

Managers' Reports

Request for Recommendation Priorities Committee




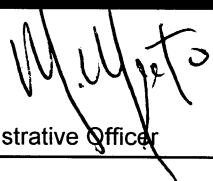
Type of Decision										
Meeting Date	October 13, 2004				Report Date	October 6, 2004				
Recommendation	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low	
	Direction Only				Type of Meeting	<input checked=""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

Report Title
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



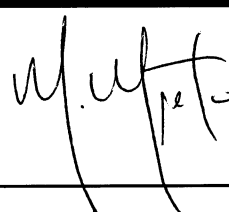
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	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

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)																	
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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.