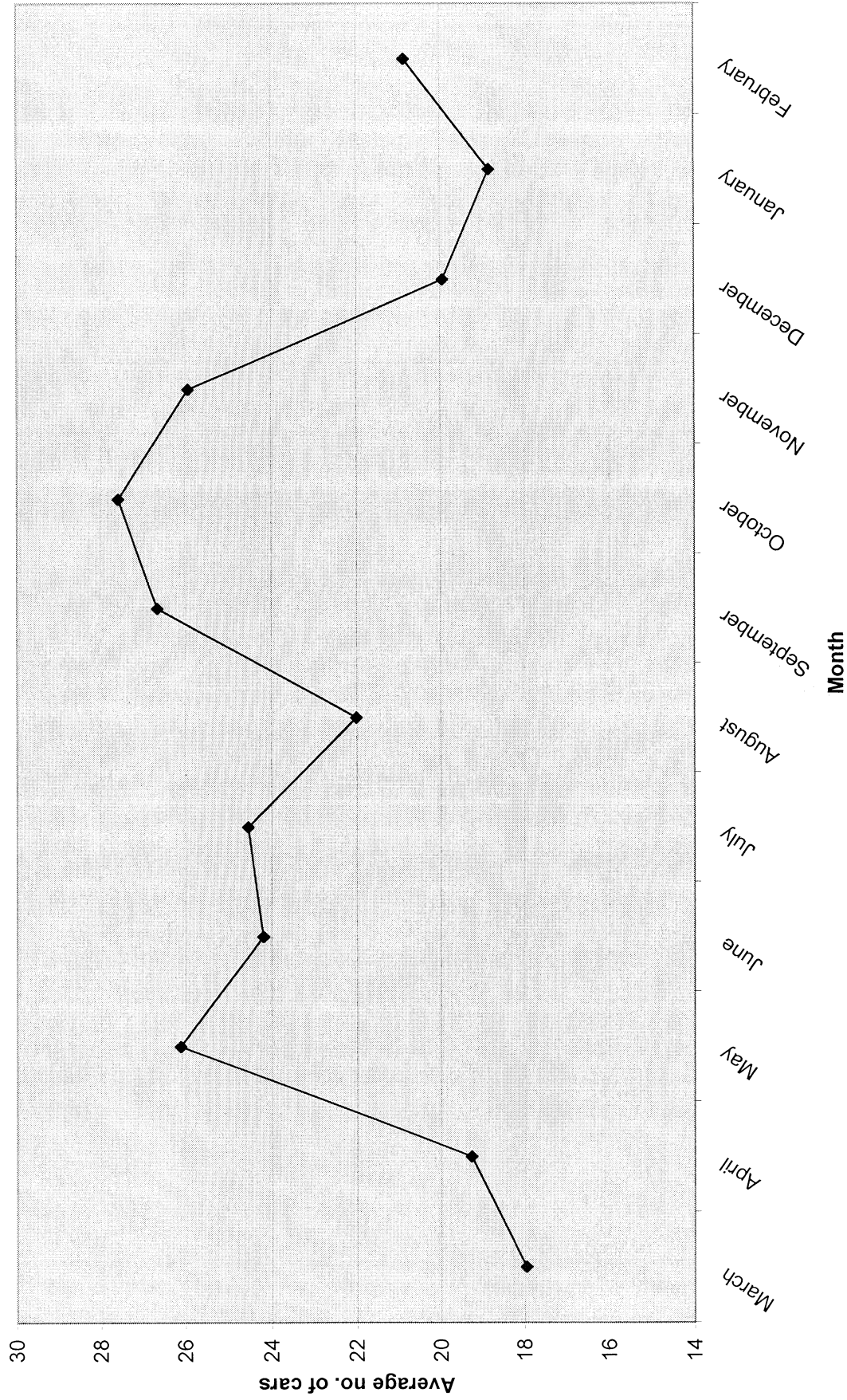


Exhibit 7 Compensation per mileage for use of private vehicle for City Business

The Solutions Team has recommended a rate of 38 cents/km for compensation of CGS employees. The rate was established by considering a number of factors

- The median rate of compensation of other Municipalities was considered (Exhibit 1)
- Compensation rates of large private sector corporations located in Sudbury e.g. Inco, FalconBridge was considered. Both companies pay 36 cents/ kilometer for business travel.
- Sudbury's locale was considered. Sudbury has a relatively rural setting and is not faced with problems of gridlock and high traffic density of larger cities like Toronto, which would add to costs.

While determining the rate two kinds of costs were taken into account:

Variable Costs: These costs include costs such as fuel and oil, maintenance, tires

While all costs vary with make and fuel efficiency, an example of what the variable portion of these costs are for a midsize 2003 model vehicle at a relatively high gas price of 94.3 cents/ liter is shown¹:

Standard Kilometers/liter = 8.8 kms/liter
Fuel Price/ liter = 94.3 cents/liter
Fuel and oil price per kilometer = 10.88 cents
Maintenance per kilometer = 3.11 cents
Tires per kilometer = 1.91 cents
Total Operating costs per kilometer = 15.90 cents

Fixed Costs: These costs include insurance, license and depreciation, financing costs etc. The remainder portion of the compensation (38 – 15.90 = 22.1cents/kilometer) is designed to compensate for license, financing, increased insurance, depreciation etc that may be accrued on business related travel by the employee. It should be mentioned that most employees who will be compensated on a mileage basis will be occasional users and should not have substantially high costs for increased insurance and depreciation. Additionally an employee will still pay for insurance and financing even if he uses his/her vehicle on City business or not.

The Team recognizes that operating costs may vary from vehicle to vehicle, however the 38 cents/km is designed to be an average, which should take into account all such variances. There may be additional costs for insurance for a person who has a poor driving record. It is felt that the City should not compensate drivers for high insurance costs for their poor record.

1 <http://www.runzheimer.com/bvsc/scripts/vssamplecn.asp>

Exhibit 8

OUT OF TOWN TRAVEL COSTS

Expected costs of Rental through rental agency

Vehicle ID	Start Date	End Date	Place	Distance	Days	Costs at \$ 44 per day	mpg**	Cost / Km*	Net Fuel Costs	Total
s929	14-Mar-2003	24-Mar-2003	Toronto	1300	11	484	30	0.0583	75.84	559.84
s943	17-Mar-2003	24-Mar-2003	Sault Ste. Marie & Toronto	1700	8	352	23	0.0761	129.36	481.36
s913	17-Mar-2003	19-Mar-2003	Toronto	1000	3	132	27	0.0648	64.82	196.82
S942	19-Mar-2003	21-Mar-2003	Toronto	1000	3	132	27	0.0648	64.82	196.82
s913	21-Mar-2003	31-Mar-2003	Toronto	1200	11	484	27	0.0648	77.78	561.78
s968	24-Mar-2003	26-Mar-2003	Brampton	1000	3	132	24	0.0729	72.92	204.92
s943	25-Mar-2003	26-Mar-2003	Toronto	1000	2	88	24	0.0729	72.92	160.92
s929	27-Mar-2003	31-Mar-2003	Region of York	1000	5	220	23	0.0761	76.09	296.09
s972	28-Mar-2003	2-Apr-2003	Toronto	1000	6	264	24	0.0729	72.92	336.92
S942	28-Mar-2003	3-Apr-2003	Toronto	1000	7	308	27	0.0648	64.82	372.82
s913	2-Apr-2003	7-Apr-2003	Ottawa	1100	6	264	27	0.0648	71.30	335.30
s929	4-Apr-2003	14-Apr-2003	Toronto	1200	11	484	23	0.0761	91.31	575.31
S942	4-Apr-2003	8-Apr-2003	Aurora	850	5	220	27	0.0648	55.10	275.10
s968	4-Apr-2003	14-Apr-2003	Mississauga	1300	11	484	24	0.0729	94.80	578.80
s913	10-Apr-2003	14-Apr-2003	Ottawa	1200	5	220	27	0.0648	77.78	297.78
s943	11-Apr-2003	14-Apr-2003	Toronto	1000	4	176	24	0.0729	72.92	248.92
s943	14-Apr-2003	15-Apr-2003	Toronto	1000	2	88	24	0.0729	72.92	160.92
s968	15-Apr-2003	17-Apr-2003	various	900	3	132	24	0.0729	65.63	197.63
S942	17-Apr-2003	25-Apr-2003	Scarborough	1200	9	396	27	0.0648	77.78	473.78
s913	17-Apr-2003	23-Apr-2003	Sault Ste. Marie	850	7	308	27	0.0648	55.10	363.10
s972	23-Apr-2003	28-Apr-2003	Toronto	1100	6	264	24	0.0729	80.21	344.21
s968	23-Apr-2003	23-Apr-2003	various	900	1	44	24	0.0729	65.63	109.63
s968	29-Apr-2003	6-May-2003	North Bay & Brampton	1050	8	352	24	0.0729	76.57	428.57
s913	2-May-2003	8-May-2003	Guelph	1250	7	308	27	0.0648	81.02	389.02
s929	2-May-2003	8-May-2003	Toronto	1100	7	308	23	0.0761	83.70	391.70
S942	2-May-2003	8-May-2003	Guelph	1000	7	308	27	0.0648	64.82	372.82
s943	6-May-2003	14-May-2003	Barrie	900	9	396	24	0.0729	65.63	461.63
s972	6-May-2003	12-May-2003	Orillia	950	7	308	24	0.0729	69.27	377.27
s968	9-May-2003	13-May-2003	Toronto	1000	5	220	24	0.0729	72.92	292.92
s968	13-May-2003	14-May-2003	Toronto	900	2	88	24	0.0729	65.63	153.63
s929	15-May-2003	16-May-2003	various	900	2	88	23	0.0761	68.48	156.48
S942	16-May-2003	21-May-2003	Toronto	1000	6	264	27	0.0648	64.82	328.82
s913	16-May-2003	26-May-2003	Toronto	1200	11	484	27	0.0648	77.78	561.78
s968	16-May-2003	21-May-2003	Ottawa	1200	6	264	24	0.0729	87.51	351.51
s972	22-May-2003	26-May-2003	Toronto	1000	5	220	24	0.0729	72.92	292.92
s929	23-May-2003	2-Jun-2003	Kingston	1500	11	484	23	0.0761	114.14	598.14
s968	23-May-2003	28-May-2003	Ottawa	1200	6	264	24	0.0729	87.51	351.51
S942	27-May-2003	29-May-2003	Blind River	480	3	132	27	0.0648	31.11	163.11
s972	28-May-2003	2-Jun-2003	Toronto	1000	6	264	24	0.0729	72.92	336.92
s968	28-May-2003	29-May-2003	Ottawa	1100	2	88	24	0.0729	80.21	168.21
s943	29-May-2003	2-Jun-2003	Brampton	1000	5	220	24	0.0729	72.92	292.92
s968	30-May-2003	9-Jun-2003	Collingwood	1200	11	484	24	0.0729	87.51	571.51
s913	2-Jun-2003	5-Jun-2003	Windsor	1650	4	176	27	0.0648	106.95	282.95
s929	4-Jun-2003	9-Jun-2003	North Bay	300	6	264	23	0.0761	22.83	286.83
s913	6-Jun-2003	12-Jun-2003	Kingston	1400	7	308	27	0.0648	90.75	398.75
s943	9-Jun-2003	12-Jun-2003	Toronto	1000	4	176	24	0.0729	72.92	248.92

s929	11-Jun-2003	13-Jun-2003	North Bay	280	3	132	23	0.0761	21.31	153.31
S942	11-Jun-2003	16-Jun-2003	Ottawa	1200	6	264	27	0.0648	77.78	341.78
s913	12-Jun-2003	16-Jun-2003	Kingston	1300	5	220	27	0.0648	84.26	304.26
s929	13-Jun-2003	13-Jun-2003	Whitefish	250	1	44	23	0.0761	19.02	63.02
s968	13-Jun-2003	16-Jun-2003	Bracebridge	650	4	176	24	0.0729	47.40	223.40
s972	17-Jun-2003	23-Jun-2003	Toronto	1000	7	308	24	0.0729	72.92	380.92
s961	17-Jun-2003	19-Jun-2003	Waterloo	1100	3	132	28	0.0625	68.75	200.75
s929	18-Jun-2003	23-Jun-2003	Kingston	1300	6	264	23	0.0761	98.92	362.92
s943	20-Jun-2003	23-Jun-2003	Niagara on the Lake	1050	4	176	24	0.0729	76.57	252.57
s913	20-Jun-2003	25-Jun-2003	Honey Harbour	900	6	264	27	0.0648	58.34	322.34
s961	23-Jun-2003	25-Jun-2003	Honey Harbour	800	3	132	28	0.0625	50.00	182.00
s968	25-Jun-2003	30-Jun-2003	Ottawa	1100	6	264	24	0.0729	80.21	344.21
s913	25-Jun-2003	27-Jun-2003	Various	865	3	132	27	0.0648	56.07	188.07
s913	2-Jul-2003	4-Jul-2003	various	865	3	132	27	0.0648	56.07	188.07
s972	7-Jul-2003	9-Jul-2003	Toronto	1000	3	132	24	0.0729	72.92	204.92
s968	7-Jul-2003	8-Jul-2003	various	865	2	88	24	0.0729	63.08	151.08
s968	8-Jul-2003	11-Jul-2003	various	865	4	176	24	0.0729	63.08	239.08
S942	11-Jul-2003	21-Jul-2003	Collingwood	1000	11	484	27	0.0648	64.82	548.82
s961	11-Jul-2003	21-Jul-2003	Bowmanville	800	11	484	28	0.0625	50.00	534.00
s968	14-Jul-2003	18-Jul-2003	Out of Town	865	5	220	24	0.0729	63.08	283.08
s943	15-Jul-2003	18-Jul-2003	various	865	4	176	24	0.0729	63.08	239.08
s929	16-Jul-2003	21-Jul-2003	Toronto	1000	6	264	23	0.0761	76.09	340.09
s913	18-Jul-2003	23-Jul-2003	Ottawa	1100	6	264	27	0.0648	71.30	335.30
s968	24-Jul-2003	25-Jul-2003	Barrie	675	2	88	24	0.0729	49.22	137.22
s913	28-Jul-2003	30-Jul-2003	Brampton	850	3	132	27	0.0648	55.10	187.10
s968	6-Aug-2003	8-Aug-2003	Mississauga	850	3	132	24	0.0729	61.98	193.98
s929	7-Aug-2003	11-Aug-2003	Windemere	865	5	220	23	0.0761	65.82	285.82
s968	11-Aug-2003	15-Aug-2003	various	865	5	220	24	0.0729	63.08	283.08
S942	12-Aug-2003	21-Aug-2003	Toronto	1200	10	440	27	0.0648	77.78	517.78
s929	15-Aug-2003	22-Aug-2003	Grande Rapids, Michigan	1200	8	352	23	0.0761	91.31	443.31
s972	18-Aug-2003	20-Aug-2003	Toronto	1000	3	132	24	0.0729	72.92	204.92
s968	25-Aug-2003	29-Aug-2003	various	865	5	220	24	0.0729	63.08	283.08
s913	3-Sep-2003	8-Sep-2003	Toronto	1000	6	264	27	0.0648	64.82	328.82
s961	4-Sep-2003	8-Sep-2003	Toronto	1000	5	220	28	0.0625	62.50	282.50
s943	5-Sep-2003	9-Sep-2003	Minette (Muskoka)	600	5	220	24	0.0729	43.75	263.75
S942	5-Sep-2003	18-Sep-2003	Soo, Toronto and Manitoulin	1550	14	616	27	0.0648	100.47	716.47
s968	9-Sep-2003	15-Sep-2003	Niagara Falls	1100	7	308	24	0.0729	80.21	388.21
s961	10-Sep-2003	17-Sep-2003	Toronto	1200	8	352	28	0.0625	75.00	427.00
s943	16-Sep-2003	22-Sep-2003	Muskoka	650	7	308	24	0.0729	47.40	355.40
s913	16-Sep-2003	22-Sep-2003	Ottawa	1100	7	308	27	0.0648	71.30	379.30
s972	17-Sep-2003	22-Sep-2003	Richmond Hill	870	6	264	24	0.0729	63.44	327.44
s929	17-Sep-2003	19-Sep-2003	Timmins	700	3	132	23	0.0761	53.26	185.26
s968	23-Sep-2003	29-Sep-2003	Peterborough	950	7	308	24	0.0729	69.27	377.27
s961	24-Sep-2003	26-Sep-2003	Callander	800	3	132	28	0.0625	50.00	182.00
s943	25-Sep-2003	29-Sep-2003	Muskoka	650	5	220	24	0.0729	47.40	267.40
s972	26-Sep-2003	3-Oct-2003	Collingwood	900	8	352	24	0.0729	65.63	417.63
S942	29-Sep-2003	1-Oct-2003	York Region	900	3	132	27	0.0648	58.34	190.34
s961	29-Sep-2003	1-Oct-2003	Burlington	900	3	132	28	0.0625	56.25	188.25
S942	3-Oct-2003	9-Oct-2003	Gatineau	1150	7	308	27	0.0648	74.54	382.54
s968	3-Oct-2003	9-Oct-2003	Ottawa	1100	7	308	24	0.0729	80.21	388.21
s961	6-Oct-2003	9-Oct-2003	Ottawa	1100	4	176	28	0.0625	68.75	244.75
s943	7-Oct-2003	9-Oct-2003	Toronto	1000	3	132	24	0.0729	72.92	204.92

s929	7-Oct-2003	10-Oct-2003	various	865	4	176	23	0.0761	65.82	241.82
s929	14-Oct-2003	16-Oct-2003	various	865	3	132	23	0.0761	65.82	197.82
s972	15-Oct-2003	17-Oct-2003	Guelph	1000	3	132	24	0.0729	72.92	204.92
s961	16-Oct-2003	20-Oct-2003	Toronto	1000	5	220	28	0.0625	62.50	282.50
s968	16-Oct-2003	20-Oct-2003	Sault Ste. Marie	650	5	220	24	0.0729	47.40	267.40
s943	16-Oct-2003	20-Oct-2003	Soo	650	5	220	24	0.0729	47.40	267.40
S942	20-Oct-2003	27-Oct-2003	Toronto	1200	8	352	27	0.0648	77.78	429.78
s929	20-Oct-2003	27-Oct-2003	Niagara Falls	1100	8	352	23	0.0761	83.70	435.70
s913	20-Oct-2003	24-Oct-2003	Gogama	500	5	220	27	0.0648	32.41	252.41
s943	22-Oct-2003	24-Oct-2003	Alliston	650	3	132	24	0.0729	47.40	179.40
s972	22-Oct-2003	29-Oct-2003	Toronto	1200	8	352	24	0.0729	87.51	439.51
s968	22-Oct-2003	27-Oct-2003	Guelph	1100	6	264	24	0.0729	80.21	344.21
s961	24-Oct-2003	30-Oct-2003	Toronto	1000	7	308	28	0.0625	62.50	370.50
s913	24-Oct-2003	27-Oct-2003	North Bay	280	4	176	27	0.0648	18.15	194.15
s913	27-Oct-2003	30-Oct-2003	North Bay	280	4	176	27	0.0648	18.15	194.15
s929	27-Oct-2003	28-Oct-2003	various	865	2	88	23	0.0761	65.82	153.82
s929	29-Oct-2003	30-Oct-2003	various	865	2	88	23	0.0761	65.82	153.82
s929	30-Oct-2003	31-Oct-2003	various	865	2	88	23	0.0761	65.82	153.82
s968	4-Nov-2003	10-Nov-2003	Ottawa	1100	7	308	24	0.0729	80.21	388.21
s972	5-Nov-2003	10-Nov-2003	Mississauga	1000	6	264	24	0.0729	72.92	336.92
s929	5-Nov-2003	7-Nov-2003	various	865	3	132	23	0.0761	65.82	197.82
s913	7-Nov-2003	10-Nov-2003	Ottawa	1100	4	176	27	0.0648	71.30	247.30
s961	11-Nov-2003	11-Nov-2003	various	900	1	44	28	0.0625	56.25	100.25
s913	12-Nov-2003	14-Nov-2003	Sault Ste. Marie	650	3	132	27	0.0648	42.13	174.13
s961	14-Nov-2003	20-Nov-2003	Hamilton	1000	7	308	28	0.0625	62.50	370.50
s968	14-Nov-2003	19-Nov-2003	Toronto	1000	6	264	24	0.0729	72.92	336.92
S942	14-Nov-2003	20-Nov-2003	Toronto	1000	7	308	27	0.0648	64.82	372.82
s929	17-Nov-2003	24-Nov-2003	Peterborough	950	8	352	23	0.0761	72.29	424.29
s972	18-Nov-2003	24-Nov-2003	North Bay	280	7	308	24	0.0729	20.42	328.42
s943	20-Nov-2003	24-Nov-2003	Brampton	900	5	220	24	0.0729	65.63	285.63
S942	21-Nov-2003	26-Nov-2003	Toronto	1000	6	264	27	0.0648	64.82	328.82
s913	21-Nov-2003	26-Nov-2003	Toronto	1000	6	264	27	0.0648	64.82	328.82
s968	24-Nov-2003	26-Nov-2003	Brampton	850	3	132	24	0.0729	61.98	193.98
s961	24-Nov-2003	1-Dec-2003	Toronto	1200	8	352	28	0.0625	75.00	427.00
s929	24-Nov-2003	28-Nov-2003	various	865	5	220	23	0.0761	65.82	285.82
s943	25-Nov-2003	27-Nov-2003	North Bay	280	3	132	24	0.0729	20.42	152.42
s972	26-Nov-2003	28-Nov-2003	Toronto	1000	3	132	24	0.0729	72.92	204.92
S942	2-Dec-2003	4-Dec-2003	Toronto	1000	3	132	27	0.0648	64.82	196.82
s913	3-Dec-2003	8-Dec-2003	Toronto	1000	6	264	27	0.0648	64.82	328.82
s929	3-Dec-2003	10-Dec-2003	Mississauga	1150	8	352	23	0.0761	87.51	439.51
s943	4-Dec-2003	8-Dec-2003	Toronto	1000	5	220	24	0.0729	72.92	292.92
s972	9-Dec-2003	12-Dec-2003	Sault Ste. Marie and North Bay	800	4	176	24	0.0729	58.34	234.34
S942	15-Dec-2003	19-Dec-2003	various	865	5	220	27	0.0648	56.07	276.07
s943	17-Dec-2003	19-Dec-2003	Parry Sound	400	3	132	24	0.0729	29.17	161.17
s913	19-Dec-2003	19-Dec-2003	various	865	1	44	27	0.0648	56.07	100.07
s913	22-Dec-2003	24-Dec-2003	various	865	3	132	27	0.0648	56.07	188.07
s913	5-Jan-2004	9-Jan-2004	various	865	5	220	27	0.0648	56.07	276.07
s968	12-Jan-2004	16-Jan-2004	various	865	5	220	24	0.0729	63.08	283.08
s961	14-Jan-2004	19-Jan-2004	Toronto	1100	6	264	28	0.0625	68.75	332.75
s929	14-Jan-2004	16-Jan-2004	Ottawa	1100	3	132	23	0.0761	83.70	215.70
S942	16-Jan-2004	18-Jan-2004	North Bay	280	3	132	27	0.0648	18.15	150.15
S942	21-Jan-2004	23-Jan-2004	Sault Ste. Marie	650	3	132	27	0.0648	42.13	174.13
s972	23-Jan-2004	28-Jan-2004	Toronto	1000	6	264	24	0.0729	72.92	336.92
s968	23-Jan-2004	23-Jan-2004	various	865	1	44	24	0.0729	63.08	107.08

s961	26-Jan-2004	26-Jan-2004	North Bay Trial Court	280	1	44	28	0.0625	17.50	61.50
s968	26-Jan-2004	27-Jan-2004	Mississauga	950	2	88	24	0.0729	69.27	157.27
s913	26-Jan-2004	2-Feb-2004	Toronto	1200	8	352	27	0.0648	77.78	429.78
s961	27-Jan-2004	27-Jan-2004	North Bay Trial Court - Michael Linkie - Building Controls	280	1	44	28	0.0625	17.50	61.50
s968	27-Jan-2004	2-Feb-2004	Mississauga	1000	7	308	24	0.0729	72.92	380.92
S942	28-Jan-2004	28-Jan-2004	Gore Bay	865	1	44	27	0.0648	56.07	100.07
s929	30-Jan-2004	9-Feb-2004	Toronto	1200	11	484	23	0.0761	91.31	575.31
s913	6-Feb-2004	16-Feb-2004	Mississauga	1200	11	484	27	0.0648	77.78	561.78
s929	16-Feb-2004	17-Feb-2004	Toronto	1000	2	88	23	0.0761	76.09	164.09
s968	16-Feb-2004	20-Feb-2004	various	865	5	220	24	0.0729	63.08	283.08
S942	17-Feb-2004	20-Feb-2004	Toronto	1000	4	176	27	0.0648	64.82	240.82
s913	17-Feb-2004	19-Feb-2004	Toronto	1000	3	132	27	0.0648	64.82	196.82
s929	18-Feb-2004	20-Feb-2004	Toronto	1000	3	132	23	0.0761	76.09	208.09
s913	19-Feb-2004	20-Feb-2004	Out of Town Travel	865	2	88	27	0.0648	56.07	144.07
s943	20-Feb-2004	25-Feb-2004	Toronto	1000	6	264	24	0.0729	72.92	336.92
s913	20-Feb-2004	23-Feb-2004	Kingston	1200	4	176	27	0.0648	77.78	253.78
s929	23-Feb-2004	26-Feb-2004	Sault Ste. Marie	650	4	176	23	0.0761	49.46	225.46
s968	23-Feb-2004	24-Feb-2004	North Bay	280	2	88	24	0.0729	20.42	108.42
s913	25-Feb-2004	1-Mar-2004	Toronto	1000	6	264	27	0.0648	64.82	328.82
s943	27-Feb-2004	2-Mar-2004	Toronto	1000	5	220	24	0.0729	72.92	292.92
s968	27-Feb-2004	8-Mar-2004	Mississauga	1200	11	484	24	0.0729	87.51	571.51
s929	27-Feb-2004	2-Mar-2004	Mississauga	1000	5	220	23	0.0761	76.09	296.09
s913	3-Mar-2004	8-Mar-2004	Brampton	900	6	264	27	0.0648	58.34	322.34
s961	4-Mar-2004	11-Mar-2004	Toronto	1200	8	352	28	0.0625	75.00	427.00
s968	9-Mar-2004	12-Mar-2004	various	865	4	176	24	0.0729	63.08	239.08
s528	8-Jul-2003	10-Jul-2003	Parry Sound	400	3	132	20	0.0875	35.00	167.00
s909	2-May-2003	8-May-2003	Hamilton	1100	7	308	24	0.0729	80.21	388.21
s911	14-Apr-2003	16-Apr-2003	Gogama	400	3	132	20	0.0875	35.00	167.00
s911	8-May-2003	12-May-2003	North Bay	280	5	220	20	0.0875	24.50	244.50
s917	24-Mar-2003	31-Mar-2003	Orillia and Toronto	900	8	352	21	0.0833	75.00	427.00
s917	12-May-2003	15-May-2003	Toronto	1000	4	176	21	0.0833	83.34	259.34
s960	23-May-2003	3-Jun-2003	Barrie	900	12	528	20	0.0875	78.75	606.75
s960	6-May-2003	8-May-2003	Barrie	675	3	132	20	0.0875	59.07	191.07
s960	7-Jun-2003	10-Jun-2003	Gogama Court	400	4	176	20	0.0875	35.00	211.00
s960	24-Mar-2003	27-Mar-2003	Orillia	750	4	176	20	0.0875	65.63	241.63
s960	4-Apr-2003	10-Apr-2003	Toronto	1000	7	308	20	0.0875	87.51	395.51
s960	12-May-2003	15-May-2003	Toronto	1000	4	176	20	0.0875	87.51	263.51
s960	14-Apr-2003	16-Apr-2003	Toronto	1000	3	132	20	0.0875	87.51	219.51
s960	23-Apr-2003	25-Apr-2003	Toronto	1000	3	132	20	0.0875	87.51	219.51
s966	26-Sep-2003	6-Oct-2003	Toronto	1200	11	484	24	0.0729	87.51	571.51
s981	24-Oct-2003	29-Oct-2003	Mississauga	1100	6	264	20	0.0875	96.26	360.26
s981	24-Oct-2003	29-Oct-2003	Mississauga	1100	6	264	20	0.0875	96.26	360.26
s981	28-Apr-2003	1-May-2003	Ottawa	1100	4	176	20	0.0875	96.26	272.26
s981	17-Sep-2003	22-Sep-2003	Parry Sound	500	6	264	20	0.0875	43.75	307.75
s981	17-Sep-2003	22-Sep-2003	Parry Sound	500	6	264	20	0.0875	43.75	307.75
s981	16-Oct-2003	20-Oct-2003	Toronto	1000	5	220	20	0.0875	87.51	307.51
s981	20-Nov-2003	24-Nov-2003	Toronto	1000	5	220	20	0.0875	87.51	307.51
s981	7-Apr-2003	9-Apr-2003	Toronto	1000	3	132	20	0.0875	87.51	219.51
s981	2-May-2003	12-May-2003	Waterloo	1300	11	484	20	0.0875	113.76	597.76
s985	21-Jan-2004	23-Jan-2004	toronto	1000	3	132	24	0.0729	72.92	204.92

s987	20-Jun-2003	24-Jun-2003	Parry Sound	400	5	220	30	0.0583	23.33	243.33
s988	25-Sep-2003	29-Sep-2003	Burlington	900	5	220	30	0.0583	52.50	272.50
s988	2-May-2003	6-May-2003	Kingston	1300	5	220	30	0.0583	75.84	295.84
s988	23-May-2003	27-May-2003	Sault Ste. Marie	700	5	220	30	0.0583	40.84	260.84
s988	8-May-2003	12-May-2003	Toronto	1000	5	220	30	0.0583	58.34	278.34
s989	5-Nov-2003	10-Nov-2003	Sault Ste. Marie	800	6	264	30	0.0583	46.67	310.67
s989	5-Nov-2003	10-Nov-2003	Sault Ste. Marie	800	6	264	30	0.0583	46.67	310.67
s992	1-Dec-2003	3-Dec-2003	Gogama	400	3	132	28	0.0625	25.00	157.00
s994	9-Feb-2004	11-Feb-2004	Gogama	400	3	132	14	0.1250	50.00	182.00
Total				195540	1103	48532			13911.33	62443.33

*fuel costs have been assumed at 74 cents a litre.

mpg** have been assumed taken into account the type of the vehicle, e.g Lumina 30 mpg, crown vic 20 etc.

Present Costs

7.30 vehicles at 680/month
Lost Productivity

59568
4240

63808

Exhibit 9

Health & Social Services

Net mileage	Budget at		
	36 cents	40 cents	38 cents
Day Pool	4783.82	1722.18	1913.53
Day Night Pool	3865.93	1391.73	1366.85
H&SS pool	59731.83	21503.46	23892.73
Pioneer Manor	8252.31	2970.83	3300.92
Budget	77551.74	\$27,588.20	\$30,474.03
5% tolerance		\$28,967.61	\$31,997.74
			\$30,397.85

CAO's office

Net mileage	Budget at		
	36 cents	40 cents	38 cents
Day Use Pool	3878.78	1396.36	1551.51
Day Night Pool	3134.54	1128.43	1285.02
Budget		\$2,524.79	\$2,836.53
5% tolerance		\$2,651.03	\$2,978.35
			\$2,831.08

Citizen and Leisure

Net Mileage	Budget at		
	36 cents	40 cents	38 cents
Citizen			
Leisure/Cemetery	4147.20	4608.00	4377.60
Day Use pool	4189.08	4654.53	4421.81
Day Night Pool	3385.30	3908.65	3717.98
Leisure Services	12860.31	14646.46	13932.00
Budget	24581.89	27817.64	26449.39
5% tolerance	\$25,810.98	\$29,208.52	\$27,771.86

Corporate Services

Net Mileage	Budget at		
	36 cents	40 cents	38 cents
Day/Night pool	9388.19	10431.32	9909.76
Day Use pool	7586.83	8429.81	8008.32
IT pool	3926.52	4471.87	4253.73
Budget	\$20,901.54	\$23,333.01	\$22,171.81
5% tolerance	\$21,946.62	\$24,499.66	\$23,280.40

Economic Development

Net Mileage	Budget at		
	36 cents	40 cents	38 cents
Day Pool	9867.61	10964.01	10415.81
Day/Night pool	7974.26	8860.29	8417.28
Building Controls	3672	4080.00	3876.00
Budget	\$11,646.26	\$29,615.04	\$28,170.40
5% tolerance	\$12,228.57	\$31,095.79	\$29,578.92

Public Works

Net Mileage	Budget at		
	36 cents	40 cents	38 cents
Day pool	19549.03	21721.15	20635.09
Day/Night pool	15798.06	17553.40	16675.73
Garage Operations Management Operations	2687.04	2985.60	2836.32
Budget	12661.34	14068.16	13364.75
5% tolerance	\$50,695.48	\$56,328.31	\$53,511.90
	\$53,230.25	\$59,144.73	\$56,187.49

Emergency Services

	Net Mileage	Budget at		
		36 cents	40 cents	38 cents
Day/Night pool	1422.22	512.00	568.89	540.44
Day Pool	1149.33	413.76	459.73	436.75
Budget		\$925.76	\$1,028.62	\$977.19
5% tolerance		\$972.05	\$1,080.05	\$1,026.05

Exhibit 10 A

Section/ Department	Average Mileage/ Year	No. of vehicles	Total Mileage/ Year	Costs at			Present Costs	
				Cost at 36 cents/km	38 cents/km	Costs at 40 cents/km		
Building Services	10200.00	1	10200.00	3672.00	3876.00	4080.00	8160	
Citizen Services/Cemetery	11520.00	1	11520.00	4147.20	4377.60	4608.00	8160	
Day Use Pool	11753.87	11	129292.55	46545.32	49131.17	51717.02	89760	
Day Night Use Pool	11609.39	9	104484.55	37614.44	39704.13	41793.82	73440	
Day Night Out of Town	24019.05	7	168133.33	57120.00	57120.00	57120.00	57120.00	
Garage- Operations	7464.00	1	7464.00	2687.04	2836.32	2985.60	11760	
Garage- Spare	7944.60	2	15889.20	5720.11	6037.90	6355.68	16320	
Health&Social Services	9955.30	6	59731.83	21503.46	22698.10	23892.73	48960	
IT Pool	10907.00	1	10907.00	3926.52	4144.66	4362.80	8616	
Leisure Services	11907.69	3	35723.08	12860.31	13574.77	14289.23	24480	
Operations- Management	8792.60	4	35170.40	12661.34	13364.75	14068.16	39840	
Pioneer Manor	8252.31	1	8252.31	2970.83	3135.88	3300.92	8160	
Costs								
Costs at additional 5%			47	596768.24	211428.57	220001.27	228573.96	394776.00
				626606.65	222000.00	231001.33	240002.66	394776.00

	AT \$.36	AT \$.38	AT \$.40
Total Savings	183347.43	174774.73	166202.04
At 5%	172776.00	163774.67	154773.34

Savings due to increased productivity

.8 FTE 32000

Fleet Maintenance* 60000.00
 92000.00

Total Savings (at 38 cents)

163774.67
 92000.00
\$255,774.67

* savings seen due to decreased load of Fleet maintenance of light vehicle fleet, will allow more maintenance of heavier vehicles, see Exhibit 10 C for details.

Exhibit 10 B

Capital Savings

Average Make of vehicle in CGS fleet	2000
Average no. years in fleet to date	4.00
Contribution to capital of 50 vehicles	336,144.00
Salvage costs*	<u>70,500.00</u>
Total Capital retirement Savings	406,644.00

*Salvage costs have been approximated at \$1500 per vehicle

Exhibit 10 C

Productivity Increases from Fleet Maintenance

The following components make up the \$680 charged to departments for use of light vehicles

Labour	113
Fuel	249
Depreciation	149
Materials	129
Insurance	40
Total	680

If 50 vehicles are removed from the fleet, all costs associated with these vehicles vanish if the maintenance of the vehicles is contracted out (including the labor component as well). However if maintenance is carried out in house, using City personnel, the labor component (\$113) of the costs still remains, unless some mechanics are redeployed. What this means that if 50 vehicles are removed, the salaries are still paid for. This would not have been the case had ALL light vehicle maintenance been contracted out. In that case, all costs associated with these vehicles would have vanished. However since we do carry out some maintenance inhouse, if we don't take this into account, that means that mechanics at the Fleet Section are becoming less productive and doing less work in the same work week. With the surplus time available, these mechanics can now take on more of the heavy duty work.

Discussions with the Fleet Management Section reveals that CGS tries to contract out as much light vehicle maintenance as possible, which allows mechanics and staff to focus on the Heavy Duty Vehicles. As a result, about 60% of light vehicle maintenance is carried out by third party vendors, i.e. Gils Brake shop, Penzoil, Mr. TuneUp etc. The remainder, 40% of the maintenance is carried out in house. While this ratio, is at best an approximation, obtained from discussions, it has been used to calculate the productivity increases which may be acquired by removal of one third of the light vehicle fleet.

The following represents the Light Vehicle Maintenance done by third party vendors for the CGS for the period March 2003 - March 2004

Gils Brake Shc	198732.00
Mr. TuneUp	90528.00
Whitaker	55595.00
Lubes	617.69
Autorepair	24490.00
Penzoil	3396.00
Sum	373358.69

<---- represents 60% of total servicing costs

Total Contracted out Costs (60%)	\$373,358.69
Total Costs (100%)	\$622,264.48
Total Inhouse costs (40%)	\$248,905.79

If Fleet decreases by 50 vehicles (1/3rd) total costs of inhouse maintenance should decrease by at least 1/4th

Total Productivity Increase **\$62,226.45**

Managers' Reports

Request for Recommendation Priorities Committee




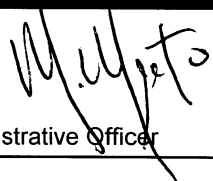
Type of Decision										
Meeting Date	October 13, 2004				Report Date	October 6, 2004				
Recommendation	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low	
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed	

Report Title
Hospital Patient Transfers to Long-Term Care Facilities in the Sudbury/Manitoulin District

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

Recommendation	
<p>Whereas effective October 5th, 2004, "Crisis 1A" was declared in Greater Sudbury, the third time since April 2004; and</p> <p>Whereas hospital patients waiting for a long-term care bed will, for the first time, be transferred outside the City to the Sudbury/Manitoulin District; and</p> <p>Whereas patients transferred to the District will remain status quo on the CCAC waiting list, as they were prior to leaving Greater Sudbury.</p>	
<input checked="" type="checkbox"/>	Recommendation attached

Recommended by the General Manager
 Catherine Matheson General Manager, Health and Social Services

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

Report Authored By

Division Review

Therefore, let it be resolved that Council lobby the Ministry of Health and Long-Term Care to change the regulations in order to enable patients transferred to the Sudbury/Manitoulin District to be given priority on the CCAC waiting list to ensure patients return to Greater Sudbury at the earliest time possible.

Background

The Ministry of Health and Long-Term Care announced on October 5th, 2004 that Greater Sudbury has been declared "Crisis 1A". This means that hospitals have priority over community admissions, through the Community Care Access Centre (CCAC), to admit patients to long-term care facilities.

Although Greater Sudbury has been declared "Crisis 1A" three (3) times since April 2004, this is the first time that patients will be transferred outside the City. Transfers to long-term care facilities from hospitals have become problematic as vacancies decrease in Greater Sudbury, but increase in the Manitoulin District.

Seeing as the cost of providing care in hospitals is considerably higher than in long-term care facilities, the Ministry has responded by utilizing vacant long-term care beds within the District in order to free-up hospital beds. It is expected that transfers to the Sudbury/Manitoulin District may last as long as six months. In effect, the "Crisis 1A" solution also creates a back-log for individuals in the community awaiting long-term care.

Communities throughout the Province are experiencing similar Ministry interventions. For example, Simcoe patients were given the ultimatum to transfer to Metro or York Long-Term Care or accept the charges of a full hospital per diem. Likewise, patients in Timmins were faced with transfers to Iroquois Falls, Kapuskasing, and Hearst. "Crisis 1A" has also been declared in Thunder Bay.

In hopes of change, new funding by the Ministry was announced in July and will be allocated to the CCAC to assist with hospital pressures. The distribution of funds is expected in October and will assist 21,400 new clients across the province.

In the meantime, City Council is requested to lobby the Ministry of Health and Long-Term Care to change their regulations in consideration of families in our community. Patients transferred to the District should be given priority on the CCAC waiting list to return to their own community.

Request for Recommendation Priorities Committee



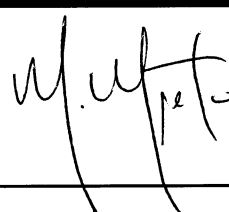
Type of Decision									
Meeting Date	October 13 th , 2004				Report Date	October 7, 2004			
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title
CORPORATE PRIORITIES

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

Recommendation	
<p>That the Corporate Priorities, Organizational Improvements and Operational Strategies as outlined in the attached Short Term Action Chart be adopted;</p> <p>And Further the Chief Administrative Officer and General Managers be directed to develop 2005 Business Plans and prepare a budget with specific recommendations to carry out Council Priorities, Organizational Improvements and Operational Strategies;</p> <p>And Further, the Corporate Priorities, Organizational Improvements and Business Plans to be reviewed quarterly by Council.</p>	
	Recommendation Continued

Recommended by the General Manager
N/a
Name and Title

Recommended by the C.A.O.

Mark Mieto C.A.O.

Report Prepared By

Carlos Salazar
Coordinator Corporate Strategy and Policy Analysis

Division Review

N/A

Name
and Title

BACKGROUND:

Since 2001, City Council has held an annual fall retreat to establish priorities. These priorities become the framework to prepare business plans and municipal budget. This year Council met on September 24th and 25th to define the priorities for the 2005 Business Plans and the 2005 Budget. The session was facilitated by Mr. Gordon McIntosh of the Local Government Leadership Institute.

The Objectives of the workshop were:

1. Understand the scope of issues and opportunities facing Sudbury
2. Establish priority areas with action plans for immediate attention by Council
3. Identify operational strategies of administration; and
4. Develop an ongoing process to manage changing priorities, progress and results.

To identify priorities Council started by developing a long list of issues and opportunities, followed by a consensus on a short list of issues that served as the focus of the discussion. Immediately after Council developed potential actions to deal with the identified short list of issues. Council then agreed on a number of Corporate Priorities, Organizational Improvements (Appendix A) and Operational Strategies. These are listed in the attached report from the Facilitator (Appendix B).

The Chief Administrative Officer made a presentation outlining the management approach to implement Council's priorities. This strategic approach consists of four elements:

- Council priorities
- Organizational Business Plan
- Departmental Business Plans, and the
- 2005 and 2006 Budget, both capital and operations.

As part of the presentation, the Chief Administrative Officer listed some of the current initiatives that have a direct relationship to the implementation of Council's priorities:

- Three external solution teams
- Four internal task teams
- Restructuring process and Advisors
- External Auditor
- Managed attrition process, and
- The 2005 Budget process

The Chief Administrative Officer also presented the principles and elements of the Organizational Business Plan:

Organizational Business Plan Principles:

- Strategic Priorities
- Accountability
- Cultural Change
- Citizen responsiveness
- Achieving employee and organizational wellness.

Organizational Improvement Components:

- Costs across all departments
- Clear set of projects with detailed resource allocation - financial
- Detailed time frames for outcomes,
- and clear lines of accountability.

The attached Short -term Action Chart (Appendix C) provides Council with a summary of the actions to be carried out by staff to implement Council priorities. The Chief Administrative Officer will lead the preparation of the Organizational Business Plan that will reflect Council's priorities, and the results of the restructuring and budget process.

Attach.

CITY OF GREATER SUDBURY SHORT TERM ACTION CHART																	
CORPORATE PRIORITIES (Council/CAO)																	
1. Road Maintenance & Upgrade Priorities (Don Belisle) - Overall List & 2005 Projects	December																
2. Infrastructure Financing Strategy (Doug Wuksinic) - Options & Policies	December																
3. Healthy Communities Strategy (Catherine Matheson) - Indicators, Projects & Partners	April, 2005																
4. Economic Development Focus (Doug Nadorozny) - Mining & other target sectors	March, 2005																
5. _____																	
<ul style="list-style-type: none"> • Trail Development - Phase 1 (Caroline Hallsworth) - (not developed) • Community Vision Process (Mark Mieto) - (not developed) 																	
ORGANIZATIONAL IMPROVEMENTS (Council/CAO)																	
1. Priority Work Program System (Mark Mieto) - Priority Chart & Work Programs	October, 2004																
2. Governance Procedures Review (Mark Mieto) - Systems & Resources	January, 2005																
3. Employee Wellness Program (Catherine Matheson)	October, 2004																
4. Management Structure Review (Mark Mieto)	December, 2004																
5. Hire Auditor (Mark Mieto)	October, 2004																
<ul style="list-style-type: none"> • Governance Structure Review - June 2005 • Organizational Capacity Assessment/Improvement - (Pending Management review) 																	
OPERATIONAL STRATEGIES (CAO/Staff)																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Chief Administrative Officer (Mark Mieto)</u></th> <th style="text-align: left;"><u>Citizen & Leisure Services (Caroline Hallsworth)</u></th> </tr> </thead> <tbody> <tr> <td>1. Priority Work Program System Oct., 2004</td> <td>1. Park Development - Phase 1 Options Nov. 2004</td> </tr> <tr> <td>2. Governance Procedures Review Jan. 2005</td> <td>2. Trail Development Overview Nov, 2004</td> </tr> <tr> <td>3. Solutions Teams & Task Teams Nov. 2004</td> <td>3. Trail Development Implementation Plan March, 2005</td> </tr> <tr> <td>4. Review of the Organizational Structure of the City of Greater Sudbury Dec. 2004</td> <td>4. Adanac Master Plan Jan. 2005</td> </tr> <tr> <td>5. Review of Program areas of Public Works by Council Auditor March, 2005</td> <td>5. Community Action Networks Dec. 2004</td> </tr> <tr> <td>6. Managed Attrition Nov., 2004</td> <td>6. Transit Infrastructure April 2005</td> </tr> <tr> <td> <ul style="list-style-type: none"> • Community Vision Approach </td> <td></td> </tr> </tbody> </table>		<u>Chief Administrative Officer (Mark Mieto)</u>	<u>Citizen & Leisure Services (Caroline Hallsworth)</u>	1. Priority Work Program System Oct., 2004	1. Park Development - Phase 1 Options Nov. 2004	2. Governance Procedures Review Jan. 2005	2. Trail Development Overview Nov, 2004	3. Solutions Teams & Task Teams Nov. 2004	3. Trail Development Implementation Plan March, 2005	4. Review of the Organizational Structure of the City of Greater Sudbury Dec. 2004	4. Adanac Master Plan Jan. 2005	5. Review of Program areas of Public Works by Council Auditor March, 2005	5. Community Action Networks Dec. 2004	6. Managed Attrition Nov., 2004	6. Transit Infrastructure April 2005	<ul style="list-style-type: none"> • Community Vision Approach 	
<u>Chief Administrative Officer (Mark Mieto)</u>	<u>Citizen & Leisure Services (Caroline Hallsworth)</u>																
1. Priority Work Program System Oct., 2004	1. Park Development - Phase 1 Options Nov. 2004																
2. Governance Procedures Review Jan. 2005	2. Trail Development Overview Nov, 2004																
3. Solutions Teams & Task Teams Nov. 2004	3. Trail Development Implementation Plan March, 2005																
4. Review of the Organizational Structure of the City of Greater Sudbury Dec. 2004	4. Adanac Master Plan Jan. 2005																
5. Review of Program areas of Public Works by Council Auditor March, 2005	5. Community Action Networks Dec. 2004																
6. Managed Attrition Nov., 2004	6. Transit Infrastructure April 2005																
<ul style="list-style-type: none"> • Community Vision Approach 																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Corporate Services (Doug Wuksinic)</u></th> <th style="text-align: left;"><u>Economic Develop. & Tourism -(Doug Nadorozny)</u></th> </tr> </thead> <tbody> <tr> <td>1. Infrastructure Financing Strategy (roads) Dec, 2004</td> <td>1. Focus Projects March 2005</td> </tr> <tr> <td>2. Completion 2005/06 Budget Dec. 2004</td> <td>2. Mining Sector Dev. Feb. 2005</td> </tr> <tr> <td>3. Collective Bargaining 2005</td> <td>3. Economic Development Capital Plan Nov. 2004</td> </tr> <tr> <td>4. Implementation ERP Update Dec. 2005</td> <td>4. Key Economic Dev. Dept. Priorities March 2005</td> </tr> </tbody> </table>		<u>Corporate Services (Doug Wuksinic)</u>	<u>Economic Develop. & Tourism -(Doug Nadorozny)</u>	1. Infrastructure Financing Strategy (roads) Dec, 2004	1. Focus Projects March 2005	2. Completion 2005/06 Budget Dec. 2004	2. Mining Sector Dev. Feb. 2005	3. Collective Bargaining 2005	3. Economic Development Capital Plan Nov. 2004	4. Implementation ERP Update Dec. 2005	4. Key Economic Dev. Dept. Priorities March 2005						
<u>Corporate Services (Doug Wuksinic)</u>	<u>Economic Develop. & Tourism -(Doug Nadorozny)</u>																
1. Infrastructure Financing Strategy (roads) Dec, 2004	1. Focus Projects March 2005																
2. Completion 2005/06 Budget Dec. 2004	2. Mining Sector Dev. Feb. 2005																
3. Collective Bargaining 2005	3. Economic Development Capital Plan Nov. 2004																
4. Implementation ERP Update Dec. 2005	4. Key Economic Dev. Dept. Priorities March 2005																
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Emergency Services (Al Stephen)</u></th> <th style="text-align: left;"><u>Health & Social Services (Catherine Matheson)</u></th> </tr> </thead> <tbody> <tr> <td>1. Master Fire Plan Nov. 2004</td> <td>1. Healthy Communities Communications Plan Dec. 2004</td> </tr> <tr> <td>2. Municipal Emergency Plan Dec. 2006</td> <td>2. Healthy Communities Strategy Apr. 2005</td> </tr> <tr> <td>3. LEL Emergency Services Centre Dec. 2006</td> <td>3. Employee Wellness Program Oct. 2004</td> </tr> <tr> <td>4. Restructure/reorganization Emergency Services Dept. Jan. 2006</td> <td>4. Best Practices in delivery of H&SS April 2005</td> </tr> <tr> <td></td> <td>5. Building & Strengthening Community Partnerships Ongoing</td> </tr> <tr> <td></td> <td>6. Opening Newly Developed Long Term Care Beds Pioneer Manor Dec. 2004</td> </tr> </tbody> </table>		<u>Emergency Services (Al Stephen)</u>	<u>Health & Social Services (Catherine Matheson)</u>	1. Master Fire Plan Nov. 2004	1. Healthy Communities Communications Plan Dec. 2004	2. Municipal Emergency Plan Dec. 2006	2. Healthy Communities Strategy Apr. 2005	3. LEL Emergency Services Centre Dec. 2006	3. Employee Wellness Program Oct. 2004	4. Restructure/reorganization Emergency Services Dept. Jan. 2006	4. Best Practices in delivery of H&SS April 2005		5. Building & Strengthening Community Partnerships Ongoing		6. Opening Newly Developed Long Term Care Beds Pioneer Manor Dec. 2004		
<u>Emergency Services (Al Stephen)</u>	<u>Health & Social Services (Catherine Matheson)</u>																
1. Master Fire Plan Nov. 2004	1. Healthy Communities Communications Plan Dec. 2004																
2. Municipal Emergency Plan Dec. 2006	2. Healthy Communities Strategy Apr. 2005																
3. LEL Emergency Services Centre Dec. 2006	3. Employee Wellness Program Oct. 2004																
4. Restructure/reorganization Emergency Services Dept. Jan. 2006	4. Best Practices in delivery of H&SS April 2005																
	5. Building & Strengthening Community Partnerships Ongoing																
	6. Opening Newly Developed Long Term Care Beds Pioneer Manor Dec. 2004																
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Public Works (Don Belisle)</u></th> </tr> </thead> <tbody> <tr> <td>1. Road Priorities Dec 2004</td> </tr> <tr> <td>2. Solid Waste Optimization July 2005</td> </tr> <tr> <td>3. Infrastructure Renewal Financing Strategy - Develop Quantitative Needs & Schedules for Water, Wastewater, Solid Waste, Buildings & Program Facilities June 2006</td> </tr> <tr> <td> <ul style="list-style-type: none"> • Infrastructure Priorities List Sept. 2005 </td> </tr> </tbody> </table>		<u>Public Works (Don Belisle)</u>	1. Road Priorities Dec 2004	2. Solid Waste Optimization July 2005	3. Infrastructure Renewal Financing Strategy - Develop Quantitative Needs & Schedules for Water, Wastewater, Solid Waste, Buildings & Program Facilities June 2006	<ul style="list-style-type: none"> • Infrastructure Priorities List Sept. 2005 											
<u>Public Works (Don Belisle)</u>																	
1. Road Priorities Dec 2004																	
2. Solid Waste Optimization July 2005																	
3. Infrastructure Renewal Financing Strategy - Develop Quantitative Needs & Schedules for Water, Wastewater, Solid Waste, Buildings & Program Facilities June 2006																	
<ul style="list-style-type: none"> • Infrastructure Priorities List Sept. 2005 																	

DRAFT CITY OF GREATER SUDBURY PRIORITY SETTING WORKSHOP HIGHLIGHTS

Drafted by Gordon McIntosh

September 25, 2004

These notes provide an executive summary to assist workshop participants in the timely communication of workshop outcomes prior to Council considering the full workshop report.

BACKGROUND

- Mayor Dave Courtemanche and Council were joined by senior management for a workshop on Friday evening and Saturday, September 24 & 25, 2004 to set priorities for 2005.
- The session was facilitated by Gordon McIntosh of the Local Government Leadership Institute while he was in Ontario. He has facilitated over 500 Council/staff sessions throughout Canada.

WORKSHOP AIMS

The aim of the workshop was for Council and senior staff to:

- Understand the scope of **issues and opportunities** facing Sudbury;
- Establish **priority areas** with action plans for immediate attention by Council;
- Identify **operational strategies** of administration; and
- Develop an **ongoing process** to manage changing priorities, progress and results.

WORKSHOP APPROACH

The workshop involved a sequence of the following key activities;

1. Create a **long list** of issues and opportunities;
2. **Short list** the key topics to focus the workshop discussion;
3. Develop **potential responses** for short listed topics;
4. Determine recommended **Council Priorities** and initial **operational strategies**; and

STRATEGIC TOPICS FOR DISCUSSION

- The group identified a list of over 130 issue/opportunities facing the organization and community.
- These items were ranked by the participants and top topics for further exploration during the workshop were:

Road Repairs – prioritizing maintenance, upgrade and new projects with limited resources

Sustainable Economic Growth –determining the Council's focus in nurturing a healthy economy

Infrastructure Deficit – exploring the financing options to address the backlog of local needs

Community Health Status – monitoring and improving the community's health statistics

Trail Development – implementing the recently developed master plan

One City/United Vision – developing a shared view of the future while respecting community diversity

Balance Needs with Resources –establishing priorities and services within available resources

Governance Strategies – examine practices to enhance accountable representation of the community

Organizational Capacity - developing ways to rationalize and improve service delivery

KEY THEMES

The short listed topics along with the clustering of all items into Focus Areas suggest that the dominate themes facing Council are:

- **INFRASTRUCTURE** – reconciling infrastructure needs of the community with limited resources in particular roads throughout the all areas of the community
- **ECONOMIC DEVELOPMENT** – determining what leadership role and specific actions the City should take to assist other organizations to grow the community.
- **HEALTHY COMMUNITY** – promoting efforts to enhance the quality of life of citizens through social, leisure, volunteer support and other municipal services
- **GOVERNANCE** – reviewing the systems, resources and structure of the City to enhance citizen accountability, accessibility and approachability
- **ORGANIZATIONAL CAPACITY** – seeking efficiencies and new revenues to ensure quality and affordable services for residents.

It was recognized that within the limited time in the workshop, that the focus would be to establish short term priorities for Council with action plans. At a later date, Council can discuss other items identified during the workshop and set longer term directions. These themes and related items identified will be examined further by staff in developing Operational Strategies and 2005 budget submissions.

COUNCIL PRIORITIES FOR ATTENTION

Workshop participants explored all the strategic topics and developed the following 'draft' Council Priorities using a set of 'priority setting' criteria:

ROAD PRIORITIES - prioritize all road maintenance and upgrade needs to determine 2005 projects within the 2005 budget

INFRASTRUCTURE FINANCING STRATEGY – determine strategies in the 2005 budget to address funding gaps for prioritized infrastructure projects

CITY FOCUS IN GROWING THE COMMUNITY - determine key City actions, in consultation with the Economic Development Board, to promote target sectors opportunities by spring such as current upswing in the mining industry

HEALTHY COMMUNITY STRATEGY – increase public awareness of current activities and develop an integrated strategy to promote local partnerships by spring

Some other matters that Council referred to staff for information included: **Trail Development** – Phase 1 recommendations; Update on **Mining Sector** development efforts; and **Community Vision** process options; and **Service Capacity Review** - review delivery, staff capacity and revenue options.

FOLLOW UP

- Council will discuss 'One City – United Vision', 'Organizational Capacity' from the strategic topics list at a future date.
- It was recognized that Council and the organization can only deal with a limited number of significant areas for attention at any given time. As the above priorities get done, other important matters will take their place. As well, when new more urgent items are identified; existing priorities may be deferred until such time as they are dealt with.
- City Council will use its 'Priority Committee' meetings to discuss regularly discuss progress on current priorities and direction for upcoming priorities.
- The Chief Administrative Officer (CAO) will implement a priority chart/work program system to regularly update Council on its strategic focus and monitor organizational efforts.
- The CAO will propose 'Operational strategies' for Council review as a preamble to the 2005 budget to provide a more complete picture of the organization's strategic directions and projects.

OPERATIONAL STRATEGIES (CAO/Staff)

CHIEF ADMINISTRATIVE OFFICER:

Solutions Teams and Task Teams

November, 2004

Solutions Teams composed of four members, including two citizen representatives, were created to look at specific issues that emerged during the 2004 Budget public input process. In addition, the higher management group identified some other issues for operational review, which lead to the creation of staff Internal Task teams. These teams will be presenting their findings to Council in Oct-Nov, 2004. The Chief Administrative Officer’s office will continue to lead and coordinate this initiative and further follow-up on the implementation of the teams’ recommendations in the year 2005.

Review of the Organizational Structure of the City of Greater Sudbury

December 16,2004

The City of Greater Sudbury is presently hiring a consulting firm to carry out a review of the organizational structure and practices of the City of Greater Sudbury. The purpose of the review is to develop a high performance corporate structure, which will more closely align with Council’s vision of the City of Greater Sudbury. The new structure will ensure efficient service delivery and efficient decision-making. The CAO will act as the lead administrative contact for this review and provide logistical support for the activities of the consulting firm. The review will be completed by December 16, 2004.

Review of program areas of Public Works by Council Auditor

March 31st, 2005

The City of Greater Sudbury is in the process of hiring an independent Council Auditor to look at efficiencies in specific program areas of Public Works. The two areas that will be reviewed are Winter snowplowing, sanding and salting and Winter sidewalk plowing and sanding. The Chief Administrative Officer will serve as the administrative contact for this initiative and ensure that all provisions are met. The date for completion of this initiative is March 31st, 2005.

Managed Attrition

November, 2004

The Chief Administrative Officer and the General Managers have been developing a Managed Attrition Policy for the City of Greater Sudbury. As part of the corporate policy to create capacity in the organization, the Attrition plan will allow Permanent Full Time Employee retirements and voluntary resignations that will allow for the elimination of positions/restructuring, which in turn will lead to decreased costs. The Managed Attrition Policy will be presented to Council in November, 2004 and the Chief Administrative Officer will follow up to ensure the implementation of the recommendations of the Managed Attrition Policy.

CITIZEN & LEISURE SERVICES:

1. TRAILS

Trail Development Overview -

November, 2004

Objective is to provide Council with an information report that contains an overview of trail development in CGS to date, that provides Council with a copy of the TransCanada Trail Plan and that describes the opportunities to work with community partner trail associations to develop a more detailed implementation strategy for community trails.

Trail Development Implementation Plan

March, 2005

Over the course of the winter months, staff will use community development and consultation strategies to work with community partners to identify opportunities for the development of community trails and to prioritize community trail projects for implementation and construction in 2005 and 2006. Outcomes of this process will be reported to Council in March 2004.

2. ADANAC MASTER PLAN

January 2005

Adanac Master Plan and Business Plan - Use the community development model of community engagement and work with the Adanac Ski Hill Task Force and with the D.R. Matthews and Associates to complete the Adanac Master Plan and Business Plan. The Adanac Park Master Plan and Business Plan will establish priorities and recommend an implementation strategy for the short, medium and long-term development of Adanac Park with emphasis on the Adanac Hill and will provide guidance to staff and Council in developing and evaluating strategies for the further development of the property.

3. COMMUNITY ACTION NETWORKS

December, 2004

Community Action Network Development - Currently there are four active CAN's located in Levack-Onaping, Capreol, Minnow Lake and Valley East. Interest in new CAN 's has been identified in Lively, the South End, Azilda and Chelmsford. Building on the success of the existing CAN's and the process which has been developed to initiate new CAN's, the Community Development Officers will be working within the frameworks of the Healthy Community Movement to establish and support a minimum of one Community Action Network in each ward.

4. TRANSIT INFRASTRUCTURE

April, 2005

Transit Fleet and Infrastructure Renewal and Financing Strategy - Implement a transit fleet and transit infrastructure replacement and renewal management and financing plan, which includes accessing funding through provincial programs so as to sustain and support transit ridership growth and respond to changing demands for transit that incorporates such features as fully accessible vehicles and bicycle racks on vehicles and that responds to changing community demographics and service requirements.

EMERGING ISSUES

Creation of Virtual Museum

Summer 2005

Civic Arts and Culture Policy Development

End 2005

Museum Strategic Plan

2005/2006

CORPORATE SERVICES:

1. INFRASTRUCTURE FINANCING STRATEGY (ROADS) **December, 2004**

2. COMPLETION 2005 - 2006 BUDGET **December, 2004**

3. COLLECTIVE BARGAINING:

CUPE 4705 Inside represents 500 Full Time and 300 Part Time

CUPE 4705 Outside represents 410 Full Time and 10 Part Time

CUPE 148 (Pioneer Manor) represents 120 Full Time and 90 Part Time

IAFF (Firefighters) represents 105 Full Time

ONA (Local 2) represents 9 Full Time and 18 Part Time

Completion dates all staggered but all occurring in 2005 **2005**

4. IMPLEMENTATION ERP UPGRADE

Human Resources Applications -

-Modules - Payroll, Base Benefits, Time and Administration, Human **Completion Date December, 2005**

ECONOMIC DEVELOPMENT & TOURISM:

1. MINING SECTOR DEVELOPMENT **February 2005**

Articulate mining sector plan with key roles identified and partners established. Integrate research and educational initiatives as well as private sector priorities. Present to Council and Community early in 2005.

2. ECONOMIC DEVELOPMENT CAPITAL PLAN **November 2004**

Develop and Economic Development Capital proposal for inclusion in 2005 budget process. Outline potential priority issues and multi-year funding proposal to enable longer term planning. Plan to include current obligations (i.e. Dynamic Earth) and proposed project areas.

3. KEY ECONOMIC DEVELOPMENT DEPARTMENT PRIORITIES **March 2005**

Differentiate community economic development initiatives from those that staff will undertake to develop directly. Establish prioritized project list with guidance from Greater Sudbury Development Corporation.

EMERGENCY SERVICES

1. MASTER FIRE PLAN

The MFP is intended to serve as a strategic planning framework (blueprint) for public policy, organizational, capital, and operational decisions pertaining to the CGS Fire Services to ensure that the City's fire Services Division upholds the legislative requirements under the FPPA.

Timelines:

Option 4	Verbiage to Council	October 30th, 2004
Option 4	2005/2006 Budget Impact – Council	November 30th, 2004
Option 4	2007 to 2010 Budget impact – Council	November 30th, 2004

2. MUNICIPAL EMERGENCY PLAN

The MEP is aimed at protecting the public safety; promote disaster resilient community while creating public confidence in the cities ability to manage a major emergency. The city is governed by both Federal Legislation (Emergency Act and Emergency Preparedness Act) and Provincial Legislation (Emergency Management Act, Order in Council, Regulations Setting Standards) and we are required to meet the Essential Level of Preparedness by December 31 2004 and the Enhanced Level of Preparedness by December 2006 and the Comprehensive Level of Preparedness by Dec 2006.

Timelines:

Essential Level Plan to Council	December 15th, 2004
EOC Training Exercise	December 15th, 2004
EOC Functional (current location)	December 15th, 2004
Enhanced Level Plan	December 31st, 2005
Comprehensive Plan	December 31st, 2006

3. LEL EMERGENCY SERVICES CENTRE

The LEL ES Centre is a projected designed to co-locate the Emergency Services Department's command, control, logistics, and administrative functions (as operational feasible) along with Police Station #2 under one roof. The project will allow for greater integration of all emergency services within the CGS and should allow the Emergency Services Department to find operational, logistics and administrative efficiencies through initial co-location and eventual integration.

Timelines:

Project Review	October 15th, 2004
2 nd Report to Council	November 30th, 2004
Anticipated Move of ES Department HQ	March 31st, 2005
Establishment of Primary EOC Phase 1	April 30th, 2005
Move EP and EPSS	May 30th, 2005
Co-loc of ES Command, Control, Administrative Functions	June 2005
Move of EMS from Hwy 69	September 30th, 2006

EMERGENCY SERVICES - CONT'D.

4. RESTRUCTURE/RE-ORGANIZATION EMERGENCY SERVICES DEPARTMENT

The current structure of the CGS Emergency Services Department is based on a traditional hierarchical structure of a fire Service, an Emergency Medical Service, an Emergency preparedness Services and a Central Silo Strategic Services function. The aim of the restructure is to put in place a more operational focussed structure capable of sharing those administrative and logistics functions where it makes sense to do so. The restructure is complimented by the fact there is an opportunity to place the operational, administrative and logistics function under one roof at the LEL ES Centre.

Timelines:

Project Review and Definition	October 31st, 2004
Project Explanation - CGS Restructure Consultant	December 15th, 2004
Initial Report To Council	February 28th, 2005
Detailed Project Review	March 31st, 2005
Report to Council	October 30th, 2005
Project Implementation	January 2006

HORIZON ISSUES:

Municipal Emergency Plan – Enhanced Level	December 2005
EMS CACC Assumption of Responsibilities	
EMS Non- Urgent Patient Transfers	

HEALTH & SOCIAL SERVICES:

1. HEALTHY COMMUNITIES COMMUNICATIONS PLAN **December 2004**

2. HEALTHY COMMUNITIES STRATEGY **April 2005**

The Health and Social Services Department will be developing a list of indicators to measure the quality of life in Greater Sudbury. Performance measurements under each criteria will be created in order to ensure the effectiveness of implementation strategies. The Health and Social Services Department is actively working with the Federation of Canadian Municipalities in the development of the Quality of Life Reporting System, which will function as a template in the development of an annual organizational template and measurement tool. In addition, the Department is endeavouring to create a process for the regular collection of data from the municipality.

3. "BEST PRACTICES" IN THE DELIVERY OF HEALTH AND SOCIAL SERVICES **April 2005**

The Health and Social Services Department has embarked on the process to become accredited through the Canadian Council on Health Services Accreditation. This is the first time a municipal department has applied for the honour of becoming a leader in developing best practices for the delivery of health and social services. The rigorous accreditation process has begun with completing self-assessments which involves evaluating the Department's services against a set of national standards. The process will continue into the new year and end with a detailed examination by the accreditation council.

4. BUILDING AND STRENGTHENING COMMUNITY PARTNERSHIPS **Ongoing**

The Health and Social Services Department is home to three Mayor and Council Roundtables (children, seniors, physician recruitment) and one task force (Task Force on Emergency Shelters and Homelessness). The Roundtables and Task Force are comprised of community members and professionals. Working groups for each have recently been established and will grow with new members interested in the respective areas. The Health and Social Services Department has committed staff to work on the various projects created by the community groups, which will in turn strengthen the organizations relationship with the community while implementing new programs and policies that will positively influence the social/mental/physical health of the community.

5. OPENING NEWLY DEVELOPED LONG TERM CARE BEDS PIONEER MANOR **December 2004**

Effective October 12th, 2004, 188 residents will be transferred from the existing building of Pioneer Manor into the newly redeveloped site. At that point 95% of the construction will have been completed on time and on budget. The remaining minor sections to be renovated are Heritage Lane and Boreal. As well, plans for supportive housing and the partnership model for the seniors campus will be fulfilled by year end.

EMERGING ISSUES

- | | | |
|----|---|----------------------|
| 1. | Obesity Report and Recommendations | November 2004 |
| 2. | Science and Technology Mentorship | November 2004 |
| 3. | Funding/Implementation of a Seniors Wellness Centre (NODAC) | December 2004 |
| 4. | Employee Wellness Strategy | October 2004 |

PUBLIC WORKS:

1. ROAD PRIORITIES

due date December 2004

Develop complete inventory of roads, bridges, sidewalks, drainage structures, streetlights, and traffic signals.

Develop list of desirable improvements/expansions of road network: widenings, new roads, intersection improvements.

Develop budget allocations for renewal vs. improvements, ie. 70% for renewal of existing infrastructure, 30% for improvements/expansions, as an example.

Develop budget allocations, within renewal of existing infrastructure, based on criteria such as:- traffic volumes

- physical condition
- cost benefit (preventive vs. failure repair)
- allocations to sub-categories, arterial, collector, local, rural, sidewalks, streetlights, drainage
- economic development
- traffic disruptions
- safety

Develop integrated list of road projects that are driven by water and wastewater projects, superceding road criteria.

Develop corresponding 3 year Capital Roads Project list, at increasing annual Capital allocations, based on Council's intent to achieve ± \$23 million in roads expenditures by 2006.

2. SOLID WASTE OPTIMIZATION

due date July 2005

Finalize public input sessions, December 2004.

Have Technical Steering Committee (TSC) formulate decisions re: co-collection, diversion at source vs. in-plant central sorting, bio-gas use, tipping fees, bag tag fees, bulk collection.

Develop implementation strategies for TSC and Council decisions, with target implementation dates.

**3. INFRASTRUCTURE RENEWAL FINANCING STRATEGY -
DEVELOP QUANTITATIVE NEEDS AND SCHEDULES FOR WATER, WASTEWATER,
SOLID WASTE, BUILDINGS & PROGRAM FACILITIES**

due date June 2006.

Same process and milestones as Roads Capital Program.

Amend as required per Water and Wastewater Sustainable Infrastructure Act. (W/WW SIA)

Use W/WW SIA requirements as template for all infrastructure evaluations and future replacement requirements. Standardize Sustainable Capital Asset Management Program (SCAMP) for all Municipal assets.

Develop and document 3, 5, and 10 year needs with corresponding financing schemes.