

Managers' Reports

Request for Recommendation Priorities Committee



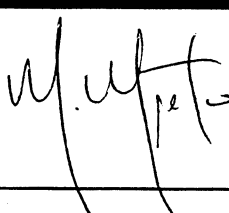
Type of Decision									
Meeting Date	October 13 th , 2004			Report Date	October 7, 2004				
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input 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
That the Corporate Priorities, Organizational Improvements and Operational Strategies as outlined in the attached Short Term Action Chart be adopted;
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;
And Further, the Corporate Priorities, Organizational Improvements and Business Plans to be reviewed quarterly by Council.
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								
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								
• 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 Resource Applications -

-Modules - Payroll, Base Benefits, Time and Administration, Human Resources

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.

Request for Recommendation Priorities Committee



Type of Decision									
Meeting Date	October 27, 2004				Report Date	October 21, 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
Employee/Organizational Wellness Program

Policy Implications + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified
<p>Financial support for the Program is referred to the 2005 budgetary process for consideration.</p>	
<input checked="" type="checkbox"/>	Background attached

Recommendation
<p>WHEREAS a number of studies relate direct financial benefits to a healthy workplace; and</p> <p>WHEREAS research is clear that workers who are satisfied with their jobs tend to be healthier as well as more productive and responsive to the needs of clients/customers;</p> <p>THEREFORE be it resolved that Council recognize the value inherent in an employee/organizational wellness program; and</p>
<input checked="" type="checkbox"/> Recommendation attached

Recommended by the General Manager

C. Matheson
 Catherine Matheson, General Manager
 Health and Social Services

Recommended by the C.A.O.

Mark Mieto
 Mark Mieto
 C. A. O.

Date: October 21, 2004

Report Authored By

Tina St-Louis
Wellness Co-ordinator

Division Review

THAT the Action Plan as recommended by the Employee/Organizational Wellness Committee be accepted in principle; and

THAT resources necessary for implementing the wellness initiative be referred to the 2005 budgetary process; and

THAT if resourced in 2005/2006, the program undergo a full evaluation which will include a second employee/organizational wellness survey.

BACKGROUND

Unhealthy employees are costing organizations in Canada billions of dollars every year.

The cost of employee absence alone is approximately \$8.6 billion. (*The Canadian Council on Integrated Healthcare (CCH), 2002. A Discussion on Workplace Health. p. 18-20*)

Businesses incur direct costs such as workers compensation, disability costs and drug costs; and indirect costs related to absenteeism, replacement labour or equipment damage. Most importantly is the "opportunity cost" of a stressed, ill, injured workforce in terms of lost innovation, quality and productivity. (*The Case for Comprehensive Workplace Health Promotion – Making "Cents" of a Good Idea, The Health Communication Unit at the Centre for Health Promotion, University of Toronto.*)

Statistics on the cost of an unhealthy workplace:

- Over the past decade, workplace job stress has increased by 50%.
- HRDC reports that organization costs due to stress related illnesses have increased over 200% in the past 5 years.
- Demographic trends indicate Canada's workforce is aging. Older workers (55-64) average twice as many sick days as their younger counterparts. Benefit costs and absenteeism will likely escalate if workers do not improve their health. (*Statistics Canada Labour Force Survey reported in 1997*)

A number of studies relate direct financial benefits to a healthy workplace.

A recent review of the cost effectiveness of a selection of U.S. workplace health promotion initiatives showed a positive return on investment ranging up to \$8.81 per dollar spent on the program. Some samples of successful investment returns from Canadian workplace health promotion programs include:

Date: October 21, 2004

- At MDS Nordion in Kanata, Ontario, the employee turnover rate is 6% compared to the industry norm at 10% or higher. Their annual sick days are 4 days per employee and the Canadian average is 8 days.
- When Canada Life Assurance Co. reviewed the results of its wellness program, it found that over the course of a decade, each dollar the corporation had spent on health promotion reaped reward of close to \$7.
- At Dofasco they were able to reduce WSIB payments by more than 6 million from 1995-1998.

(The Case for Comprehensive Workplace Health Promotion – Making “Cents” of a Good Idea, The Health Communication Unit at the Centre for Health Promotion, University of Toronto.)

Research is clear that workers who are satisfied with their jobs tend to be healthier, whereas people who are dissatisfied with their jobs incur negative physical and psychological consequences.

There are important links between employee job satisfaction; employee health and productivity; customer/client satisfaction; and ultimately the bottom line. Many companies are starting to recognize the relationship between leadership behaviour; employee and customer satisfaction and profit. Sear, Roebuck and Company was one of the first to recognize this, and was able to increase revenues by over \$200 million in 12 months by increasing employee satisfaction by 4%. *(Investing in Comprehensive Workplace Health Promotion – Dr. Martin Shain, Senior Scientist at the Centre for Addiction and Mental Health in Toronto.)*

Wellness at the City of Greater Sudbury

The purpose of this document is to provide a sound rationale for the City of Greater Sudbury to embark on a workplace wellness journey by gaining commitment from Council and senior management for the support and resources to move the initiative forward. There is concrete evidence from leading organizations that there is a strong correlation between employee well-being and the achievement of corporate goals.

Until recently, research on workplace wellness focussed narrowly on the personal health practices of employees rather than the organizational aspects of work itself and have seen limited effectiveness as a result. Leading organizations are aligning workplace health programs with broader organizational visions and values by incorporating workplace wellness into corporate strategies. Therefore, healthier employees translates into customer satisfaction, and ultimately means increased value to the citizens of this community.

The City of Greater Sudbury was formed on January 1, 2001, as recommended by the Report to the Minister of Municipal Affairs and Housing on Local Government Reform for Sudbury (November 1999).

Upon amalgamation, 30 bargaining units were reduced to 6 today. The amalgamation has had a significant impact upon the new organization created, its systems and operations. As such the employees have undergone significant change. To assess “where we are now” and to look at “where we want to be in the future”, the “City of Greater Sudbury 2003 Organizational Culture/Well-being Survey” was administered in May 2003.

Date: October 15, 2004

CGS Organizational Culture Survey Report

This tool gathered the opinions and needs of employees regarding their perceptions of organizational culture and employee well-being.

As a result, the City of Greater Sudbury Organizational Culture Survey Report included the following areas for improvement:

1. Goal Knowledge

Respondents reported relatively low levels of knowledge of the goals and priorities of the City and their work unit's business plan.

2. Managerial Culture

Respondents had concerns regarding managerial/supervisory culture.

3. Work-related Stress

Respondents reported relatively high levels of work-related stress.

4. Healthy Lifestyles - Example - Nutritional/Weight Management Programs

Approximately 60% of respondents agreed they would benefit from a nutritional / weight management program.

Employee/Organizational Wellness Committee

An **Employee/Organizational Wellness Committee**, consisting of representatives from all employee groups, was established in August of 2003, to review the results of the survey and develop strategies to improve employee and organizational wellness.

From March to August of this year, **50 Employee/Organizational Wellness Information Sessions** were held for employees at various locations throughout the corporation. These sessions provided an opportunity for interested employees to review the survey data and learn about the committee's proposed action plan to enhance employee and organizational wellness.

Concurrent with the information sessions, a **Wellness Interest Survey** aimed at recognizing the needs and preferences of different groups was circulated to seek input regarding future Wellness Initiatives. Over 600 employees responded, providing valuable data as to which programs are a priority for implementation.

Potential Budgetary Impact 2005 - 2006

During the research stage of Wellness, existing resources were used to fund a full time Wellness Coordinator. It is recommended that in the 2005 budgetary process consideration be given to hiring a full time coordinator for the duration of the pilot period - 2005 to 2006. Additional resources required will include those for communications with staff (body bulletin), national health awareness week (assessment professionals for health and fitness) and other incidentals.

Date: October 21, 2004

ACTION PLAN FOR 2004 - 2006**EMPLOYEE WELLNESS**

(Target Work Related Stress and Healthy Lifestyles)

Body Bulletin Newsletter

The Body Bulletin is a colorful quick read with upbeat, fun articles designed to motivate employees to make positive lifestyle changes. This newsletter will be made available on a bi-monthly basis.

Healthy Workplace Week – October 25 – 31, 2004

Canada's Healthy Workplace Week is a time designated to increase awareness of how important healthy workplaces are to the long-term success of organizations. Health fairs are a great way to raise awareness and educate staff about how to achieve and maintain a healthy lifestyle. This will include a third party conducting on-site health assessments.

Health Risk Assessments (HRA)

Assessments will help identify employees with health risks in order to focus programs on reducing the risks in the group and reducing health care costs.

Assessments lead to awareness and can be the starting point for employees to progress along the stages of the change continuum and make long standing improvements to their health, work performance and value to the organization.

Examples of assessments: bone density, body mass index, blood sugar, blood pressure, etc.

Heart Healthy Workplace Challenge – Sudbury & District Health Unit

Challenge the various departments to implement the Heart Healthy Workplace Guide.

As a symbol of recognition from the Sudbury/Manitoulin Heart Health Workplace Advisory Committee to workplaces that support a heart healthy lifestyle.

This recognition has four areas that represent heart health:

1) Healthy Eating 2) Tobacco Free Living 3) Active Living 4) Coping with Stress

Walking Challenge

This event could be developed as a corporate challenge where departmental teams compete in different activities or combine results of longer-term activities to be recognized as the healthiest department at City hall. Winter 2005

Date: October 21, 2004

Fitness Options

Reinstate the concept of "participasses" for employees to city-owned facilities such as the arenas, pools and recreation centers. Potentially phase in a leisure program component at a later time.

Shower Accessibility

Investigate options of making the showers located at Tom Davies Square accessible for employees who exercise on their lunch hours.

Eat Smart! Workplace Cafeteria Program

The Eat Smart! Workplace Cafeteria Program is designed to enable workplaces to provide and promote healthy eating in an environment that is smoke-free with optimal conditions for the prevention of food borne illness. Many cafeterias already support healthy eating and this program provides a tool to recognize health promoting cafeterias and their efforts. It also provides cafeteria customers with information to increase their knowledge of healthy eating.

Vending Machine – Alternative Choices for Selection

The objective would be to increase the availability of healthy food choices in workplace vending machines.

Lunch n' Learns - will focus on many interesting and diverse Health and Wellness topics both work related and personal.

- Financial Planning: Opportunities for employees to learn about personal financial planning.
- Retirement Planning: Retirement management services (beyond financial planning).
- Smoking Cessation: According to Labour Canada, the extra cost incurred by an employer for each smoker is \$2,460.59 per year. It would be cost-effective to provide smoking cessation program for individuals and groups of employees who are attempting to quit.

Employee Assistance Program (EAP)

Promote existing services by FGI included in employees' benefits plan for confidential counseling and information.

ACTION PLAN FOR 2004 - 2006

ORGANIZATIONAL WELLNESS

(Improve Knowledge of Goals/Priorities of City and Managerial Culture)

The essence of an organization's culture are the assumptions, values, beliefs and attitudes that employees learn in the organization about how to work together and manage organizational life.

National Quality Institute (NQI)

Vision, mission statement needs to emphasize an employee focus.

Leaders can articulate the vision and communicate it throughout the organization with a mission statement recognizing employee/organizational wellness as one of the bases for attainment of corporate goals.

Date: October 21, 2004

Communication Strategy

Communication initiatives to enhance a feeling of teamwork and cooperation around the organization such as:

- newsletters
- regularly scheduled staff meetings (town hall meetings) within each department
- lunch n' learns at workplace sites
- computer portals/stations for intranet and internet access for all employees.
- open door policy of management

Orientation Process

Improve and develop orientation process for new employees..
Promote City of Greater Sudbury vision, mission and goals to new city employees.

Develop an Employee Recognition Program

Recognizing employees' achievements reinforces the organization culture to support its objectives and to retain top performers.

Employee Appreciation Events

Schedule annual employee appreciation events throughout the year.

Career Planning – Employee Development – Succession Planning – Career Pathing

In organizations everywhere great numbers will retire in the next few years. Organizations are looking for ways to retain the knowledge of their best and brightest, many of whom will soon be eligible for retirement. Mentoring Programs enable the transfer of skills and experience.

E-learning

According to the Conference Board of Canada, forward-thinking employers are starting to embrace e-learning to become more productive and innovative, regardless of the size, resources or sector of the organization. At the same time, they are using e-learning to create self-directed, life-long learners among their employees – and to save money (travel and accommodation costs).

Employer-Supported Volunteering

Employer-Supported Volunteering allows employees to perform work in the community with some form of support and/or encouragement from their employer to do so. Employer-Supported Volunteering is emerging as one of the most cost-effective methods to demonstrate commitment to the community, while at the same time reaping rich and multiple rewards that have a direct impact on the bottom line.

Date: October 21, 2004

Continuous Improvement Program

Identify cost savings, improve efficiencies and play an important role in building a more productive and cooperative relationship between Union and Management.

Work Structure

Job Enrichment – include work tasks that would provide useful additional learning experiences and skill development.

Job Rotations – opportunities to gain experience in other functional areas in the organization.

Multitasking - Such practices enhance flexibility in the workplace while at the same time expanding the variety of work and providing potential job enrichment for workers.

Mentoring - Mentoring is a one-to-one professional relationship between people with different levels of experience and expertise. A mentor can help a less experienced person learn the skills, attitudes and values required to be successful in the workplace.

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	October 27, 2004				Report Date	October 20, 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

Fire Protection Requirements for New Development

Policy Implications + Budget Impact

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

n/a

Background attached

Recommendation

THAT the City of Greater Sudbury confirm that the Fire Underwriters Survey Guidelines be used as the standard for the provision of water for fire protection services for all new developments in areas serviced with municipal water,

AND THAT the Fire Marshall's Guidelines be used as the standard for the provision of water for fire protection in unserved areas,

AND FURTHER THAT new single family lot severances of three lots or less in serviced or unserved areas not be subjected to fire protection requirements.

Recommendation attached

Recommended by the General Manager


D. Bélisle
General Manager of Public Works

Recommended by the C.A.O.


M. Mieto
Chief Administrative Officer

Date: October 6, 2004

Report Authored By



D. Bélisle
General Manager of Public Works

Division Review

In 1997, the former Region passed Resolution #97-238:

“That the Region adopt the Fire Underwriters Guidelines for determining fire-flow requirements for new development.”

This resolution brought the former Region to the standard that was prevalent in most Ontario municipalities, but it also presented significant challenges for our City because of its large geographic areas, its many unserved areas, and its many serviced, but sub-standard water supply systems, such as existed in former mining towns and small townsites. The same challenges also exist to some degree in newer water distributions, such as the Valley system, where earlier standards were applied when these works were designed and constructed. The same is true as well for older parts of the former City of Sudbury, such as Minnow Lake, West End, Flour Mill, and segments of New Sudbury. That is not an indication that these areas have insufficient fire protection. Rather, it means they were constructed to the standards of the day, and those standards no longer apply. The development and consulting engineering communities sought amendments to deal with these areas in the face of Resolution #97-238, and a sub-committee of the Development Liaison Advisory Committee (DLAC) was formed to seek out solutions.

The DLAC sub-committee was represented by engineering consultants, developers, lawyers, Regional engineering and building services staff, and all seven (7) Fire Departments. The outcome was a revised policy wherein the more stringent Fire Underwriters Survey (FUS) Guidelines would be applied to new developments in serviced areas, but the Fire Marshall's Guidelines (FMG) would apply in unserved areas. The FMG is a less stringent guideline, which provides for a provincially recognized minimum standard of fire flow to undertake search, rescue and prevention of spread of fire to adjoining properties. The FUS Guidelines is a higher standard of flow designated for serviced areas which provides for a higher level of protection of property. Presently in underserved and unserved areas to accommodate new industrial/commercial/institutional (ICI) developments, the Ontario Building Code has methodologies of construction to mitigate the amount of fire flow required for these proposals. These methodologies include construction of fire walls to compartmentalize buildings, non-combustible construction and fire sprinkler systems; which in concert with on-site water storage cisterns and dry hydrants can serve to achieve the mandate fire flow supply requirements. These construction techniques however do serve as an additional surcharge to the new construction costs that would not be borne by projects in a fully serviced water supply system.

As matters stand today, the former Regional policy of imposing FUS requirements for ALL new developments is still in force. The subsequent DLAC sub-committee amendment to impose FMG for unserved and underserved areas never got formally approved. These two guidelines, the FUS and the FMG are dissimilar, and need to be enshrined in a new policy by City of Greater Sudbury Council. If Council adopts the recommended resolution, this situation will be resolved.

Finally, the issue of in-filling through lot severances or lot splits within serviced areas, needs to be addressed. These lot creation scenarios often conflict with existing policies, in that the lot creations do not qualify as new subdivisions, but still create new dwelling units, for which the City would want to provide adequate fire protection, such as it would require in a new greenfield residential subdivision.

The existing Official Plan (currently under review) provides that new residential developments of three (3) lots or less need not proceed by way of Subdivision Agreement, if the new lots do not require improvements such as new roads, sewer and water systems, sidewalks, streetlights, and so on, in other words, lot splits along an existing serviced road. It has been the practice of the City's Public Works Department not to impose fire protection requirements for severances of three (3) lots or less under the severance lot creation process. However, a recent Ontario Municipal

Date: October 6, 2004

Board (OMB) decision forces the City to affirm its administrative practices.

An application to create two (2) new lots on Yorkshire Drive was declined by the City of Greater Sudbury, and this decision was subsequently affirmed by the OMB. The City's position was that inadequate fire protection from the municipal system, was available, and that the proponent should upgrade the water system as a condition of the creation of two (2) new lots.

This OMB decision, which we believe was the right one in light of all the history and circumstances associated with Yorkshire Drive, presents a new decision crossroad for Council. Should Council re-affirm staff's threshold of three (3) or less new lots for the imposition of fire protection requirements, or should the recent OMB decision, siding with the City of Greater Sudbury's position of imposing fire flow requirements for a two (2) lot severance prevail?

It should be noted that the proponent of the Yorkshire Drive lot splits had already severed and created several lots without having to upgrade fire protection water supplies. Staff's concern is that the OMB's decision may position the Yorkshire Drive proponent to demand that all severances of three (3) lots or less be subjected to the same fire protection upgrades as were imposed on the Yorkshire Drive proposal. Consequently, staff is seeking Council's approval to apply the three (3) lot or less for fire protection requirements in underserved areas, notwithstanding the recent OMB decision.

A good example of the foregoing policy implications was recently dealt with by the Planning Committee. In the village of Wahnapiatae, a former school was demolished, and the property owner sought a rezoning and severance application to create eight (8) single family lots. The existing municipal water supply, constructed in the 1970's, does not meet the FUS Guidelines. In accordance with the intent of the existing Official Plan, this proposed development should have progressed by way of a plan of subdivision, meaning that the existing municipal water system would have to be upgraded, at the proponent's expense, to meet the minimum requirements prescribed under the FUS. The costs of these upgrades would have been prohibitive. As a compromise, Planning Committee approved the creation of three (3) lots, thereby complying with the intent of the existing Official Plan policy dealing with in-filling developments in serviced areas.

The recent Planning Committee decision for the Wahnapiatae severances opens the door for appeals, formal or otherwise, from the proponent of the earlier proposed severances on Yorkshire Drive, and from others in similar situations. Consequently, staff are seeking Council's direction when dealing with severances of three (3) lots or less in underserved areas. Notwithstanding the OMB decision in the Yorkshire Drive case, which only dealt with two (2) new lots, staff recommend that severances of three (3) lots or less be exempted from fire flow requirements in serviced areas. The Yorkshire Drive scenario is unique, in that the OMB dealt with a specific request for only two (2) new lots, but the OMB recognized that the applicant had created several other lots along the same road under previous severance applications. The OMB saw through the applicant's attempts to circumvent City policy, and ruled accordingly in the City's favour.

Moving forward, should Council adopt the recommended policy, Planning Committee and Council will still have the authority to over-ride policy when dealing with unusual situations. These would likely involve referrals to Planning Committee for consents to sever more than three lots in underserved areas.