

Priorities
Committee
Agenda

to be held on
Wednesday, June 26, 2002

at

7:00 p.m.

**Deputy Mayor
Ron Dupuis
Chair**



**Community
Viability
Committee**

**Councillor
Lionel Lalonde
Vice-Chair**



**Public &
Intergovernmental
Affairs Committee**



**Finance & Program
Accountability
Committee**



Priorities Committee AGENDA

**SECOND MEETING OF THE PRIORITIES COMMITTEE
TO BE HELD ON WEDNESDAY, 2002-06-26
AT 7:00 P.M. IN THE COUNCIL CHAMBER
TOM DAVIES SQUARE, 200 BRADY STREET, SUDBURY**

(PLEASE ENSURE CELL PHONES AND PAGERS ARE TURNED OFF)

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

DEPUTY MAYOR DUPUIS, IN THE CHAIR

1. Declarations of Pecuniary Interest
2. **MOTION** to move into Sub-Committees.

ANY ITEMS NOT DEALT WITH BY THE ADJOURNMENT HOUR OF 10:00 P.M. WILL BE CARRIED OVER TO THE WEDNESDAY, SEPTEMBER 11TH, 2002 MEETING OF THE PRIORITIES COMMITTEE.

PUBLIC & INTERGOVERNMENTAL AFFAIRS: COUNCILLOR COURTEMANCHE, CHAIR

DELEGATIONS

3. Report dated June 19th, 2002 from the Acting General Manager of Health & Social Services regarding Mayor and Council's Children First Roundtable - Children First Charter of the City of Greater Sudbury.

(RECOMMENDATION) {OVERHEAD PRESENTATION}

1-8

- Councillor Louise Portelance and Janet Gasparini, Co-Chairs

Presentation by Co-Chairs and Members of Roundtable to provide an update on the activities on the Children First Roundtable and to present the Children First Charter. Recommends that Council approve the Charter as a document which will guide decisions made by Council as they relate to children.

RECOMMENDATION:

WHEREAS the Mayor and Council's Children First Roundtable has developed the Children First Charter as a community document which clearly outlines a vision for children in the City of Greater Sudbury; and

WHEREAS the principles included in the Children First Charter are based on the United Nations Convention on the Rights of the Child, with special attention focused on local priorities and issues; and

WHEREAS Municipalities throughout the Province including Toronto and the Regional Municipality of Durham have passed similar Charters of Rights for Children;

BE IT RESOLVED THAT the Council of the City of Greater Sudbury endorse the Children First Charter of the City of Greater Sudbury as a document which will guide policy decisions made by Council as they relate to children;

AND FURTHER THAT Council encourage the Children First Roundtable to bring the Children First Charter to other agencies and organizations in the City of Greater Sudbury to add their endorsement to the Charter;

AND FURTHER THAT Council recognize the Children First Charter as the basis for the work of the Mayor and Council's Children First Roundtable and invite the Roundtable to bring yearly updates to Council on progress made towards realizing the vision set out by the Children First Charter through the "Status of Children Report".

DELEGATIONS (Continued)

4. Letter dated June 5th, 2002 from Dorothy Thomson, Sudbury FOCUS Community Project Coordinator regarding Municipal Alcohol Policy (MAP).
(FOR INFORMATION) {OVERHEAD PRESENTATION} 9-10
{MATERIAL UNDER SEPARATE COVER}

- Ms. Reggie Caverson, Sudbury Focus Community Project Partner and Senior Consultant for the Centre for Addictions and Mental Health

5. Letter dated June 10th, 2002 from:

Rick Grylls, President, Mines, Mill & Smelter Workers' Union, Local 598
Parviz Farsangi, General Manager, Mines/Mill Business Unit
Myles Sullivan, Unit Chair, United Steelworkers of America, Local 2020, Unit 6855

regarding presentation of Falconbridge Limited's Mines/Mill Business Unit's Strategic Business Plan.
(FOR INFORMATION) {OVERHEAD PRESENTATION} 11

MANAGERS' REPORTS

6. Report dated June 19th, 2002, with attachment, from the Acting General Manager of Health & Social Services regarding Injury Prevention for Senior Citizens.
(RECOMMENDATION) {MATERIAL UNDER SEPARATE COVER} 12-16

Provide background and research in support of a three pronged approach to wellness and injury prevention for older adults; recommends walking programs, falls prevention and wellness incentive strategies.

RECOMMENDATION:

WHEREAS the older adult population (aged 55 and over) is the fastest growing segment of the population in the City of Greater Sudbury;

AND WHEREAS older adults are vulnerable to falling because of lack of leg muscle strength, gait, balance, vision or mobility problems;

AND WHEREAS nearly all hip fractures are the direct result of a fall, often due to household hazards such as poor lighting, slippery throw rugs or loose electrical cords;

AND WHEREAS falls were the cause of 85% of all injuries requiring hospitalization among seniors 65 and over;

(Continued on next page)

RECOMMENDATION (Continued from previous page)

AND WHEREAS the Mayor and Council's Committee on Seniors' Issues (MCCSI) proposes a comprehensive three-pronged approach to support a healthier and more caring community for its aging population;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury needs to address inactivity and falls prevention, particularly among older adults;

AND THAT private sector partners be sought to fund an expansion of the pedometer program;

AND THAT Community Activity Programs such as walking, tai chi etc., be pilot tested by Community Development Officers in various parts of the City of Greater Sudbury;

AND THAT the proposed Fall Busters Program be developed by the Coalition for the Prevention of Injuries in Older Adults, in collaboration with the Mayor and Council's Committee on Seniors' Issues, with input from seniors themselves;

AND THAT a Wellness Incentive Pilot Project, providing an incentive to persons 55 years of age or over be developed by City staff, with input from the Mayor and Council's Committee on Seniors' Issues, and others as appropriate, and begin in the 2003 fiscal year.

7. Report dated June 19th, 2002, with attachment, from the Acting General Manager of Health & Social Services regarding Pioneer Manor Strategic Plan 2002-2007.
(RECOMMENDATION) {REPORT UNDER SEPARATE COVER}

17-19

This document outlines the primary strategic direction for Pioneer Manor and the Seniors Campus over the next five (5) years.

RECOMMENDATION:

WHEREAS the 1994 strategic plan for Pioneer Manor has been fulfilled;

AND WHEREAS the need for a new five year strategic plan is required to outline the primary strategic direction for Pioneer Manor and the Seniors Campus over the next five years;

THEREFORE BE IT RESOLVED THAT the five year strategic plan 2002 - 2007 to establish priorities for the next five years at Pioneer Manor be accepted.

Upon completion of the above items, the Public & Intergovernmental Affairs Committee will adjourn.

MOTION to move into Financial & Program Accountability Committee.

FINANCIAL & PROGRAM ACCOUNTABILITY: DEPUTY MAYOR GAINER, CHAIR

MINUTES

8. Report No. 1, Finance & Efficiencies Sub-Committee Minutes of June 18th, 2002.
(RECOMMENDATION) 20-22

RECOMMENDATION:

THAT Report No. 1, Finance & Efficiencies Sub-Committee Minutes of June 18th, 2002 be received.

CORRESPONDENCE FOR INFORMATION ONLY

9. Report dated June 19th, 2002 from the General Manager, Corporate Services and Acting General Manager, Emergency Services regarding April 2002 Variance Report.
(FOR INFORMATION) 23-35
10. Report dated June 18th, 2002 from the General Manager, Corporate Services and Acting General Manager, Emergency Services regarding Tax Due Dates - 2003.
(FOR INFORMATION) 36-43

Upon completion of the above items, the Financial & Program Accountability Committee will adjourn.

MOTION to move into Community Viability Committee.

COMMUNITY VIABILITY: COUNCILLOR PETRYNA, CHAIR

MANAGERS' REPORTS

11. Report dated June 19th, 2002, with attachment, from the General Manager of Citizen & Leisure Services regarding Approval of School Crossing Guard Policy. **(RECOMMENDATION)** **44-54**

RECOMMENDATION:

That the School Crossing Guard Policy be approved by the Council of the City of Greater Sudbury and that all 42 current school crossing locations be grandfathered with Council's option to review each location change as described in the policy.

12. Report dated June 13th, 2002 from the General Manager of Public Works regarding City of Greater Sudbury Entrance Culvert Policy. **(RECOMMENDATION)** **55-60**

RECOMMENDATION:

That Council establish an Entrance Culvert Policy whereby the property owner pays a rate based on one hundred percent (100%) of the cost for installation of a new culvert and the City subsidizes replacement of residential culverts at a cost of fifty percent (50%) of the new culvert rate. Where the property owner is not in agreement with these costs, the City would apply these costs to their municipal taxes. The City will continue to be responsible to maintain flow in the culvert. The details are as outlined in the attached report.

CORRESPONDENCE FOR INFORMATION ONLY

13. Report dated June 17th, 2002 from the General Manager of Public Works regarding City of Greater Sudbury Capital and Current Road Expenditures. **(FOR INFORMATION)** **61-71**

Upon completion of the above items, the Community Viability Committee will adjourn.

MOTION to move into Priorities Committee.

PRIORITIES COMMITTEE: DEPUTY MAYOR DUPUIS, IN THE CHAIR

(At this point in the Meeting, the Chair of the Priorities Committee will call upon each of the Chairs to rise and report on all matters dealt with by each Committee. The priorities Committee will then consider and vote on any recommendations considered by the Committees.)

14. REPORTS OF COMMITTEE CHAIRS AND CONSIDERATION OF RECOMMENDATIONS BY PRIORITIES COMMITTEE:

- (1) Councillor Courtemanche, Chair, Public & Intergovernmental Affairs Committee.

- (2) Deputy Mayor Gainer, Chair, Financial & Program Accountability Committee.

- (3) Councillor Petryna, Chair, Community Viability Committee.

15. ADJOURNMENT: 10:00 P.M.

2002-06-21

**DEPUTY MAYOR RON DUPUIS,
CHAIR**

**GLORIA WARD
COUNCIL SECRETARY**

Public & Intergovernmental Affairs Committee

**Councillor David Courtemanche, Chair
Councillor Ron Bradley, Vice-Chair**

Request for Recommendation Priorities Committee




Type of Decision										
Meeting Date	June 26, 2002				Report Date	June 19, 2002				
Recommendation Requested	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low	
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed	

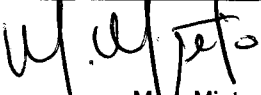
Sub-Committee Check-Off			
Please indicate which sub-committee will deal with this issue			
Community Viability	<input checked="" type="checkbox"/>	Public & Intergovernmental Affairs	Financial & Program Accountability

Report Title
Mayor and Council's Children First Roundtable – Children First Charter of the City of Greater Sudbury

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>Budget Impact: The implementation of the principles of the Children First Charter will occur within existing program allocations.</p> <p>Policy Implications: The Children First Charter has been designed as a statement of principles and may be used as a tool by staff and Council to guide policy decisions and recommendations as they relate to children.</p>
<input checked="" type="checkbox"/>	Background attached

Recommendation	
	<p>WHEREAS the Mayor and Council's Children First Roundtable has developed the Children First Charter as a community document which clearly outlines a vision for children in the City of Greater Sudbury; and</p> <p>WHEREAS the principles included in the Children First Charter are based on the United Nations Convention on the Rights of the Child, with special attention focused on local priorities and issues; and</p> <p>WHEREAS Municipalities throughout the Province including Toronto and the Regional</p>
<input checked="" type="checkbox"/>	Recommendation attached

Recommended by the General Manager
 Catherine Sandblom Acting General Manager, Health and Social Services

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

Request for Recommendation Priorities Committee



X	Recommendation <i>continued</i>	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

Report Authored By

Kate Barber

Kate Barber
Policy/ Community Developer, Children Services

Division Review

Monique Poirier

Monique Poirier
Acting Director, Children Services

Municipality of Durham have passed similar Charters of Rights for Children;


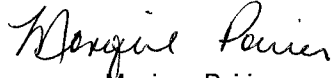
BE IT RESOLVED THAT the Council of the City of Greater Sudbury endorse the Children First Charter of the City of Greater Sudbury as a document which will guide policy decisions made by Council as they relate to children;

AND FURTHER THAT Council encourage the Children First Roundtable to bring the Children First Charter to other agencies and organizations in the City of Greater Sudbury to add their endorsement to the Charter

AND FURTHER THAT Council recognize the Children First Charter as the basis for the work of the Mayor and Council's Children First Roundtable and invite the Roundtable to bring yearly updates to Council on progress made towards realizing the vision set out by the Children First Charter through the "Status of Children Report".

Request for Recommendation Priorities Committee



Recommendation <i>continued</i>	X	Background
Please indicate if the information provided below is a continuation of the Recommendation or Background		
Report Authored By	Division Review	
 Kate Barber Policy/ Community Developer, Children Services Division	 Monique Poirier Acting Director, Children Services Division	
		<input type="checkbox"/>

Background/ History

The Children First Roundtable- Mandate, Membership and Goals

The Mayor and Council's "Children First" Roundtable was created in June 2001 to advise the Mayor and members of Council on children's issues and to take a leadership role in promoting efforts in the community which put children first.

The Roundtable is co-chaired by Ward 3 Councillor Louise Portelance and Janet Gasparini, the Executive Director of the Social Planning Council of Sudbury. The membership consists of six community experts in the children's services sector, one community funding representative, one business sector representative, one media sector representative and four community/ parent representatives. The group has met monthly since September 2001.

The Roundtable has developed the following Mission Statement:

The Mayor and Council's "Children First" Roundtable is a committed partnership of elected representatives, local experts, businesses and citizens working together to build a sense of civic responsibility to improve the quality of life for children.

The Goals of the Children First Roundtable are:

1. To act as a support to the Mayor and Council on matters relating to children by providing advice, information and recommendations on the development of policies and programs to address the needs of ALL children in the City of Greater Sudbury.
2. To encourage and promote Sudbury's efforts to put children first by:
 - a) Recognizing citizens, organizations, employers and businesses that make Sudbury a better place for children and families.
 - b) Increasing awareness of the importance of healthy early childhood development
 - c) Reaching out to members of the community who have not traditionally been involved in this kind of activity, and those who have
3. To ensure that information that measures the community's progress in becoming more child friendly is collected and disseminated.
4. To support strategies that foster and promote Sudbury's capacity to support children, parents and healthy child development especially for those children who are disadvantaged due to poverty or any other factors that puts them at risk.

Committee Structure

To achieve these goals, the Roundtable is working in four sub-committees with the following responsibilities:

Policy Subcommittee

Chair: Jean Hanson, Superintendent, Rainbow School Board

1. Provide consultation and advice to City staff on policy related to children
2. Develop and implement:
 - a. a Children's Charter
 - b. tools for policy makers to assist them in developing child friendly policy

Research Subcommittee

Chair: Harsh Nath, Owner/ Operator, Maple Tree Preschool

1. Create a research network
2. Compile a yearly "Status of Children" report
3. Encourage and support new research

Public Recognition Subcommittee

Chair: Sally Spence, Clinical Manager, Children's Treatment Centre

1. Develop a recognition program for child friendly organizations and citizens
2. Encourage child and family friendly business practices

Communications Subcommittee

Chair: Linda Roseneck, Executive Director, United Way/ Centraide

1. Provide public education about children's issues
2. Increase awareness of services/activities for children and families
3. Promote activities and positions of the Roundtable

Activities- Highlights

The following is a highlight of the main accomplishments of the Roundtable since its inception:

- **Public Recognition Program:** the development and implementation of a public recognition program which recognizes individuals and groups in the community who contribute to children's well-being. Recognition tools include appreciation letters from the Mayor's Office, special lapel pins and media attention. To date close to twenty individuals have received recognition by letter and five individuals have received special recognition in public ceremonies. Child Care Workers were the first group to be recognized in a special "Child Care Worker Appreciation" Ceremony.
- **The Status of Children Report:** a network of researchers from throughout the community has been brought together by the research subcommittee and has been working to develop a "Status of Children Report" which will provide a baseline of data about the status of Sudbury's children. This report will be updated annually in order to track the community's progress. A draft of the first report is expected by October of this year.
- **Public Education:** in partnership with the Chamber of Commerce, the Roundtable sponsored a luncheon with Royal Bank Vice President Charles Coffey. This event brought together a group of community and business people to discuss the importance of investing in children. This event received significant media attention and encouraged relationships between the business and children's services
- **Advice and Advocacy on Children's Issues:** the Children First Roundtable had the opportunity to advise Council and provide support to community groups on important issues affecting children. Examples of issues include: support for enhanced funding and a review of regulations in Child Welfare, support for

the Board of Health's proposal for 100% no smoking in public places, support of the community plan on the planning and delivery of the Ontario Early Years Centres.

- The Children First Charter: the policy subcommittee has brought forward a document which outlines a vision for what our community should strive to provide in order to ensure healthy development and bright futures for all of our children. The Roundtable will be bringing this document to groups throughout the community for endorsement as a basis for all work done on behalf of children. The Charter will form the basis of the work of the Children First Roundtable. (Please find the Children First Charter attached in English and French)

The Opportunity: Council's Endorsement of the Children First Charter

The Children First Roundtable is bringing the Children First Charter to Council with a request for Council endorsement of the Charter and the principles contained in it. This report recommends that Council endorse the Charter as a document which will guide policy decision making. It also recommends that Council recognize the Charter as the basis of the work of the Roundtable and encourage the Children First Roundtable to bring the Children First Charter to other agencies and organizations in the City of Greater Sudbury (school boards, labour groups, hospitals, community groups, businesses) to add their endorsement to the Charter.

Options

Option #1: Council endorse the Children First Charter of the City of Greater Sudbury as a document which will guide policy decisions made by Council as they relate to children and recognize the Children First Charter as the basis for the work of the Mayor and Council's Children First Roundtable and invite the Roundtable to bring yearly updates to Council on progress made towards realizing the vision set out by the Children First Charter through the "Status of Children Report".

Option #2: Council postpone endorsement of the Children First Charter.

Option #3: Council not endorse the Children First Charter of the City of Greater Sudbury and not recognize the Children First Charter as the basis for the work of the Mayor and Council's Children First Roundtable.

Analysis of Options

Option # 1:

In the 2002 document "Mapping the Vision" Council set as one of its broad goals "To put children first". The Children First Roundtable was created as part of the strategy to meet this goal. The Roundtable has developed the "Children First Charter" as a community document which clearly outlines a set of principles which explain what it means to "put children first".

Council's endorsement of the Children First Charter would be a concrete step in fulfilling its goal of putting children first. In agreeing to the principles set out in the Charter, Council can work towards improvements in the specific areas required to improve children's well-being.

The Charter is the foundation of the Roundtable's plan of action which includes encouraging activities that further the goals contained in the Charter and providing periodic updates of Greater Sudbury's progress at reaching those goals.

As the first endorser of the Charter, Council's support will help to encourage other community institutions (school boards, labour groups, hospitals, community groups, businesses) to add their endorsement and to work together to move this agenda forward.

The Children First Charter, endorsed by Council, would be a public and concrete symbol of Council's commitment to putting children first.

The status reports generated by the Roundtable will give Council and staff a clear picture of the community's progress and will assist in identifying areas that require attention.

Because of the broad nature of the principles contained in the Children First Charter, the City's legal department has determined that there would be no legal implications to approving this recommendation.

Staff recommend Option #1 as the most appropriate option for Council.

Options #2 and #3

The endorsement of the Children First Charter is seen to be a positive initiative for Council which will assist Council to meet its own goals.

Staff has not identified any significant reasons that would discourage Council from endorsing the Children First Charter.

Through the volunteer efforts of members of the Roundtable in developing the Children First Charter, the Children's Services sector and the community have invested their time and energy in this Charter and the programs that will stem from it. There is a sense of expectation among this group about the positive implications of Council's endorsement of the Charter.

Implementation

The Mayor and Council will be invited to a public event to publicly sign and endorse the Children First Charter. The Charter may be displayed and promoted as a document of Council.



Children First ~ Les enfants avant tout



CHILDREN FIRST CHARTER OF THE CITY OF GREATER SUDBURY

GIVEN THAT

A thriving community invests its hopes in the future of its children;

AND THAT

All children deserve to live in a family and community that believes that the welfare of children is of primary importance;

AND THAT

All children deserve the assurance of their inherent goodness;

WE, THE MAYOR AND COUNCIL'S CHILDREN FIRST ROUNDTABLE IN THE CITY OF GREATER SUDBURY RECOMMEND THAT WE, AS A WHOLE COMMUNITY INCLUDING THE PUBLIC, PRIVATE AND NON PROFIT SECTORS, WORK DILIGENTLY AND TOGETHER SO THAT ALL CHILDREN HAVE:

A SENSE OF BELONGING TO A RESPECTFUL AND DIVERSE COMMUNITY THAT:

- preserves and celebrates the child's ethnic, cultural, spiritual and/or religious identity
- protects the child from racism and any form of discrimination including discrimination based on their age

A QUALITY OF LIFE WHICH INCLUDES ACCESS TO:

- safe housing
- nutritious food
- recreation and leisure activities
- health care

SUPPORTIVE AND CARING ENVIRONMENTS THAT INCLUDE:

- family time
- early childhood development activities and parenting supports
- quality childcare
- an educational system that ensures each child attains her or his full potential

SAFE, PROTECTIVE ENVIRONMENTS THAT:

- promote a child's cognitive, physical, social, spiritual and emotional well being
- provide protection from abuse, mistreatment, injury and disease

KNOWLEDGEABLE AND RESPONSIVE GOVERNMENTS THAT:

- understand their responsibility towards children
- invite the opportunity for children to have influence on the future
- take action in order to create a sustainable future;

AND THAT

These assurances will follow children as they progress through life's stages into adulthood.



Children First ~ Les enfants avant tout



CHARTRE DES ENFANTS « LES ENFANTS AVANT TOUT » DE LA VILLE DU GRAND SUDBURY

ATTENDU QUE

une communauté florissante fonde ses espoirs sur l'avenir de ses enfants;

ATTENDU QUE

tous les enfants ont le droit de vivre dans une famille et dans une communauté pour lesquelles le bien-être des enfants a une importance primordiale;

ATTENDU QUE

tous les enfants méritent d'avoir l'assurance de leur bonté inhérente;

NOUS, LES MEMBRES DE LA TABLE RONDE DU MAIRE ET DU CONSEIL « LES ENFANTS AVANT TOUT » DE LA VILLE DU GRAND SUDBURY, RECOMMANDONS QUE NOTRE COMMUNAUTÉ ENTIÈRE, COMPRENANT LES SECTEURS PUBLIC, PRIVÉ ET LES ORGANISMES À BUT NON LUCRATIF, COLLABORE ASSIDÛMENT POUR QUE LES ENFANTS AIENT :

UN SENTIMENT D'APPARTENANCE À UNE COMMUNAUTÉ RESPECTUEUSE ET DIVERSE QUI :

- protège l'enfant et met en valeur son identité ethnique, culturelle, spirituelle et religieuse
- protège l'enfant contre le racisme et toute forme de discrimination, y compris la discrimination fondée sur l'âge

UNE QUALITÉ DE VIE OBTENUE GRÂCE À :

- un logement sécuritaire
- des aliments nutritifs
- des loisirs et des activités récréatives
- des soins de santé

DES MILIEUX POSITIFS ET EMPATHIQUES DANS LESQUELS IL Y A :

- du temps passé en famille
- des activités pour le développement de la petite enfance et un soutien pour les parents
- des services de garde d'enfants de qualité
- un système éducatif qui permet à chaque enfant de s'épanouir pleinement

DES MILIEUX SÉCURITAIRES QUI PROTÈGENT L'ENFANT ET QUI :

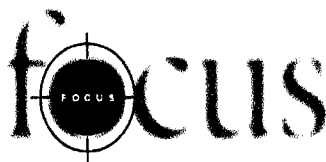
- favorisent son mieux-être cognitif, physique, social, spirituel et émotionnel
- le mettent à l'abri de la violence, des mauvais traitements, des blessures et des maladies

DES GOUVERNEMENTS BIEN INFORMÉS ET RÉCEPTIFS QUI :

- comprennent leurs responsabilités à l'égard des enfants
- sont ouverts aux possibilités permettant aux enfants d'influer sur l'avenir
- prennent des mesures pour créer un avenir viable

ET QUE

Les enfants auront cette assurance tout au long de leur croissance vers l'âge adulte.



Sudbury FOCUS Community Project
Projet communautaire FOCUS de Sudbury

Sudbury and District Health Unit
1300 Paris Street
Sudbury, ON
P3E 3A3

June 5, 2002

City of Greater Sudbury
Postal Box 5000
200 Brady Street
Sudbury, ON
P3A 5P3

Dear Mr. Mowry:

I am writing this letter as Coordinator of the Sudbury FOCUS Community Project. The Sudbury FOCUS Community Project is a community-based program that involves a partnership of 33 agencies whose primary goal is to prevent substance abuse and related injuries. You may or may not be aware, but as part of this mandate, we have been encouraging the City of Greater Sudbury to revisit its current Municipal Alcohol Policy (MAP) for municipally owned recreation facilities. Our concerns with the current policy are based on several factors:

- that as a result of a review of all MAPs in Ontario by the Centre for Addiction and Mental Health (CAMH), the City's MAP fell well below the provincial grade and may not prevent injury or minimize the risk of civil litigation to the City and its staff;
- with the amalgamation of the Region to form the City, it has come to our attention that awareness and compliance to the current policy is inconsistent; and
- there has been an increase in alcohol-related injuries and deaths in the City, particularly in relation to impaired driving crashes.

We would cordially like to ask to present, as a delegation, to the newly formed Corporate Priorities Committee - more specifically the Public and Inter-Governmental Affairs Sub-Committee on June 26, 2002.

Our hope is to encourage Council, through this committee, to make the revision of City's current MAP a priority. As part of this process, we also hope that Council will agree to: a) involve the Sudbury FOCUS Community Project partnership in these revisions (so that Council can be assured of a quality policy before ratification) and b) the development of a policy implementation plan that encourages awareness and compliance to the policy in and by all municipally owned recreation facilities.

I have enclosed a list of Sudbury FOCUS Community Project partners and a copy of "A Step towards Safer Healthier Community--Municipal Alcohol Policy".

If you have any questions or concerns regarding this request, please do not hesitate to contact me. I look forward to hearing from you about a possible time for a presentation by our delegation.

Sincerely,

A handwritten signature in cursive script that reads "Dorothy Thomson".

Dorothy Thomson
Sudbury FOCUS Community Project Coordinator
(705) 522-9200 Ext. 287



Sudbury FOCUS Community Project
Projet communautaire FOCUS de Sudbury

Sudbury FOCUS Community Project Partners List

Action Sudbury

Algoma, Cochrane, Manitoulin & Sudbury District Health Council

The Anishnaabe Child and Family Centre

Big Sisters Organization of Sudbury

The BOOST Program

Career Canada College

Cedar Youth Residence

Centre de santé communautaire de Sudbury

Centre for Addictions and Mental Health

Coalition for Prevention of Injuries in Older Adults

Elizabeth Fry Society

Foyer Notre Dame House

Greater Sudbury Police Service

Med-I-Well Services

Ministry of Transportation

Northern Regional Recovery Continuum

The Older Adult Centre

Our Children, Our Future/Nos enfants, notre avenir

Pinegate Addiction Service

Psychogeriatric Centre

Rainbow Board of Education

Royal Canadian Mounted Police

Salvation Army

Shkagamik-Kwe Health Centre

Social Planning Council

Sudbury Action Centre for Youth

Sudbury Alcohol & Drug Concerns Coalition

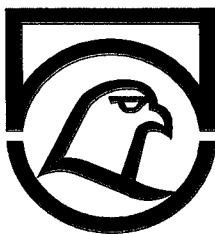
Sudbury English Catholic District School Board

Sudbury Metis Youth Centre

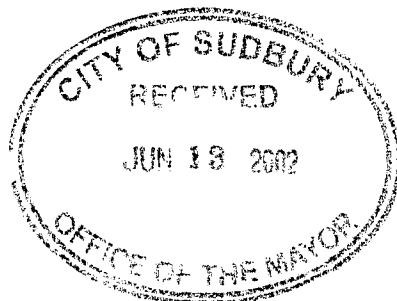
YMCA Employment and Career Services

Youth Drop - In Centre Capreol

**Our lead agency is the Sudbury & District Health Unit.
Our funder is the Ministry of Health and Long Term Care**



June 10, 2002



Mr. James Gordon, Mayor
City of Greater Sudbury
P.O. Box 5000, Station A
200 Brady Street
Sudbury, ON
P3A 5P3

Dear Mr. Gordon,

On behalf of Falconbridge Limited's Mines/Mill Business Unit we respectfully request the opportunity to present the Business Unit's Strategic Business Plan to the Council of the City of Greater Sudbury.

This plan is being presented in June to all the Mines/Mill Business Unit employees. A key element of the Strategic Plan is that it is developed for the mutual benefit of the Employees, Shareholders and Community. We are available to present to the Council during the last two weeks in June and the first two weeks in July.

Please contact Lynne Dagg at 966-3411, ext. 6877, for a mutually acceptable date.

Your consideration on this issue is appreciated.

Yours Truly,

Rick Grylls, President
Mines, Mill and Smelter
Workers' Union, Local 598

Parviz Farsangi
General Manager
Mines/Mill Business Unit

Myles Sullivan, Unit Chair
United Steelworkers of
America, Local 2020, Unit 6855

Request for Recommendation Priorities Committee




Type of Decision									
Meeting Date	June 26, 2002				Report Date	June 19, 2002			
Recommendation Requested	<input checked="" type="checkbox"/>	Yes		No	Priority		High	<input checked="" type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

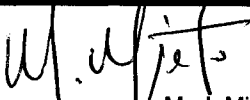
Sub-Committee Check-Off			
Please indicate which sub-committee will deal with this issue			
Community Viability	<input checked="" type="checkbox"/>	Public & Intergovernmental Affairs	Financial & Program Accountability

Report Title
Injury Prevention for Senior Citizens

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
Working within current program allocations	
<input type="checkbox"/>	Background attached

Recommendation	
<p>THAT WHEREAS the older adult population (aged 55 and over) is the fastest growing segment of the population in the City of Greater Sudbury, and</p> <p>WHEREAS older adults are vulnerable to falling because of lack of leg muscle strength, gait, balance, vision or mobility problems, and</p> <p>WHEREAS nearly all hip fractures are the direct result of a fall, often due to household hazards such as poor lighting, slippery throw rugs or loose electrical cords, and</p>	
<input checked="" type="checkbox"/>	Recommendation attached

Recommended by the General Manager
 Catherine Sandblom, Acting General Manager Health and Social Services


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

Request for Recommendation Priorities Committee



X	Recommendation <i>continued</i>	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

Report Authored By
 Chris Stewart Seniors Consultant

Division Review
Name and Title

WHEREAS falls were the cause of 85% of all injuries requiring hospitalization among seniors 65 and over, and

WHEREAS the Mayor and Council's Committee on Seniors' Issues (MCCSI) proposes a comprehensive three-pronged approach to support a healthier and more caring community for its aging population,

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury needs to address inactivity and falls prevention, particularly among older adults, and

THAT private sector partners be sought to fund an expansion of the pedometer program, and

THAT Community Activity Programs such as walking, tai chi etc., be pilot tested by Community Development Officers in various parts of the City of Greater Sudbury, and

THAT the proposed Fall Busters Program be developed by the Coalition for the Prevention of Injuries in Older Adults, in collaboration with the Mayor and Council's Committee on Seniors' Issues, with input from seniors themselves, and

THAT a Wellness Incentive Pilot Project, providing an incentive to persons 55 years of age or over be developed by City staff, with input from the Mayor and Council's Committee on Seniors' Issues, and others as appropriate, and begin in the 2003 fiscal year.

Request for Recommendation Priorities Committee



Recommendation <i>continued</i>	X	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

The Mayor and Council's Committee on Seniors' Issues (MCCSI) proposes a three-pronged approach to support a healthier and more caring community for its aging population. This approach supports individual action to promote fitness, a volunteer initiative to mitigate the effects of, or reduce the incidence of falls among seniors, and a broad, age group wide incentive to motivate persons fifty-five years of age and over to get or remain active. The City of Greater Sudbury must implement this variety of pilot projects to make a difference to the well-being of the City's seniors, and to improve the community's overall health.

Surveys have shown that health care is a high priority for the citizens of the City of Greater Sudbury. There is a strong and increasing need to examine present strategies and initiatives to improve the physical well-being of this target group. Consider these facts:

EXHIBIT 1 KEY FACTS

- the older adult population (aged 55 and over) is the fastest growing segment of the population - 33,865 persons in 1996, projected to increase to 59,000 by 2021
- older adults generate a disproportionate 67 percent of the health care costs in Ontario, due to the aging process
- falls were the cause of 85% of all injuries requiring hospitalization among seniors 65 and over
- women aged 65 years and over have a one in five chance that they will break a hip. Over 40% of those with hip fractures will die within one year of the injury
- nearly all hip fractures are the direct result of a fall, often due to household hazards such as poor lighting, slippery throw rugs or loose electrical cords
- 60% of all fatal falls in people aged 65 or over occur in the home.
- older adults are vulnerable to falling because of gait, balance, vision or mobility problems
- Over 600 adults die annually from falls in the Province of Ontario - the sixth leading cause of death for people sixty-five years of age or over
- it costs taxpayers \$9,700 every time a senior who falls is treated in hospital... that added up to over \$7,000,000 last year

Sources: Fact Sheet from the Sudbury and District Health Unit; John Hopkins Medical Letter, June, 2001; Canadian Institute for Health Information, February, 2002.

From a taxpayer's point of view, it would be prudent to support injury prevention programs, because any positive impact on seniors' health will produce expenditure savings for everyone, while improving longevity, well-being and quality of life.

Physical activity is important to all citizens, but even more so with older adults who may become less active due to the aging process. The most significant physical exercise for older people to keep their leg and lower body muscles strong is walking. If someone cannot get up or down because of weak leg muscles, he or she automatically requires some kind of assistance to be mobile. If someone is immobile, the quality of their life is significantly curtailed, and the costs for caring for this person is significant. When seniors require long-term care because they are no longer mobile, many seniors end up in long-term care facilities, such as Pioneer Manor.

A THREE - PRONGED APPROACH

In March, 2002, Huntington University, in collaboration with the Mayor and Council's Committee on Seniors' Issues and Oracle Research conducted a survey of 300 persons 55 years of age and over (*Seniors' Survey - 2002*). A variety of questions were asked, including questions on seniors' activity, concerns about falling and their expressed desire for support for their activities. Results of the survey, some of which are described below, support the development of a comprehensive, three - pronged approach to improve the health and well-being of older adults. This three-pronged approach consists of promoting walking and other activities, falls prevention and incentives to motivate older adults to get or stay active:

WALKING

Survey of Walking Habits

Less than half of the overall seniors' population were active in a walking a program, declining to less than a third in the over 75 age category (*Seniors' Survey - 2002*). There is a need to increase the percentages in each of these male and female age categories, to have a more healthy, active seniors' population, particularly among the older age categories. A concerted focus on a simple activity such as walking, supported by a pedometer program may help influence seniors to become more active in our community.

Pedometer Project

The first approach pilot tested was "*Walking - the Ultimate Medication*". 20 pedometers were issued to residents at Pioneer Manor, and at Meadowbrook Retirement Village in Lively. For ninety days, participants measured the number of steps they take each day. Initially, they measured their base number of steps, and then they were asked to increase the number of steps taken on each day on an incremental basis. The pilot project progressed very well and enthusiasm was high among participants. A report on this project has been prepared for publication, under the auspices of Pioneer Manor.

Walking and Activity Programs

Further, according to the *Seniors' Survey - 2002* , many seniors throughout the various age categories expressed interest and support for community walking trails. There is considerable interest in local walking trails, particularly among older women. Over three - quarters (75.6%) of women 55 to 64 and nearly two - thirds (62.1%) of males supported community walking trails. While this declines to about 40% for all persons 75 years of age and over, the development of community walking trails presents an important opportunity to improve activity levels among older persons (*Seniors' Survey - 2002*).

Also through the *Seniors' Survey - 2002*, it was determined that over 70% of new seniors want specially designed seniors' activity programs. Between a third and a half of the 75 years of age and over cohort want specifically designed seniors' activity programs. So a seniors' walking program, utilizing pedometers and community walking trails could provide a great, inexpensive opportunity to increase seniors' activity in the City of Greater Sudbury.

FALLS PREVENTION

The second component of the “Three-Pronged Approach” will be to take action to prevent falls of older adults in Greater Sudbury. Nearly 600 older adults die from falls in Ontario each year. In Sudbury, the annual costs of falls to the local health care system is over \$7,000,000! In fact, according to the *Seniors’ Survey - 2002*, Seniors in Sudbury are changing their activity levels because of concerns about falling.

Concern about the potential of falling and the devastation that event could have on a senior increases with age, particularly among women, suggesting the need for more education on falls prevention. While three in ten older adults, both male and female change their activities because of a concern about falling, nearly 6 in ten women seventy-five years of age or over (58.4%) change their behaviour because of that worry (*Seniors’ Survey - 2002*).

To this end, and with guidance and cooperation from the Coalition for the Prevention of Injuries in Older Adults, the Mayor and Council’s Committee on Seniors’ Issues supports another initiative to be known as “FALL BUSTERS”. This project could involve a group of trained, volunteer seniors who, at the request of seniors themselves, could make an assessment of homes where requesting seniors live to identify hazards that could lead to a tripping or falling incident.

Further details of this project will evolve over the coming months. Reports developed, chronicling the evolution and the effectiveness of this project will measure the reduction of falls of seniors in the community.

WELLNESS INCENTIVE

The third approach is to encourage older adults to be more physically active on a daily basis. While golf and curling are among the most popular sporting activities of older adults in the City of Greater Sudbury, many others are involved in fitness programs, dancing, skiing, tai chi, walking, swimming and a host of other activities.

The *Seniors’ Survey - 2002* indicates strong support among seniors themselves, that something should be done in order to encourage seniors to participate in physical activities. In fact, over 80% of males, and nearly three-quarters of females 55 to 64 years of age expressed support for incentives to register in an activity program (*Seniors’ Survey - 2002*). While the support for such an incentive program dropped off somewhat in the older age categories (54% of males and 61.8% of females 75 years of age or over), a high proportion of seniors support some form of incentive to encourage activity (*Seniors’ Survey - 2002*). Although the specific type of incentive cannot be determined from the results of the survey, a “wellness incentive” pilot project should be developed for seniors in the City of Greater Sudbury. A senior’s well-being, coupled with an incentive to get or keep them active, could be the formula for increased activity among this potentially “at risk” population.

CONCLUSION

Older adults should have the opportunity for a better life. It is expected that the implementation of this three-pronged approach can lead to improved health and well-being amongst the older population.

Request for Recommendation Priorities Committee




Type of Decision									
Meeting Date	June 26, 2002				Report Date	June 19, 2002			
Recommendation Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input type="checkbox"/>	High	<input checked="" type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

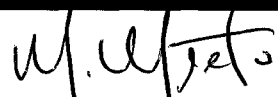
Sub-Committee Check-Off			
Please indicate which sub-committee will deal with this issue			
Community Viability	<input checked="" type="checkbox"/>	Public & Intergovernmental Affairs	Financial & Program Accountability

Report Title
Pioneer Manor Strategic Plan 2002-2007

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 the 1994 strategic plan for Pioneer Manor has been fulfilled;</p> <p>WHEREAS the need for a new five year strategic plan is required to outline the primary strategic direction for Pioneer Manor and the Seniors Campus over the next 5 years;</p> <p>THEREFORE BE IT RESOLVED THAT the five year strategic plan (2002 - 2007) to establish priorities for the next 5 years at Pioneer Manor be accepted.</p>	
<input type="checkbox"/>	Recommendation attached

Recommended by the General Manager
 Catherine Sandblom

Recommended by the C.A.O.
 Mark Mieto

Request for Recommendation Priorities Committee



Recommendation <i>continued</i>	X	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

Master Plan for Pioneer Manor 1994 - 2004

The Master Plan for Pioneer Manor was developed in 1994 as a result of contributory funding from the Ministry of Community and Social Services and the Regional Municipality of Sudbury. It established the strategic direction for the facility for the 10 year period up to 2004.

Given the \$22 million approval for capital redevelopment of Pioneer Manor in June 2001, the Master Plan moved from a strategic planning document into a phase of implementation.

The 1994 Master Plan as initially prepared saw the priorities as 1) redeveloping the facility on one site at Pioneer Manor, 2) upgrading the food services system, 3) redeveloping the oldest parts of the facility, 4) working with partners such as the Alzheimers Society on the grounds of Pioneer Manor, 5) seeking supportive housing for seniors on the grounds

The improvement to the facility occurred in 3 phases since 1994;

- 1995 Capital Renovation Heritage Lane - \$1.2 million
- 2001 Capital Renovation Food Services System - \$1.8 million
- 2002-2004 Capital Redevelopment 220 Beds to "A" Standard - \$22 million

Strategic Plan Pioneer Manor - 2002 - 2007

Pioneer Manor has changed in its governance, mandate and funding since the Master Plan was written in 1994. As well, the overall environment has changed to one of increased competition, more highly regulated inspections from the Ministry of Health and increasing level of care services provided to the clientele. The Strategic Plan 2002 - 2007 identifies the changes that have occurred within the business environment and identifies opportunities for future direction.

The immediate opportunity is the creation of the seniors campus. The strategic direction identified in the report is as follows:

- Seniors Campus
- Promote the Campus Nationally - Best Practice in Geriatrics
- Care and Services Above Standards in LTC
- Optimizing Technology
- Employee Wellness
- Expanded Family Involvement

Evaluation and Review

In order to ensure that the strategic plan is followed over the course of the next 5 years the business plan prepared annually at Pioneer Manor will set the objectives for each year and an

annual report will be prepared to summarize the progress made.

As a municipal Home, the strategic direction is clearly to raise the benchmarks within the long term care industry through collaboration with community partners across northern Ontario and provincially. Through excellence in long term care, various publications, and active participation in an association for long term care, those expectations can be fulfilled.

While demographics clearly identify an increasing percentage of seniors over 65 years, the City is now positioned to provide a milieu for quality and stimulating later-years of life to the residents of Greater Sudbury.

The strategic direction for the next 5 years is summarized as follows:

- Action 1:** Create the Seniors Campus development for all of northern Ontario on the grounds of Pioneer Manor by utilizing the expertise, resources and management of other health care and education providers in Greater Sudbury and by attracting additional specialized geriatric resources to this community.
- Action 2:** Promote the Seniors Campus and its area of specialty within the field of geriatrics nationally to raise the benchmark in long term care.
- Action 3:** Ensure that residents are provided with a broad range of health care and professional services above and beyond Ministry of Health standards in long term care.
- Action 4:** Create a “smart” building and ancillary services optimizing technology.
- Action 5:** Improve the indicators of employee wellness and move the employer into the top employer category within healthcare in northern Ontario.
- Action 6:** Provide opportunities for increased family involvement in the Seniors Campus.

Finance & Program Accountability Committee

**Deputy Mayor Eldon Gainer, Chair
Councillor Austin Davey, Vice-Chair**

**THE FIRST MEETING OF THE FINANCE AND EFFICIENCIES SUB-COMMITTEE
OF THE CITY OF GREATER SUDBURY**

Committee Room C-40
Tom Davies Square

Tuesday, June 18th, 2002
Commencement: 4:00 p.m.
Adjournment: 6:00 p.m.

COUNCILLOR TED CALLAGHAN PRESIDING

Present

Councillors Bradley, Dupuis

Councillor Davey

Staff

M. Mieto, Acting CAO; D. Wuksinic, GM Corporate Services and Acting GM Emergency Services; S. Jonasson, Director of Finance/City Treasurer; D. Bergeron, Manager of Internal Audit and Performance Management; K. Bowschar, Planning Secretary

Declarations of Pecuniary Interest

None declared.

Opening Comments

The Chair opened the meeting and welcomed everyone. He said that he was optimistic that this Committee would provide Council with options and opportunities to improve the ways and means by which municipal services are currently provided. The Chair also stated that we need to prioritize and focus our resources, as it would increase the Committee's chances of success.

Committee Make-up

The Committee concurred with a recommendation that Mr. Darryl Mathe, Manager of Supplies and Services be added to the Committee, as approximately \$180 million is expended by the City for the purchase of supplies and services.

Areas of Potential Efficiencies

A number of potential areas for review were identified. The following is a partial listing:

- The ERP System,
- Administrative Service Partnerships with a number of our outside Boards; i.e. Public Housing, Sudbury & District Health Unit, Greater Sudbury Utilities Inc., Greater Sudbury Police Services Board;
- Streetlighting Partnership with Greater Sudbury Utilities Inc.
- Meter Reading Partnership with Greater Sudbury Utilities Inc.
- Billing and Collections Partnership with Greater Sudbury Utilities Inc.;
- Vacant Properties and their potential for lease and sale.

The Committee directed the General Manager of Corporate Services to prepare the necessary background that would indicate what areas in the City Budget are under the greatest control of City Council.

The Committee requested that the General Manager of Corporate Services provide the necessary background status reports on the Streetlighting Agreement, the Meter Reading Partnership, and the Billing and Collections Initiative currently underway with the Greater Sudbury Utilities Inc.

PeopleSoft System/
ERP

The Committee agreed that it needs to know more about the PeopleSoft/ERP System, since it is a critical factor in providing the necessary financial reports that are required by this Committee to fulfil its mandate. The Committee agreed that they would invite Mr. Ron Begg of Jackson Begg Ltd. to address the Committee, providing them with a general overview of an ERP System, its benefits, implementation pitfalls, history within other municipalities who implemented similar systems, and an assessment on how the City of Greater Sudbury's implementation is going.

It is expected that Mr. Begg will address the Committee in July 2002.

The General Manager of Corporate Services advised that the Finance and Information Technology Teams had just recently identified four critical areas which they will be prioritizing and preparing a workplan that is expected to improve the timeliness and accuracy of our financial reporting. These four areas were identified as:

- 1) Re-allocation journals and recurring journals,
- 2) Orphan accounts;
- 3) Accounts Payable concerns and solutions,
 - i.e. a) PAP or Pre-authorized Payment Programs for large recurring Vendors;
 - b) Computerized billings for high-volume Vendors;
i.e. Muirheads example;
 - c) Procurement Card applications.
- 4) Maintenance of two Systems; i.e. the Legacy System and PeopleSoft System.

The General Manager of Corporate Services also indicated that today's business world is web-enabled, and the ERP System provides the City with this capability. However, he indicated that, in hindsight, it had been an error to implement such a drastic change within the information technology, financial accounting and human resources systems at the same time as an amalgamation.

The Committee requested that the General Manager of Corporate Services prepare a Resourcing Plan that would adequately support the information technology requirements of the corporation

Variance Reporting
Schedule

The Director of Finance/City Treasurer advised that, based on the issues yet to be resolved, the Variance Reporting dates would be:

- April month-end in June;
- June month-end in August;
- July month-end in September;
- September month-end in November,
- October month-end in December; and
- the year-end to coincide with audited statements in March/April of next year.

Variance Reporting Schedule

The Director of Finance/City Treasurer also indicated that the reports would become more sophisticated as the year went on, as the issues addressed earlier are resolved.

GM Session

The Committee agreed that the General Managers be invited to an introductory session with the Committee Members so that they might be able to provide their perspective on issues that could be addressed. This meeting of the General Managers Group is subject to confirmation, but tentatively scheduled for Thursday, June 27th, 2002 at Noon hour.

Next Meeting

The Chair summarized the reports required for the next meeting, as follows:

- ▶ An update on the Streetlighting, Meter Reading, and Billing and Collections Initiatives;
- ▶ A breakdown of the Budget, and those areas that fall within the direct control of Council;
- ▶ An outline of the workplan related to the issues identified in improving the financial reporting process.

Further to the above, two additional background reports may be available:

- 1) Presentation by Mr. Ron Begg on ERP, and
- 2) Resourcing Plan dealing with IT requirements.

In closing, the Chair thanked everyone for their attendance, and re-affirmed that the objective of this Committee is to look for ways and means to improve service, and/or reduce costs. He also indicated that all items addressed by this Committee will bring about some measurable results.

Adjournment

2002-01 Dupuis-Bradley: That we do now adjourn
TIME 6:00 p.m.

CARRIED

CHAIR

SECRETARY

Request for Recommendation Priorities Committee



Type of Decision									
Meeting Date	June 26, 2002				Report Date	June 19, 2002			
Recommendation Requested	Yes	<input checked="" type="checkbox"/>	No		Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

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

Report Title
April 2002 Variance Report

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
N/A	
<input checked="" type="checkbox"/>	Background attached

Recommendation	
N/A	
<input type="checkbox"/>	Recommendation attached

Recommended by the General Manager
 D. Wuksinic General Manager, Corporate Services and Acting General Manager, Emergency Services


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

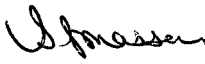
Request for Recommendation Priorities Committee



Recommendation <i>continued</i>	X	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

Report Authored By
 Ed Stankewicz Co-Ordinator of Current Budget

Division Review
 Sandra Jonasson Director of Finance / City Treasurer

This first 2002 Budget Variance report is designed to inform Council of any major potential year-end variances. The cost centres have been reviewed by all departments, and a comparison of actual balances to budget allocations has been undertaken. If a major variance has been identified, the department has provided an explanation for the variance and a year-end projection. If the projection is negative, the department has also indicated how it intends to offset or mitigate the overexpenditure or revenue shortfall.

Attached are tables summarizing the cost centre report which reflect annual budgets and year-to-date transactions. It should be noted that there is approximately a 60-day time lag in accounts payable processing, resulting in expenditures appearing to be low in relationship to the overall budget. In addition, some areas of the budget appear to be extremely overspent, for example Pioneer Manor. In actuality, recording revenues from both the Province and the residents lag by a month or more. On the other hand, Fleet Services in Public Works is showing a substantial surplus. This, too, is a timing issue. Equipment credits are high because of the winter roads maintenance. Only true variances have been commented on in this report.

All departments are currently working on providing realistic monthly budget percentages for each account. This will allow a more meaningful comparison of year-to-date actual expenditures vis-a-vis year-to-date budget allocations, and will be in place for the July month-end variance report. In addition, departments will provide year-end forecasts for every account in their respective cost centres for this same report. These forecasts will, in turn, provide the basis for the first corporate year-end projection to be presented to Council.

The following chart outlines the timing of the balance of the 2002 variance reports to be forwarded to Council:

Period Ending	Report to Priorities Committee
June 30, 2002	August
July 31, 2002	September (first corporate year-end projection)
September 30, 2002	November
October 31, 2002	December

Request for Recommendation Priorities Committee



Recommendation <i>continued</i>	X	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

For this report, which covers the four months to April 30, 2002, potential year-end variances of greater than \$100,000 have been identified, and are detailed in the following paragraphs.

1. **OMERS Holiday**

OMERS contributions for both employees and employers were to recommence in July of 2002; however, these contributions will not be required until January of 2003. The \$900,000 budgeted and now not required for OMERS contributions will be a surplus for the corporation for 2002.

2. **Payment-in-Lieu of Taxation**

This source of revenue is expected to be \$320,000 higher than what was budgeted primarily due to the increased tax rates for 2002.

3. **Chief Administrator's Office**

This section is expected to be in a deficit position of approximately \$200,000.

4. **Human Resources (Pensioners)**

The benefits paid out on behalf of the pensioners is expected to exceed the budget by approximately \$180,000.

5. **Ontario Works**

Ontario Works caseloads are currently down by approximately 450. If this trend continues for the remainder of the year, the savings will be approximately \$500,000. Also the Ontario Works Employment Assistance Service Levels funding may result in an additional \$700,000 of revenue, based on performance earnings for 2001. In addition, a Community Placement bonus of \$660,000 was received from the Province related to 2001. Prior to year-end, a policy report regarding the utilization of this additional Community Placement funding will be presented to the Committee.

6. **Citizen Services**

Additional grants related to the Libraries, coupled with difficulties in filling vacancies at the Citizen Services Centres will result in this division realizing a savings of approximately \$100,000.

7. **Leisure Services**

The loss of the summer career grant, flood damage at Centennial Park - Whitefish, and the operation of St. Jean School may cause this division to experience a deficit of approximately \$160,000.

Request for Recommendation Priorities Committee



Recommendation <i>continued</i>	X	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

8. **Winter Control**

Extraordinary winter conditions in the first part of the year have had a major impact in our winter roads budget. Given a normal November and December, this section could experience a deficit of approximately \$2,000,000. Every effort will be made to reduce expenditures in other areas, predominantly Summer Roads maintenance.

9. **Fire Services**

Overexpenditures in overtime may lead to a deficit in this division. There is also an outstanding arbitration issue regarding the firefighters contract. This area may experience a deficit of approximately \$100,000.

10. **Land Ambulance Service**

The issue of cross-border service is being reviewed by the Province. Based on a per call cost differential, the estimated impact of the approximately 1,000 calls for cross-border service would be \$650,000. The City's cost per call is approximately \$750 lower than our neighbouring services (Algoma, Temiskaming, Manitoulin-Sudbury District, Parry Sound and Muskoka), due to their lower call volumes. For 2002, the potential \$650,000 overexpenditure will be offset by lower salary costs as a result of difficulty in staffing the service thus leaving vacancies throughout the year.

11. **Police Services**

The revenue that the Police Services realizes from the Firearm's Act has been reduced by \$75,000, or half of the budgeted amount. In addition, the retiree fringe benefits will exceed the budgeted amount. The overtime and arbitration and legal fees accounts are being closely monitored due to high levels of activity anticipated in these areas.

In summary, a number of substantial variances have been identified. However, it is too early in the year to provide a meaningful year-end projection.

COST CENTRE REPORT

PERIOD ENDING APRIL 30, 2002

(000)

SUMMARY

	ANNUAL BUDGET	Y-T-D ACTUAL	%
GENERAL REVENUES	-184,780	-85,441	46.2
CORPORATE SERVICES	16,939	4,761	28.1
ECONOMIC DEVELOPMENT & PLANNING SERVI	20,248	4,453	22.0
HEALTH & SOCIAL SERVICES	26,892	7,063	26.3
CITIZEN & LEISURE SERVICES	22,940	4,769	20.8
PUBLIC WORKS	47,058	7,877	16.7
EMERGENCY SERVICES	17,638	4,164	23.6
OUTSIDE BOARDS	33,065	8,114	24.5
EXPENDITURES	184,780	41,201	22.3
NET BUDGET	0	-44,240	

COST CENTRE REPORT

PERIOD ENDING APRIL 30, 2002

GENERAL REVENUES			
	ANNUAL BUDGET	Y-T-D ACTUAL	%
TAXATION LEVY	-125,026	-57,221	
GRANTS & SUBSIDIES	-53,226	-25,510	
CORPORATE REVENUE/CAPITAL	-6,528	-2,710	
GENERAL REVENUES	-184,780	-85,441	46.2

COST CENTRE REPORT

PERIOD ENDING APRIL 30, 2002

EXECUTIVE, ADMINISTRATIVE & CORPORATE SERVICES			
	ANNUAL BUDGET	Y-T-D ACTUAL	%
EXECUTIVE AND ADMINISTRATIVE	1,022	332	
OFFICE OF THE CAO	1,256	342	
CORPORATE SERVICES	14,661	4,087	
EXECUTIVE, ADMIN & CORPORATE SERVICES	16,939	4,761	28.1

COST CENTRE REPORT

PERIOD ENDING APRIL 30, 2002

ECONOMIC DEVELOPMENT & PLANNING SERVICES			
	ANNUAL BUDGET	Y-T-D ACTUAL	%
GENERAL MANAGER'S OFFICE	446	69	
ECONOMIC DEVELOPMENT	1,596	1,037	
PLANNING AND DEVELOPMENT SERVICES	2,198	448	
SOCIAL HOUSING	16,008	2,899	
ECONOMIC DEVEL & PLANNING SERVICES	20,248	4,453	22.0

COST CENTRE REPORT PERIOD ENDING APRIL 30, 2002

HEALTH AND SOCIAL SERVICES			
	ANNUAL BUDGET	Y-T-D ACTUAL	%
GENERAL MANAGER'S OFFICE	1,113	154	
CHILDREN SERVICES	2,951	1,957	
LONG TERM CARE & SENIORS	471	1,844	
ONTARIO WORKS	22,357	3,108	
HEALTH AND SOCIAL SERVICES	26,892	7,063	26.3

COST CENTRE REPORT

PERIOD ENDING APRIL 30, 2002

CITIZEN & LEISURE SERVICES			
	ANNUAL BUDGET	Y-T-D ACTUAL	%
GENERAL MANAGER'S OFFICE	1,182	71	
CEMETERY SERVICES	6	-94	
PUBLIC LIBRARIES/CITIZENS SERVICES	5,367	1,699	
LEISURE & RECREATION SERVICES	9,246	2,201	
TRANSPORTATION SERVICES	7,139	892	
CITIZEN & LEISURE SERVICES	22,940	4,769	20.8

COST CENTRE REPORT

PERIOD ENDING APRIL 30, 2002

PUBLIC WORKS			
	ANNUAL BUDGET	Y-T-D ACTUAL	%
ADMINISTRATION *	301	354	
ENGINEERING SERVICES*	140	1,183	
BUILDINGS & FACILITIES	4,107	879	
OPERATIONS*	0	1,570	
WATER MAINTENANCE	2,374	-2,404	
WASTE WATER MAINTENANCE	0	-2,844	
ROADS MAINTENANCE	29,397	10,037	
FLEET	449	-1,834	
WASTE MANAGEMENT	10,290	936	
PUBLIC WORKS	47,058	7,877	16.7

* Allocations not yet made to water, waste water, roads and waste management.

COST CENTRE REPORT

PERIOD ENDING APRIL 30, 2002

EMERGENCY SERVICES			
	ANNUAL BUDGET	Y-T-D ACTUAL	%
GENERAL MANAGER'S OFFICE	286	67	
EMERGENCY PREPAREDNESS	31	24	
FIRE SERVICES	11,944	3,034	
EMERGENCY MEDICAL SERVICES	5,377	1,039	
EMERGENCY SERVICES	17,638	4,164	23.6

COST CENTRE REPORT

PERIOD ENDING APRIL 30, 2002

OUTSIDE BOARDS			
	ANNUAL BUDGET	Y-T-D ACTUAL	%
SUDBURY AIRPORT OPERATIONS	0	0	
N D.C.A.	225	0	
PUBLIC HEALTH (HEALTH UNIT)	5,537	0	
POLICE SERVICES	27,303	8,114	
OUTSIDE BOARDS	33,065	8,114	24.5

Request for Recommendation Priorities Committee




Type of Decision									
Meeting Date	June 26, 2002				Report Date	June 18, 2002			
Recommendation Requested		Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

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

Report Title
Tax Due Dates

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>It is proposed that decisions with respect to the 2003 due dates be made later this year once the advertising campaign is complete and budget implications are known.</p>	
<input checked="" type="checkbox"/>	Background attached

Recommendation	
N/A	
<input type="checkbox"/>	Recommendation attached

Recommended by the General Manager
 D. Wuksinic General Manager, Corporate Services and Acting General Manager, Emergency Services

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

Request for Recommendation Priorities Committee



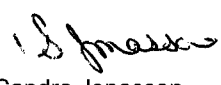
Recommendation <i>continued</i>	X	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

Report Authored By

Division Review


 Tony Derro
 Supervisor of Tax / Chief Tax Collector


 Sandra Jonasson
 Director of Finance / City Treasurer

Several complaints have been received about the June 26th and July 26th final due dates for the residential / farmland / pipeline and managed forest property tax classes. Taxpayers feel that this is too early in the year because for the last few years, the final tax due dates have been in the late summer or early fall. Senior taxpayers who receive their pension cheques around the 28th of the month are concerned that they will be unable to meet these deadlines.

History:

The June and July final installment dates represent a return to the traditional due dates used by the former Area Municipalities prior to amalgamation. The Provincially-initiated tax policy changes from 1998 to the present day have resulted in a delay to the final tax billings for most municipalities due to capping legislation in the commercial, industrial and multi-residential property classes.

The attached chart designated as Schedule "A" provides a history of the interim and final due dates for the former Area Municipalities from 1992 to 2000. As illustrated, the interim due dates were usually within the first four months of the year and the final due dates were usually June and July. The interim due dates for 2001 were April 27th and May 28th and the final due dates for all classes were September 11th and October 11th.

Prior to 1998, earlier final due dates were acceptable to most taxpayers. Most individuals were anxious to get on with the summer vacation and wanted to know their final tax levy, issue post-dated cheques, and be worry-free for the remainder of the year.

From a fiscal standpoint, earlier due dates serve to improve cash flow, thereby increasing investment income and allows the tax levy to be collected well before the end of the year. This keeps receivables to a manageable level and results in a lower tax arrears ratio (uncollected taxes expressed as a percentage of the overall levy).

Request for Recommendation Priorities Committee



Recommendation *continued*

X

Background

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

How the 2002 Final Due Dates Were Chosen:

During the 2002 budget deliberations, Council reviewed three options for the final 2002 due dates:

- (1) moving the residential final due dates from previous year's September / October dates to July / August, resulting in an increase in investment income of \$123,000.
- (2) moving the final due dates for all property tax classes from the previous year of September / October dates to August and September for 2002, resulting in an increase in investment income of \$36,000.
- (3) eliminating the second due date for all property tax classes and establishing a June final due date for residential properties, and an August final due date for properties in the commercial, industrial, and multi-residential tax classes, resulting in an increase in investment income of \$63,000.

During budget deliberations, Council approved all three options for a total levy reduction of \$220,000. However, in May of this year after a review of the due dates, Council opted to return to two due dates for our final tax billing and chose June 26th and July 26th for residential classes and two due dates for multi-residential, commercial and industrial classes. This decision will adversely affect investment income by \$63,000.

Over the past few years, there has been a shift among Ontario municipalities towards fewer due dates, especially for those that offer a pre-authorized tax payment plan and wish to increase participation in the plan. Municipalities that reduced the number of due dates increased enrollment in their tax payment plans.

This plan provides advantages for both the City and the taxpayer. It provides a more predictable cash flow for the City and reduces administration costs. It provides a better budgeting and cash management tool for the taxpayer.

For example, the City of Brockville's due dates for 2002 were in April and August for the residential sector. There was a single final installment in August for properties in the commercial, industrial and multi-residential property tax classes.

The City of Ottawa levied interim taxes in March for all classes and established a single final due date in June for residential properties and a single final due date in September for non-residential properties. Staff in Ottawa advised that only Provincial capping legislation is preventing them from implementing one interim and one final tax installment each year for all property tax classes.

For 2003, the City of North Bay will have a single interim and a single final due date for all taxpayers.

Request for Recommendation Priorities Committee



Recommendation <i>continued</i>	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

The City of Greater Sudbury's Pre-Authorized Tax Payment Plan

The former City of Sudbury implemented a pre-authorized tax payment plan in 1988. Membership has continued to grow over the intervening years. Prior to amalgamation, this payment option was only offered by a few area municipalities.

The City of Greater Sudbury has approximately 55,810 realty tax accounts made up as follows:

<i>City of Greater Sudbury - Tax Accounts</i>			
	Residential / Farmland / Pipeline & Managed Forest	Commercial Industrial Multi-Residential	Total
Monthly Pre-Authorized	11,000	326	11,326
Instalment Pre-Authorized	1,100	24	1,124
Mortgage	14,100	910	15,010
Regular / Direct Mail-out	26,400	1,950	28,350
Grand Total			55,810

The tax accounts on the pre-authorized tax payment plan (12,450) represent 22 per cent of the City's total tax accounts. It is also important to note that approximately 15,010 property accounts are paid through financial institutions. These taxpayers have no option but to pay their taxes through the mortgagee. When this amount is removed from the total, participation in the pre-authorized tax payment plan increases to 30 per cent. A recent survey by the Tax Department indicates that this is a very high percentage of pre-authorized accounts when compared to municipalities of comparable size.

In 1996 when the former City of Sudbury reduced its tax installments from six to four, membership in the pre-authorized tax payment plan increased considerably. Other municipalities have followed this lead and reduced installments to bolster participation in their pre-authorized tax payment plans.

Request for Recommendation Priorities Committee



Recommendation *continued*

X Background

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

Overview of the Pre-Authorized Tax Payment Plan

The City of Greater Sudbury offers two options within the pre-authorized tax payment plan.

The first option is pre-authorized payment that coincides with the regular installment due dates. In November of each year, members on that plan are notified that their taxes will be deducted from their bank account on the regular installment dates chosen by Council.

The second option is monthly, automatic withdrawal and it is by far the most popular. Under the monthly option, equal monthly amounts are debited from taxpayers' bank accounts beginning December 1st of the year prior and ending in October of the taxation year. The month of November is used as the adjustment month. Under this option, the City calculates the monthly withdrawal by dividing the taxpayer's previous year's levy by 11 and deducting that amount on the 1st of each month. In November of each year, taxpayers that are on the plan receive written notice confirming the amount that will be withdrawn each month. The monthly pre-authorized tax payment plan is an excellent tool for family budgeting.

Participants in both plans apply in writing to the City and provide a voided cheque indicating the bank account from which the tax payments are to be withdrawn.

Request for Recommendation Priorities Committee



Recommendation <i>continued</i>	X	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

Future Strategy

Based on Council decisions to date, there will be two interim and one final due date in 2003 for all tax classes. Due to Council's concerns about the impact of these decisions on the taxpayer, staff are recommending an aggressive marketing campaign to promote the City of Greater Sudbury's pre-authorized tax payment plan. As illustrated in this report, approximately 28,350 taxpayers pay their property taxes when notified to do so by mail. Past experience indicates that approximately 10 per cent of these accounts are not paid on time, and this group would certainly benefit from the pre-authorized payment plan. In order to promote the pre-authorized tax payment plan, we propose the following:

- (a) Tax bills mailed out this year included the 2002 tax information flyer whether the person pays via mortgage or direct mail. The tax information flyer contains an application form for the 2003 pre-authorized tax payment plan. This flyer has been delivered to all taxpayers and the application form will be referenced in advertising informing taxpayers of the reduction in due dates for 2003.
- (b) The tax information flyer is also available at all Citizen Services Centres and Libraries in the City of Greater Sudbury. We will encourage staff at those locations to ensure that the flyer is highly visible and available to the general public at main counters.
- (c) Since the pre-authorized tax payment plan commences on December 1st each year, it is imperative that new members be registered prior to the first week of November in order for them to participate in the monthly pre-authorized tax payment plan. It is proposed that an extensive advertising campaign be conducted in area newspapers during September and October of this year, promoting the City's pre-authorized tax payment plan and encouraging citizens to sign up now. The newspaper ads will include an application form that citizens can use to enroll in the plan.
- (d) We are also proposing a direct mail campaign to the approximately 28,350 taxpayers who are receiving their tax bill directly. The mail-out will stress the benefits of the pre-authorized payment plan including convenience of payment, budgeting, and avoidance of costly penalty charges.
- (e) Staff will bring this issue back to Council for review in the early fall, once the results of the marketing campaign and the budget implications are known.

Current Strategy

Final tax bills in the residential, farmland, pipeline and managed forest property classes were mailed on June 6, 2002 with final due dates being June 26th and July 26th. In consideration of our senior taxpayers, the penalty will only be run at month-end giving seniors the peace of mind that they will be able to meet their tax obligations. In the cases of extreme hardship, each tax account will be evaluated on its own merit, and if circumstances warrant, further penalty charges may be waived. The Treasurer and the Tax Collector have the authority to do so under the City of Greater Sudbury's current tax levy by-laws.

SCHEDULE A
TAX INSTALMENT DUE DATES

	1992	1993	1994	1995	1996	1997	1998	1999	2000
--	------	------	------	------	------	------	------	------	------

SUDBURY

<u>Interim</u>	February March April	February March April	February 1 March 3 April 5	February 3 March 3 April 7	March 5 April 3	March 4 April 4	March 3 April 3	March 12 April 13	March 20 April 20
<u>Final</u>	June 5 July 3 August 4	June 10 July 12 August 12	June 3 July 5 August 5	June 2 July 5 August 2	June 5 July 5	June 3 July 3	September 22 October 20	August 26 September 23	August 2 September 6

CAPREOL

<u>Interim</u>	February 26 April 28	February 25 April 28	February 25 April 28	February 24 April 27	February 28 April 26	February 26 April 28	February 26 April 28	March 29 April 28	February 29 April 28
<u>Final</u>	June 26 September 28	June 28 September 28	June 28 September 28	June 28 September 28	June 27 September 27	June 27 September 26	September 28 October 28	June 29 July 29	June 30 September 29

WALDEN

<u>Interim</u>	February 21 March 20	February 18 March 18	February 18 March 18	February 17 March 17	February 23 March 22	February 21 March 21	March 6 April 3	March 26 April 23	March 17 April 14
<u>Final</u>	June 19 July 17	June 18 July 16	May 27 June 24	May 26 June 23	June 7 July 5	May 23 June 20	September 25 October 23	September 24 October 22	August 18 September 15

TAX INSTALMENT DUE DATES

	1992	1993	1994	1995	1996	1997	1998	1999	2000
--	------	------	------	------	------	------	------	------	------

RAYSIDE BALFOUR

<u>Interim</u>	February 14 March 13	February 10 March 10	February 9 March 8	February 14 March 14	February 13 March 13	March 12 April 13	March 3 April 7
<u>Final</u>	June 2 July 2	June 2 July 7	June 7 July 5	June 6 July 4	September 30 October 30	August 31 September 30	August 9 September 6

NICKEL CENTRE

<u>Interim</u>	February March	February 22 March 22	February 22 March 22	February 21 March 21	February 23 March 23	March 12 April 12	March 3 April 7
<u>Final</u>	June 22 July 22	June 21 July 21	June 21 July 22	June 20 July 21	September 28 October 28	August 31 September 30	August 10 September 7

VALLEY EAST

<u>Interim</u>	unavailable unavailable	unavailable unavailable	January 26 February 23	January 31 February 28	February 13 March 13	March 5 April 5	March 3 April 7
<u>Final</u>	May 29 June 26	June 18 July 16	May 31 June 28	May 30 June 27	September 25 October 23	August 27 September 24	July 31 August 31

ONAPING FALLS

<u>Interim</u>	February 26 March 18	February 21 March 21	March 2 April 2	March 4 April 4	March 15 April 17	April 21 May 21	March 27 April 26
<u>Final</u>	June 18 July 15	June 21 July 21	June 29 July 29	June 23 July 23	September 30 October 30	September 28 October 26	August 22 September 20

Community Viability Committee

**Councillor Mike Petryna, Chair
Councillor Louise Portelance, Vice-Chair**

Request for Recommendation Priorities Committee



Type of Decision									
Meeting Date	June 26, 2002				Report Date	June 19, 2002			
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

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

Report Title
Approval of School Crossing Guard Policy

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	
That the School Crossing Guard Policy be approved by Council of the City of Greater Sudbury and that all 42 current school crossing locations be grandfathered with Council's option to review each location change as described in the policy.	
<input type="checkbox"/>	Recommendation attached

Recommended by the General Manager

 Caroline Hallsworth
 General Manager, Citizen and Leisure Services

Recommended by the C.A.O.

 Mark Mieto
 Acting CAO

**Request for Decision
City Council**



Recommendation <i>continued</i>	X	Background
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Please indicate if the information below is a continuation of the Recommendation or Background

Report Prepared By

Lisa Church

Lisa Church
School Crossing Guard Supervisor

Division Review

Robert Johnston

Robert Johnston
Director, Transportation Services

A school crossing is a form of traffic control where school children are supervised in order to facilitate a safe crossing of a roadway by elementary school aged children. The School Crossing Guard is a vital component of the overall school crossing network. Along with the School Crossing Guard, the policy, warrant criteria, equipment, signage, safety standards and public education are also important safety elements of the school crossing.

The School Crossing Guard service is provided by the municipality in accordance with the Highway Traffic Act. Although school crossings are not a legislative requirement, the City of Greater Sudbury has elected to provide the school crossing service. In the province of Ontario, Municipal School boards do not have the legislated authority to establish new school crossings on their own accord or to provide the school crossing service.

The review of the School Crossing Guard service determined that the existing levels of service between municipalities, prior to amalgamation, varied significantly. City staff have worked towards developing and implementing common policies across the City of Greater Sudbury to achieve a consistent work standard.

There are currently 42 school crossing locations that are staffed by 1 School Crossing Guard per location with the City of Greater Sudbury. To provide for a consistent standard across the City of Greater Sudbury, all School Crossing Guards have had their equipment updated to include Ministry standard equipment.

The 42 School Crossing locations are comprised of the following categories:

- 5 4 way stop crossings
- 19 crossings at an intersection without a stop sign or lights
- 5 mid block crossings
- 8 signalized crossings
- 5 3 way stop crossings

In the review of school crossing locations, the warrant criteria that has been established has been applied to determine the merit of the existing crossings as well as the addition of new crossings. The warrant criteria is based on numbers of children crossing, gap times, sight lines and vehicular traffic flow and speed.

**Request for Decision
City Council**



Recommendation <i>continued</i>	X	Background
--	----------	-------------------

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

The requirement for the addition or removal of a school crossing location may be influenced by a number of factors. The opening and closing of schools due to changing demographics in the City of Greater Sudbury as well as increased busing options for students are two factors which are given consideration along with the policy, when either adding or removing a location. All four school boards in the City of Greater Sudbury participate in the Sudbury Student Services Consortium which manages transportation for all students in the City of Greater Sudbury. City staff, in cooperation with the consortium have worked cooperatively to provide busing options for children where a school crossing is not warranted.

The approval of the School Crossing Guard Policy will allow for the consistent evaluation of all School Crossing locations as well as assist in the implementation of common policies. The School Crossing Guard Policy will allow for a high standard service for the children our community.

In this document we present to Council the following 2 options:

Option 1 That the School Crossing Guard Policy be approved by Council of the City of Greater Sudbury and that all 42 current school crossing locations be grandfathered with Council's option to review each location change as described in the policy.

Option 2 That the School Crossing Guard Policy be approved by Council of the City of Greater Sudbury and applied immediately which would result in the removal of 11 locations.

Option 1 is recommended by staff as it preserves the current service levels while establishing measurable criteria for the application of the School Crossing Guard Policy.

CITY OF GREATER SUDBURY SCHOOL CROSSING GUARD POLICY

BACKGROUND

A School Crossing is a form of traffic control where school children are supervised by a School Crossing Guard in order to facilitate a safe crossing of a roadway

The purpose of a school crossing **warrant system** is to ensure the safety of school children by providing safe, reliable, and consistent criteria for the determination of crossing locations. *Section 176 of the Highway Traffic Act R.S.O. 1990*, provides the legislation governing the deployment of the School Crossing Guards. The warrant criteria established in this policy document is based upon recommendations of the “1992 School Crossing Review” undertaken by the Ministry of Transportation, which has been recognized and adopted by municipalities in Ontario as a uniform standard.

Although municipal school crossings are not a legislative requirement, the City of Greater Sudbury has elected to provide this service for the children of our community. All School Crossing Guards are employed by the City. This service may also be delivered by a firm under contract to the City. In the province of Ontario, School Boards do not have the legislated authority to establish School Crossings on their own accord or to provide the service.

The warrant criteria established for the City of Greater Sudbury is based on the number of children crossing at a school location in conjunction with established engineering principles such as “Gap Times” and “Sight Visibility” which quantifies and tests the safety factors of a school crossing location, as defined by the Ministry of Transportation Review document standards.

WARRANT SYSTEM

ADDING A SCHOOL CROSSING LOCATION

A School Crossing Guard will be added at a location within the City of Greater Sudbury when both Criteria I (Number of School Children) & Criteria II (Gap Time or Sight Lines) are met.

Criteria I

Number of School Children

A minimum of 40 elementary school children cross a two lane street with a regulatory speed limit of 40 km/hour or 50 km/hour or, 20 children crossing a major arterial road with two or four lanes with a regulatory speed limit of 60 km/hour.

Criteria II

Gap Time

Fewer than 5 sufficient time gaps (based on five minute time frames) during the defined periods children go to school, namely before and after school, are available for children to cross a roadway safely. Appendix I attached to this report provides the Gap Time formula calculations.

OR

Sight Lines

Insufficient sight visibility distances are provided for either the child or the driver at a crossing location. Appendix II attached to this report defines the sight visibility distances formula calculations.

DELETING A SCHOOL CROSSING LOCATION

A school crossing guard location will be deleted when either criteria III & IV are met.

Criteria III

Number of School Children

The number of elementary school children crossing a two lane street with a regulatory speed limit of 50 km/hour decreases to 20 students or less; or the number of school children crossing a major arterial road with two or four lanes with a regulatory speed limit of 60 km/hour decreases to 10 students or less.

Criteria IV

Gap Time

Street conditions are altered either through design or other external factors which results in an increase in Gap Times such that there are five (5) or more sufficient gaps (based on five minute time frames) during the defined periods children go to school, namely before and after school, which are available for children to cross a roadway safely.

Sight Lines

The sight visibility distances improve through design or external factors which are sufficient to provided for the safe crossing of elementary school children at the crossing location.

AUTHORITY

Any changes in service levels will be brought before Council for their consideration.

APPENDIX I

TABLE 1

**Adequate Gap Time
(In Seconds)**

$$G = \frac{w}{1.1} + 4 + (N-1)2$$

Critical Width w, (metres)	Number of Rows, N									
	1	2	3	4	5	6	7	8	9	10
4	8	10	12	14	16	18	20	22	24	26
5	9	11	13	15	17	19	21	23	25	27
6	10	12	14	16	18	20	22	24	26	28
7	11	13	15	17	19	21	23	25	27	29
8	12	14	16	18	20	22	24	26	28	30
9	13	15	17	19	21	23	25	27	29	31
10	14	16	18	20	22	24	26	28	30	32
11	14	16	18	20	22	24	26	28	30	32
12	15	17	19	21	23	25	27	29	31	33
13	16	18	20	22	24	26	28	30	32	34
14	17	19	21	23	25	27	29	31	33	35
15	18	20	22	24	26	28	30	32	34	36
16	19	21	23	25	27	29	31	33	35	37
17	20	22	24	26	28	30	32	34	36	38
18	21	23	25	27	29	31	33	35	37	39
19	22	24	26	28	30	32	34	36	38	40
20	23	25	27	29	31	33	35	37	39	41
21	24	26	28	30	32	34	36	38	40	42
22	24	26	28	30	32	34	36	38	40	42
23	25	27	29	31	33	35	37	39	41	43
24	26	28	30	32	34	36	38	40	42	44
25	27	29	31	33	35	37	39	41	43	45

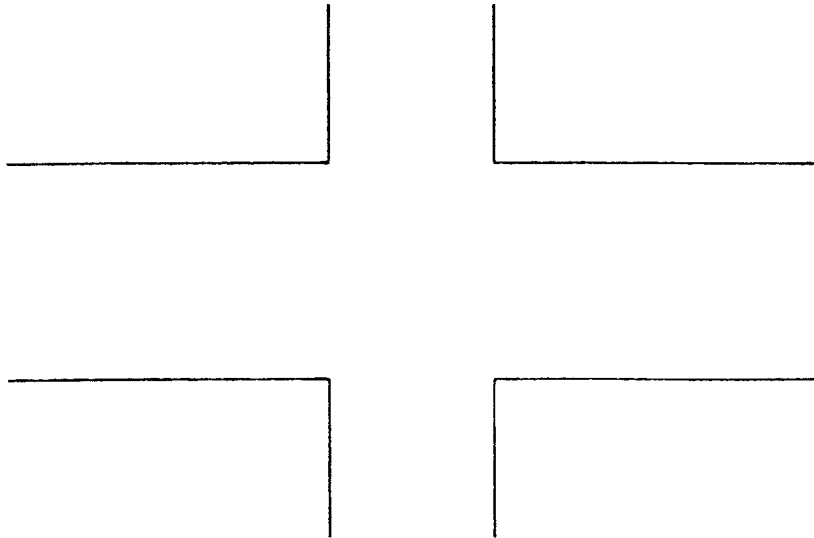
APPENDIX II

FIGURE 1
EXISTING BASE DATA

LOCATION:

DATE:

SUBMITTED BY:



DATA TO BE COLLECTED:

- critical width of the roadway (the distance children must actually walk measured at the point from which a child starts onto the roadway to the point at which they leave the roadway)
- pavement width - type and condition
- shoulder width - type and condition
- sidewalks - type, width, condition
- pavement markings
- adjoining property - type, usage, driveways, ramps
- poles - purpose and location
- signs - type and position
- bus stops
- parking restrictions
- grade of roads
- speed limit (and 85th percentile on each approach)
- existing pedestrian and traffic control
- sight restrictions

TABLE 2

Child's Visibility Distance

$$V_m = \frac{w}{1.1} \times \text{Speed Limit (km/h)} \times .2777$$

Critical Width w, (metres)	Speed Limit (km/h)					
	10	20	30	40	50	60
4	11	21	31	41	51	61
5	13	26	39	51	64	76
6	16	31	46	61	76	91
7	18	36	54	71	89	107
8	21	41	61	81	101	122
9	23	46	69	91	114	137
10	26	51	76	101	127	152
11	28	56	84	112	139	167
12	31	61	91	122	152	182
13	33	66	99	132	165	197
14	36	71	107	142	177	213
15	38	76	114	152	190	228
16	41	81	122	162	202	243
17	43	86	129	172	215	258
18	46	91	137	182	228	273
19	48	96	144	192	240	288
20	51	101	152	202	253	303
21	54	107	160	213	266	319
22	56	112	167	223	278	334
23	59	117	175	233	291	349
24	61	122	182	243	303	364
25	64	127	190	253	316	379

TABLE 3
Driver Stopping Sight Distance

$$SSD = .278PV + \frac{v^2}{255(f+g)}$$

% GRADE	Speed Limit (km/h)					
	30	40	50	60	70	80
-10	33	51	74	106	140	181
- 9	32	50	72	103	136	175
- 8	32	49	71	101	132	170
- 7	32	49	70	98	129	165
- 6	31	48	69	96	126	160
- 5	31	47	67	94	123	156
- 4	31	47	66	92	120	152
- 3	30	46	65	90	117	149
- 2	30	46	64	89	115	145
- 1	30	45	64	87	113	142
0	30	45	63	86	111	139
1	29	44	62	84	109	137
2	29	44	61	83	107	134
3	29	43	61	82	105	132
4	29	43	60	81	104	129
5	29	43	59	80	102	127
6	29	42	59	79	101	125
7	28	42	58	78	99	123
8	28	42	58	77	98	122
9	28	41	57	76	97	120
10	28	41	57	75	96	118

Based on Driver Perception-Reaction Time of 2.5 seconds



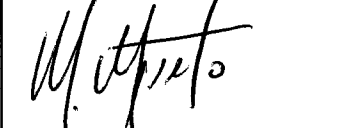
COEFFICIENT OF FRICTION - METRIC	
KM/H	f
30	.40
40	.37
50	.35
60	.32
70	.31
80	.30

Report To: Community Viability Committee

Report Date: June 13, 2002

Meeting Date: June 26, 2002

Subject: City of Greater Sudbury Entrance Culvert Policy

<p>Division Review:</p>  <p>M. Montpellier Director of Operations</p>	<p>Department Review:</p>  <p>D. Bélisle General Manager of Public Works</p>	<p>C.A.O. Review:</p>  <p>M. Mieto Acting Chief Administrative Officer</p>
<p>Report Prepared by: R.M. Falcioni, P.Eng., Operations Engineer.</p>		

Recommendation:

That Council establish an Entrance Culvert Policy whereby the property owner pays a rate based on one hundred percent (100%) of the cost for installation of a new culvert and the City subsidizes replacement of residential culverts at a cost of fifty percent (50%) of the new culvert rate. Where the property owner is not in agreement with these cost the City would apply these costs to their municipal taxes. The City will continue to be responsible to maintain flow in the culvert. The details are as outlined in the attached report.

Background:

With the creation of the City of Greater Sudbury it is necessary to rationalize the entrance culvert policy from the former municipalities to a single policy for the new City. The following chart summarizes briefly what the policies were in each of the former municipalities for residential entrance culverts.

Municipality	Initial Installation	Replacement /Reset	Costs	Comments
Valley East	home owner	home owner	-permit required -Town set grades -installation - \$101/meter -\$500 refundable deposit on application	-min size 450 mm -may use contractor -deposit refunded if culvert installed to standard
Capreol	N/A	N/A	N/A	no residential culverts in Town
Rayside - Balfour	home owner	home owner	-permit req'd - \$57 fee -replacement - \$67/meter -reset - \$50/meter -\$400 refundable deposit on application	-min size 450 mm -2 year guarantee if installed by Town -may use contractor -deposit refunded if culvert installed to standard
Onaping Falls	home owner	home owner	-permit req'd - \$57 -replacement - \$67/meter -reset - \$50/meter -\$400 refundable deposit on application	-min size 450 mm -2 year guarantee if installed by Town -may use contractor -deposit refunded if culvert installed to standard
Walden	home owner	after 5 years the Town maintains	-permit required -actual costs	-min size 375 mm -min length 6 meters
Nickel Centre	home owner	replacement by the home owner reset by the Town	-no permit required -must inform Town -replacement - \$133/m	-min size 450 mm -may use contractor -Town inspected after installation
Sudbury	home owner	home owner	-permit required -replacement - 75% of actual cost, about \$115/m -reset - \$145 lump sum	-min size 450 mm -may use contractor

Region of Sudbury	home owner	home owner	permit required replacement - \$139/m reset - \$298 lump sum	-min size 450 mm -may use contractor
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Ongoing maintenance, in all cases, such as cleaning and thawing is done by the municipality.

As part of developing a new policy, the policies of several other municipalities around the Province were investigated. The following chart summarizes the policies from six other municipalities.

Municipality	Initial Installation	Replacement /Reset	Costs	Comments
North Bay	home owner	city	permit required -installation - \$75/m plus \$25/coupling -\$200 min charge	-allow poly, -will reset if they get a 6" heave /rusted out /causing a liability for City, - do about 200/yr -may use registered contractors
Sault Ste. Marie	home owner	city	-permit required -installation~\$100/m	-allow poly -must be scraping before resetting/ will pad before resetting/ -restore with asphalt if hard surfaced -\$122,000/ditching - \$55,000/mtce
London	home owner	city	-permit required	-allow poly -must use contractor
Hamilton	home owner	city	permit required	-allow poly -new policy being developed by consultant expected in April/May
County of Wellington	home owner	county	-permit required -\$300 refundable deposit on application	-allow poly -may use contractor -deposit refunded if installed correctly - no problems with heaving

From the chart it can be seen that these other municipalities look after all future maintenance of entrance culverts once they are installed. North Bay and Sault Ste. Marie are the only municipalities that experience significant heaving problems with culverts and replace and reset up to 200 culverts each year. The City of Greater Sudbury covers a larger geographical area with a large rural component, so we could expect to do a larger number of resets. If Council wishes to cover the cost of future maintenance of entrance culverts, the budget for culvert replacements should be increased by \$220,000.00. This represents the cost of 150 replacement culverts and 100 resets annually. There would also be the need for strict guidelines under which culverts would be replaced, otherwise the budget increase would have to be substantially larger.

Summary:

The former Municipalities of the City of Greater Sudbury had a user pay policy with respect to entrance culverts and on going maintenance and unless Council is prepared to improve service levels with a corresponding increase in costs it is recommended that the new culvert policy reflect that philosophy. The following summarizes the recommended policy and process that should be followed.

Description	Responsibility	Cost	Comments
entrance culvert application	home owner	\$50 00 fee if work to be done by home owner or contractor - Cost of application included in installation charge if done by City	-Covers the cost of administration -Application to be processed through Transportation and Operations Departments for location, sizing and grades -Permit issued after application is approved -Grades and final inspection done by Operations
new installation	home owner	\$100 00 per meter for all sizes up to 1 meter diameter - Over 1 meter the charges will be based on actual costs	-Minimum size 450mm -This fee is based on the actual cost of a culvert installation -Home owner may use an approved contractor to do installation
reset or replacement	home owner	\$50 00 per meter	-This fee is based on 50 % cost of a new culvert -City will reset or replace culvert - Surface restoration and head wall replacement is the responsibility of the property owner

The minimum length of an entrance culvert is 6 meters (20 feet) and would cost the average

home owner \$600.00 plus taxes.

The policy recommends that Council pass a by-law establishing that should an entrance culvert not be installed in accordance with municipal standards or a home owner refuse to replace or reset a culvert that has collapsed or heaved, causing interference with roadside drainage or property flooding, the city may proceed with corrective work and recover the costs through the home owners municipal taxes. The by-law should include that the proposed fees identified in this recommended policy be adjusted annually with the user fee bylaw.

When the City does road reconstruction, drainage improvements or sewer and water work that requires the excavation of the entrance culverts there would be no cost to the home owner for replacement or resets.. The City would not be responsible to put back culvert head walls, but would install longer culverts to maintain the entrance width and provide for side sloping.

Commercial, industrial and institutional entrance culverts that fall under a Site Plan Control Agreement would not require an entrance permit. All future maintenance and alterations or replacement of those culverts would be the responsibility of the property owner.

Policy:

The policy shall:

- 1) Establish that all entrance culverts require an application and permit by the property owner.
- 2) Establish charges for this work if performed by City forces.
- 3) Establish that reset and future replacements be subsidized and the rate be 50% of the new installation charge.
- 4) Include that Council pass a By-Law establishing that should an entrance culvert not be installed in accordance with municipal standards or a home owner refuse to replace or reset a culvert that has collapsed or heaved, causing interference with roadside drainage or property flooding, the City may proceed with corrective work and recover the costs through the home owner's municipal taxes. The By-Law should include that the proposed fees identified in this recommended policy be adjusted annually with the User Fee By-Law.
- 5) Include that when the City does road reconstruction, drainage improvements or sewer and water work that requires the excavation of the entrance culverts there would be no cost to the home owner for replacement or resets. The City would not be responsible to put back culvert head walls, but would install longer culverts to

maintain the entrance width and provide for side sloping.

- 6) Include that all commercial, industrial and institutional entrance culverts would not be subsidized. If they fall under a Site Plan Control Agreement they would not require an entrance permit and all future maintenance and alterations or replacement of those culverts would be the responsibility of the property owner.

Request for Recommendation Priorities Committee



Type of Decision									
Meeting Date	June 26, 2002				Report Date	June 17, 2002			
Recommendation Requested		Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

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

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

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

Recommendation	
<input type="checkbox"/>	Recommendation attached

Recommended by the General Manager
 D Bélisle, General Manager of Public Works

Recommended by the C.A.O.
 M Mieto, Acting Chief Administrative Officer

Request for Recommendation Priorities Committee



Recommendation <i>continued</i>	x	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

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

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

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

Capital Roads Budgets

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

Request for Recommendation Priorities Committee



Recommendation <i>continued</i>	x	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

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

TABLE 1

Capital Road Expenditures

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

Request for Recommendation Priorities Committee



Recommendation *continued*

x Background

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

Current Roads Budgets

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

TABLE 2

Current Road Expenditures (Maintenance)

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

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

Request for Recommendation Priorities Committee



Recommendation <i>continued</i>	x	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

TABLE 3

Total Road Budgets, Capital and Current

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

* Actual Capital Expenditures
 ** Budgeted Maintenance Expenditures

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

Urban vs Rural Roads

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

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

2001 Actual Expenditures and the 2002 Current Roads Budget

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

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

Request for Recommendation Priorities Committee



Recommendation <i>continued</i>	x	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

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

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

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

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

Request for Recommendation Priorities Committee



Recommendation <i>continued</i>	x	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

Summary

The following key messages emerge from all of the foregoing.

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

Request for Recommendation Priorities Committee



Recommendation <i>continued</i>	x	Background
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Please indicate if the information provided below is a continuation of the Recommendation or Background

Options

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

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

We await Council's direction on this matter.

2002 CAPITAL PROJECTS PUBLIC WORKS

ROADS & DRAINAGE ENVELOPE

Structures

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

Drainage

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

Sidewalks & walkways

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

New Streetlights

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

Streetlight & pole replacements/upgrading

\$175,000

Traffic lights replacements/upgrading

\$70,000

Road reconstruction

Bancroft Drive, Kingsway to Waterview Apt., Phase 1

\$1,100,000

2002 CAPITAL PROJECTS PUBLIC WORKS

ROADS & DRAINAGE ENVELOPE (continued)

Road resurfacing, minor upgrading & spot repairs

(subject to refinements from results of Pavement Management Study)

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

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

\$707,204

TOTAL ROADS & DRAINAGE ENVELOPE

\$8,647,204

FUNDING

2002 Capital Allocation from Current

\$8,647,204

APPENDIX 'B'

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