



Priorities
Committee
Agenda

to be held on
Wednesday, OCTOBER 9TH, 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

FIFTH MEETING OF THE PRIORITIES COMMITTEE
TO BE HELD ON WEDNESDAY, 2002-10-09
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 RON DUPUIS, IN THE CHAIR

- i. Declarations of Pecuniary Interest
- ii. Letter dated 2002-10-03 from the Acting Chief Administrative Officer regarding Review of Corporate Priorities Committee Process.
(FOR INFORMATION) i-viii
- iii. **MOTION** to move into Sub-Committees - Public & Intergovernmental Affairs Committee.

ANY ITEMS NOT DEALT WITH BY THE ADJOURNMENT HOUR OF 10:00 P.M. WILL BE CARRIED OVER TO THE WEDNESDAY, OCTOBER 23rd, 2002 MEETING OF THE PRIORITIES COMMITTEE.

October 3rd, 2002

Deputy Mayor Ron Dupuis and
Members of City of Greater Sudbury Council

Madam and Gentlemen:

Re: Review of Corporate Priorities Committee Process

Council established the Corporate Priorities Committee in June of 2002 as the result of the Governance Review recommendations by Mr. George Cuff. At the time of adoption a commitment was made to come back to Council in the Fall to undertake a review of the process.

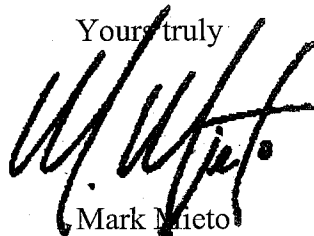
The first item of the Corporate Priorities Committee should be set aside for a discussion with Council as to what improvements we can make to the Committee's processes.

The Corporate Priorities Committee was established mainly to allow for more public participation and Council debate on policy issues before making a final decision at a regular Council meeting. Consequently, the agenda of the Committee should reflect policy issues as determined by Council.

After reviewing the agendas of the Committees for the last few months one can determine many of the agenda issues are originated from staff and the original intent was for Council to provide input.

Enclosed you will find the policy reports currently being developed by staff for the Corporate Priorities Committee. As policy reports are complex in nature and require time to properly develop the Corporate Priorities Committee can give direction as to any other policy reports it may wish to have developed.

Your truly

A handwritten signature in black ink, appearing to read 'Mark Nieto', written over a horizontal line.

Mark Nieto
Acting Chief Administrative Officer

MM/mc

Attach.

c.c. General Managers

Policies Being Developed and Target Dates
As described in the 2002 Citizen and Leisure Services Business Plans

Policy	Target Dates
Leisure, Community and Volunteer Services	
To develop a new Municipal Alcohol Policy for all facilities in the City of Greater Sudbury and bring a final policy to Council for their consideration.	2003
To complete the review of Ice User Fees and bring a final policy to Council for their consideration.	Passed January 31, 2002
To work with user groups to review and recommend a Community Hall Facility Rental User Fee policy and to bring a final policy to Council for their consideration.	Early 2003
To work with user groups to review and recommend a Playfield User Fee policy and to bring a final policy to Council for their consideration.	2003
To develop a clear and harmonized policy on Leisure Program fees that enhance citizen access to affordable programs and services.	2004
To work with the Volunteer Advisory Panel to develop a screening policy for volunteers who work directly and indirectly with the municipality for Council's consideration.	2003
To work with the Civic Arts and Culture Advisory Panel to review and update the Civic Arts Policy so as to reflect the new City of Greater Sudbury and to bring a revised policy to Council for their consideration.	2003
Citizen Services	
To continue working with the Library Board to develop an Intellectual, Freedom and Collection Development Policy.	2003
To continue working with the Library Board to develop an Internet Policy.	2003
To continue working with the Library Board to develop a Respect for Rights To Use the Library and Access Information Policy.	Passed September 19, 2002
To continue working with the Library Board to develop a Meeting Room, Display Case and Equipment Use Policy.	Passed September 20, 2001
To continue working with the Library Board to develop a Membership and Circulation of Library Materials Policy.	Passed December 13, 2001
To work with the Heritage Museum Advisory Panel to develop a Governance Standard that brings the Heritage Museums into compliance with the Museum Operating Guidelines.	May 2, 2002

To work with the Heritage Museum Advisory Panel to develop Research and Collections Management Standards.	May 2, 2002
To work with the Heritage Museum Advisory Panel to develop a Conservation Standard.	2002
To work with the Heritage Museum Advisory Panel to develop a Finance Standard.	2003
To work with the Heritage Museum Advisory Panel to develop an Exhibition Standard.	2003
To work with the Heritage Museum Advisory Panel to develop an Interpretation and Education Standard.	2003
To work with the Heritage Museum Advisory Panel to develop a Physical Plant Standard.	2004
To work with the Heritage Museum Advisory Panel to develop a Community Standard.	2004
To work with the Heritage Museum Advisory Panel to develop a Human Resource Standard.	2004
To work with the Cemetery Advisory Panel to review and recommend consolidated Cemetery By-Laws to Council.	Fall 2002
Transportation Services	
To work in consultation with school boards to develop a School Crossing Guard policy to be brought to Council for their consideration.	Passed June 17, 2002
To work with the Parking Advisory Panel to conduct a systematic review of Central Business District Parking and to develop new parking policies for Council's consideration.	2003
To develop a Handi-Transit Policy for Council's consideration with recommendations on the time lines, priorities and process to be followed to achieve service harmonization	Passed August 14, 2001
Handi-Transit Policy amendment with respect to visually impaired clientele where circumstances dictate a legitimate need for provision of same for Council's consideration.	Passed July 2, 2002

**Corporate Services Department
Policies Being Developed and Target Dates**

Policy	Target Dates	
Finance Division:		
Budget (timing, inflationary increases, financial principles, financial controls - re-allocations, drawing from and contributing to reserves, etc.)	early 2003	
Long Term Financial Plan Policy	November 2002	
Legal Services Division:		
Animal Control	latter part of 2003	
Licensing (through Task Force)		
Cemeteries		
Culverts		
Open air Burning		
Fire Arms		
House Numbering		
Noise		
Fire Routes		
Gifting of City Land		
Lease of City Land		
Parks Regulations		
Police Delegation		
Record Retention		
Road Fouling		
Signs		
Store Hours		
Boxing Day Closing		
Logo Use		
Use of Concourse, Municipal Facilities		
Foot Path Policy		
Supplies and Services Section:		
Purchasing By-Law		June 2003

September 30th, 2002

**Emergency Services Department
Policies Being Developed and Target Dates**

Policy	Target Dates
Emergency Medical Services Division:	
Emergency Coverage Statement for the City of Greater Sudbury	June 2003

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EDPS Business Plans
Policies Being Developed and Target Dates

Policy	Target Dates
Economic Development	
To propose all project funding applications to FedNor from the City of Greater Sudbury, including all departments and related entities that require annual budget approval from the City of Greater Sudbury, be approved by the GSDC to ensure consistency with the economic development strategies and priorities of the City of Greater Sudbury	Fall, 2002
Planning Services - Housing Services	
To propose a policy, through the adoption of a Shareholder's Declaration, which will govern the relationship between the City and the Greater Sudbury Housing Corporation. The Declaration would provide a local flavour to the framework currently in place through the Social Housing Reform Act and Regulations.	Fall 2002
To propose policies with respect to the City's social housing registry and the processing of applications in accordance to the requirements of the Social Housing Reform Act & Regulations. Both the Act & Regs provide for some local flexibility in addressing applicant needs. The policy would provide a framework for staff.	Winter 2002

**H&SS Business Plans
Policies Being Developed and Target Dates**

Policy	Target Dates
Social Services/Employment Support Services	
To propose a general policy on homeless developed by staff in co-operation with the Task Force on Emergency Shelters and Homelessness for Council's consideration.	Fall 2002
To develop an extreme cold weather alert policy that will outline increased services to the homeless during extreme weather conditions as deemed by Environment Canada.	Fall 2002
Community Placement Target Fund To identify a policy to manage outcomes associated with targeted funds from Ontario Works	Fall 2002
Seniors Services	
Business Plan - Seniors Campus Community Partners To propose a course of action associated with surplus space at Pioneer Manor and how it can best be used in the evolution of a Seniors Campus	Fall 2002
Preferred Accommodation To prepare a policy on the assignment of private rooms within the new redeveloped wings at Pioneer Manor	Fall 2002

**Public Works
Policies Being Developed and Target Dates**

Policy	Target Dates
To develop a policy and implementation strategy for Traffic Calming in Residential areas	December 2002

PUBLIC & INTERGOVERNMENTAL AFFAIRS COMMITTEE: COUNCILLOR COURTEMANCHE

The following items were carried over from the 2002-09-25 meeting of the Priorities Committee:

MANAGERS' REPORTS

1. Report dated 2002-09-19 from the General Manager of Economic Development & Planning Services regarding FedNor Application Process.

1-2

RECOMMENDATION:

WHEREAS FedNor provides municipalities with access to funding for economic development projects;

AND WHEREAS the City of Greater Sudbury has designated the Greater Sudbury Development Corporation (GSDC) as its economic development agency, implementing economic development strategies and priorities approved by City Council;

THEREFORE BE IT RESOLVED that all project funding applications to FedNor from the City of Greater Sudbury, including all departments and related entities that require annual budget approval from the City of Greater Sudbury, be approved by the GSDC to ensure consistency with the economic development strategies and priorities of the City of Greater Sudbury.

The following are new items for the current Agenda:

MANAGERS' REPORTS

2. Report dated 2002-09-03 from the Acting General Manager of Health & Social Services regarding Community Placement Target Fund.

3-8

RECOMMENDATION:

WHEREAS the City of Greater Sudbury will provide enhanced access to employment assistance activities and community support services to Ontario Works participants and persons at risk with funding received as a result of exceeding Community and Employment Placement targets;

AND WHEREAS the City acknowledges that funding it receives as a result of the employment-related activities of Ontario Works participants should be reinvested in programs and services that will benefit those who are most in need and that this reinvestment will ensure that increased revenue to operate the Employment Assistance component of the Ontario Works Program is generated through the Levels of Service performance-based funding model;

Item 2 (Continued) ...

Be it therefore resolved that THE EXPENDITURE OF THE Community Placement Target Fund be approved as follows:

1. A total amount of \$450,000 be allocated to the Skills Training budget for Ontario Works participants in 2002, 2003 and 2004;
2. An amount of \$207,000 be allocated to YMCA Employment and Career Services for the period covering July 1, 2002 to December 31, 2004 for the continuation of the Community Helpers Program;
3. An amount of \$46,700 be allocated to the Mid North Network of Adult Learning for the period covering September 1, 2002 to December 31, 2004 to provide the services of a literacy assessor;
4. An amount of \$106,000 be allocated for the period covering October 1, 2002 to December 31, 2004 to hire a temporary employee to assist with the development and preparation of resumes for Ontario Works participants;
5. A total amount of \$100,000 be allocated to Sudbury Community Service Centre, the Pastoral Institute of Northern Ontario and Sudbury Family Service for the period covering January 1, 2003 to December 31, 2004 to provide budget counselling and family and individual counselling;
6. An amount of \$14,000 be allocated for the period covering January 1, 2002 to December 31, 2003 for the purpose of providing training to the employees of the Social Services Division and the Employment Support Services Section to ensure that the needs of hard-to-serve Ontario Works participants are met through screening and appropriate referral to community resources;
7. A total amount of \$734,000 be allocated to organizations such as Corner Clinic, Elizabeth Fry Transition House, Inner Sight Educational Homes, Overcomers, John Howard Society, Elgin Street Mission and the Social Planning Council for the purpose of implementing programs for the City's homeless population with the support of the Task Force on Emergency Shelters and Homelessness for the period covering January 1, 2003 to December 31, 2005 and an amount of \$126,000 be allocated for the internal administration of these projects for the period covering January 1, 2003 to December 31, 2003;
8. The remaining amount of \$203,300 be used to establish a reserve for the purpose of financing future programs and services that will benefit those who are most in need and increase the revenue required to operate the Employment Assistance component of the Ontario Works Program through the Levels of Service Funding Model.

3. Report dated 2002-10-02 from the Acting General Manager of Health & Social Services regarding Policy Recommendation for Homelessness in the City of Greater Sudbury.

9-28

RECOMMENDATION:

WHEREAS the City of Greater Sudbury recognizes that all Citizens are vulnerable to becoming homeless;

AND WHEREAS the City of Greater Sudbury through consultation with community partners, will continue to monitor and adapt to the changing needs of those citizens who are at risk of becoming or are experiencing homelessness;

AND WHEREAS the City of Greater Sudbury is committed to working in partnership with all levels of Government, the private sector and our community to ensure that all citizens have supports available to live in a "healthy, safe and stimulating community";

AND WHEREAS the City of Greater Sudbury has allocated funds to the Social Services Division through the existing budget and with enhanced one time financial support provided from the Community Placement Target Fund to maintain homelessness services through 2003, 2004 and 2005;

THEREFORE BE IT RESOLVED THAT Council adopt Option #3.

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

MOTION to move into the Finance & Program Accountability Committee.

FINANCIAL & PROGRAM ACCOUNTABILITY: DEPUTY MAYOR GAINER, CHAIR

The following item was carried over from the 2002-09-11 meeting of the Priorities Committee:

MINUTES

4. Report No. 2, Finance & Efficiencies Sub-Committee Minutes of August 12th, 2002. **29-47**

This matter was approved by Committee at the 2002-09-11 Priorities Committee Meeting and requires only final approval by the Priorities Committee.

RECOMMENDATION:

THAT Report No. 2, Finance & Efficiencies Sub-Committee Minutes of August 12th, 2002 be received.

CORRESPONDENCE FOR INFORMATION ONLY

5. Report dated 2002-09-18 from the General Manager, Corporate Services and Acting General Manager, Emergency Services regarding July 2002 Variance Report. **48-60**
(FOR INFORMATION)
6. Report dated 2002-09-17 from the General Manager, Corporate Services and Acting General Manager, Emergency Services regarding 2001 User Charges. **61-62**
(FOR INFORMATION)
7. Report dated 2002-09-20, with attachment, from the General Manager, Corporate Services and Acting General Manager, Emergency Services regarding Information Technology Division Resourcing Plan. **63-77**

RECOMMENDATION:

THAT this Report be accepted by Council, subject to the hiring of four (4) Temporary Staff for seven (7) months; that a Consultant be retained to validate the findings of the Report; and that the results of the Operational Review be brought forward as part of the 2003 Base Budget; and that the costs associated with the hiring of the Temporary Employees and the Operation Review be funded from the Transition Budget.

The following are new items for the current Agenda:

DELEGATIONS

8. Phase 3 - Long Term Financial Plan - Progress Report

- John Hughes (Hemson Consulting Ltd.)

(FOR INFORMATION) {OVERHEAD PRESENTATION}

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

Motion to move into the Community Viability Committee.

COMMUNITY VIABILITY: COUNCILLOR PETRYNA, CHAIR

There are no items to be dealt with by the Community Viability Committee on this Agenda.

PRIORITIES COMMITTEE: DEPUTY MAYOR RON DUPUIS, 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. If there are no questions or debate on the recommendations, then one motion will be presented to adopt all the recommendations.)

9. 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.

10. ADJOURNMENT: 10:00 P.M.

2002-09-06

**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	September 25, 2002				Report Date	September 19, 2002			
Recommendation	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Sub-Committee Check-Off

Please indicate which sub-committee will deal with this issue

<input type="checkbox"/>	Community Viability	<input checked="" type="checkbox"/>	Public & Intergovernmental Affairs	<input type="checkbox"/>	Financial & Program Accountability
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Report Title

FedNor Application Process

Policy Implications + Budget Impact

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

Background attached

Recommendation

Whereas FedNor provides municipalities with access to funding for economic development projects,

And whereas the City of Greater Sudbury has designated the Greater Sudbury Development Corporation (GSDC) as its economic development agency, implementing economic development strategies and priorities approved by City Council,

Therefore, be it resolved that all project funding applications to FedNor from the City of Greater Sudbury, including all departments and related entities that require annual budget approval from the City of Greater Sudbury, be approved by the GSDC to ensure consistency with the economic development strategies and priorities of the City of Greater Sudbury.

Recommendation attached

Recommended by the General Manager


Doug Nadorozny, General Manager
Economic Development and Planning Services

Recommended by the C.A.O.


Mark Mieto
Acting CAO

1

Report Authored By

Rob Skelly, Manager of Tourism, Programs & Partnerships

Division Review



Doug Nadorozny, General Manager
Economic Development and Planning Services

Background information:

FedNor is the government of Canada's economic development initiative for Northern Ontario. It invests millions of dollars annually in programs and services which bring economic benefit to northern communities. Municipalities are eligible to apply for funding. The City of Greater Sudbury and its predecessor municipalities have received significant amounts of assistance. FedNor takes a strategic approach to its funding decision making, focussing on key sectors and opportunities and establishing priorities. It has encouraged the City of Greater Sudbury to do the same with its applications for funding. The City has 6 departments and several related agencies that require annual budget approval from City Council, such as the Police Services Board, the Health Unit, and the Metro Centre. In the past, several departments and agencies have submitted applications to FedNor independently, without coordination. Since the Greater Sudbury Community Development Corporation has been designated as the economic development agency for the City, it is recommended that it review, evaluate, and approve all proposals from City departments and related agencies for FedNor funding prior to submission, to ensure consistency with Council's economic development priorities. In operational terms, the GSCDC's Community Economic Development (CED) Committee would undertake the review on behalf of the Board.

This is the same committee that provides the due diligence function on behalf of Council for economic development related funding requests.

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	October 9, 2002				Report Date	October 2, 2002			
Recommendation	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

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"/>	Financial & Program Accountability
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Report Title

Community Placement Target Fund

Policy Implications + Budget Impact

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

Currently, there is no policy that identifies how performance bonuses that are received by Ontario Works will be re-invested by Council.

Past practice has been to re-invest the funds in services that will benefit Ontario Works participants and other persons in the community with limited financial resources while providing the opportunity to increase revenue through the Levels of Service performance-based funding model for the Employment Assistance component of Ontario Works.

These funds are provided in their entirety (100%) by the Ministry of Community, Family and Children Services and require no cost-sharing by the City.

Background attached

Recommendation

Whereas The City of Greater Sudbury will provide enhanced access to employment assistance activities and community support services to Ontario Works participants and persons at risk with funding received as a result of exceeding Community and Employment Placement targets; and

Whereas The City acknowledges that funding it receives as a result of the employment-related activities of Ontario Works participants should be re-invested in programs and services that will benefit those who are most in need and that this re-investment will ensure that increased revenue to operate the Employment Assistance component of the Ontario Works Program is generated through the Levels of Service performance-based funding model;

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 Chief Administrative Officer

Report Authored By

Deborah Tincombe, Manager
Employment Support Services Section

Division Review

Harold Duff, Director
Social Services Division

Recommendation (continued)

Be it therefore resolved that the expenditure of the Community Placement Target Fund be approved as follows:

1. A total amount of \$450,000 be allocated to the Skills Training budget for Ontario Works participants in 2002, 2003 and 2004;
2. An amount of \$207,000 be allocated to YMCA Employment and Career Services for the period covering July 1, 2002 to December 31, 2004 for the continuation of the Community Helpers Program;
3. An amount of \$46,700 be allocated to the Mid North Network of Adult Learning for the period covering September 1, 2002 to December 31, 2004 to provide the services of a literacy assessor;
4. An amount of \$106,000 be allocated for the period covering October 1, 2002 to December 31, 2004 to hire a temporary employee to assist with the development and preparation of résumés for Ontario Works participants;
5. A total amount of \$100,000 be allocated to Sudbury Community Service Centre, the Pastoral Institute of Northern Ontario and Sudbury Family Service for the period covering January 1, 2003 to December 31, 2004 to provide budget counselling and family and individual counselling;
6. An amount of \$14,000 be allocated for the period covering January 1, 2002 to December 31, 2003 for the purpose of providing training to the employees of the Social Services Division and the Employment Support Services Section to ensure that the needs of hard-to-serve Ontario Works participants are met through screening and appropriate referral to community resources;
7. A total amount of \$734,000 be allocated to organizations such as Corner Clinic, Elizabeth Fry Transition House, Inner Sight Educational Homes, Overcomers, John Howard Society, Elgin Street Mission and the Social Planning Council for the purpose of implementing programs for the City's homeless population with the support of the Task Force on Emergency Shelters and Homelessness for the period covering January 1, 2003 to December 31, 2005 and an amount of \$126,000 be allocated for the internal administration of these projects for the period covering January 1, 2003 to December 31, 2003;
8. The remaining amount of \$203,300 be used to establish a reserve for the purpose of financing future programs and services that will benefit those who are most in need and increase the revenue required to operate the Employment Assistance component of the Ontario Works Program through the Levels of Service Funding Model.

The Issue

The City of Greater Sudbury has received its first installment of \$656,343 from the Ministry of Community, Family and Children's Services for funds earned through the Community Placement Target Fund for the period covering April 1, 2001 to March 31, 2002. It is projected that the total amount of money earned through this fund for this time period will be \$1,987,000.

The Community Placement Target Fund is a performance bonus, separate from normal funding arrangements for Ontario Works, that is paid to the City by the Ministry of Community, Family and Children's Services for exceeding targets set by the Ministry for placing Ontario Works participants in volunteer Community Placements and paid Employment Placements.

The performance bonus is earned through the contributions of Ontario Works participants and the efforts of the employees of the City's Social Services Division and Employment Support Services Section and two community-based employment agencies, YMCA Employment and Career Services and Ontario March of Dimes. These funds are provided in their entirety (100%) by the Ministry of Community, Family and Children Services and require no cost-sharing by the City.

Council needs to decide how these funds will be spent.

Background

In the fall of 1999, the Provincial government announced its commitment to double the number of Ontario Works participants who take part in volunteer Community Placements with non-profit organizations and Employment Placements with employers. The Province introduced the Community Placement Target Fund as a way to encourage municipalities to exceed the minimum placement targets set by the Province. The Ministry's April 1, 2001 to March 31, 2002 fiscal year was the last year in which this performance bonus was available.

The former Regional Municipality of Sudbury – Ontario Works received \$63,000 for exceeding its placement targets for the period covering April 1, 1999 to March 31, 2000. These funds were used to establish a fund that paid for the cost of skills training for Ontario Works participants.

The City of Greater Sudbury – Ontario Works received a total payment of \$615,000 for exceeding its placement target for the period covering April 1, 2000 to March 31, 2001. These funds were invested in a number of projects and initiatives which benefitted Ontario Works participants and other members of the community. These projects included, among others, further funding of the Skills Training Fund and the Community Helpers Program for Seniors.

Once again, the City of Greater Sudbury – Ontario Works will be receiving a bonus for its performance for the period covering April 1, 2001 to March 31, 2002. A preliminary payment of \$656,343 has been received and it is anticipated that the estimated final payment of \$1,330,657 will be announced by the Ministry of Community, Family and Children's Services (MCFCS) in the third quarter of 2002. It is expected that the Ministry will also announce a funding schedule that will make these funds available for expenditure prior to the end of the Ministry's fiscal year on March 31, 2005.

MCFCS requires that the funds be invested in local priorities that address unmet human services needs in local communities. These funds must be used within the two year period following the year in which they are earned and may not be used for the following purposes:

1. Major capital projects;
2. Policing enforcement in which municipalities are responsible;
3. Development or maintenance of roads, sewers or any other such items that are traditionally referred to as hard services;
4. Municipal reserve funds.

Funding for the Employment Assistance component of the Ontario Works Program is earned by the municipality through the employment-related activities of Ontario Works participants. The Ministry of Community, Family and Children's Services provides the funding. Employment-related activities are categorized into three levels, each of which has an amount of funding associated with it. For example, Level 1 activities include those where the participant job searches on his/her own. The revenue received is \$250 per year per participant or \$20.83 per month per participant.

Following is a chart which identifies each level of employment-related activity and the revenue received for each participant:

Funding Level	Employment- Related Activities	Revenue Received
Level 1	Independent job search, attendance at job search related workshops and seminars.	\$250 / participant / year \$20.83 / participant / month
Level 2	Volunteer Community Placements less than 30 hours per month; Basic Education programs such as secondary school, alternative school, literacy assessment and instruction; Job Oriented Life Skills programs; Job Specific Skills Training and Employment Placement without Incentives (i.e. training subsidies not provided to Employers).	\$1,000 / participant / year \$83.33 / participant / year
Level 3	Volunteer Community Placements 30 hours or more per month; Employment Placement with incentives (i.e. training subsidies provided to Employers); Self-employment development and Learning, Earning And Parenting Program which focuses on parents between the ages of 16 and 21.	\$2,500 / participant / year \$208.33 / participant / year

Annual performance targets are set for each funding level and must be met to generate the base funding that is required to fund the following expenditures:

- Salaries and fringe benefits for thirteen employees;
- Costs associated with the operation of an Employment Resource Centre for Ontario Works participants;
- Payments to community-based employment agencies such as YMCA Employment and Career Services and Ontario March of Dimes, which provide contracted employment-related services;

- Costs of course fees, books, bus fares, clothing and equipment incurred by participants when attending Basic Education, Job Specific Skills Training, Literacy, Job Oriented Life Skills programs and volunteer Community Placements.

Investing the Community Placement Target Fund in the projects and initiatives identified will provide increased opportunities for Ontario Works participants to stabilize their home environments and enable them to participate in employment-related activities which, in turn, will increase the revenue that is received through the Levels of Service Funding Model. In addition, some of the normal expenditures in the Employment Assistance component of Ontario Works will be reduced since the Community Placement Target Fund will be used to pay for them. An example is the Skills Training Fund; the costs of course fees and tuition are normally paid out of the revenue earned through the Levels of Service Funding Model.

Projects Recommended for Funding

As a result of consultation with community agencies and employees in the Health and Social Services Department, the following projects and services are recommended for funding:

1. Provide increased opportunities for Ontario Works participants to receive training. It is recommended that a total of \$450,000 be used to increase the Skills Training budget for Ontario Works participants in 2002 and provide funding for 2003 and 2004;
2. Provide continued support to YMCA Employment and Career Services for the operation of the Community Helpers Program which provides yard maintenance and snow shovelling services to low income seniors and non-profit community organizations. It is recommended that \$207,000 be allocated for the period covering July 1, 2002 to December 31, 2004.
3. Provide continued funding to purchase the services of a literacy assessor for Ontario Works participants from the Mid North Network of Adult Learning. It is recommended that an amount of \$46,700 be allocated to the Mid North Network of Adult Learning for the period covering September 1, 2002 to December 31, 2004.
4. Provide Ontario Works participants with additional assistance to develop and prepare their résumés to enable them to apply for volunteer Community Placements and paid Employment Placements. It is recommended that an amount of \$106,000 be allocated for the period covering October 1, 2002 to December 31, 2004 to hire a temporary employee.
5. Provide Ontario Works participants with increased access to budget counselling and family and individual counselling which will help stabilize their personal lives and prepare them for employment and self sufficiency. It is recommended that a total amount of \$100,000 be allocated to Sudbury Community Service Centre, the Pastoral Institute of Northern Ontario and Sudbury Family Service for the period covering January 1, 2003 to December 31, 2004.
6. Invest in training for the employees of the Social Services Division and the Employment Support Services Section to ensure that the needs of hard-to-serve Ontario Works participants are met through screening and appropriate referral to community resources. It is recommended that an amount of \$14,000 be allocated for the period covering January 1, 2002 to December 31, 2003.

7. Provide funding to community agencies which are implementing programs for the City's homeless population with the support of the Task Force on Emergency Shelters and Homelessness. It is recommended that a total amount of \$734,000 be allocated to organizations such as Corner Clinic, Elizabeth Fry Transition House, Inner Sight Educational Homes, Overcomers, John Howard Society, Elgin Street Mission, Social Planning Council for the period covering January 1, 2003 to December 31, 2005 and that an amount of \$126,000 be allocated for the internal administration of these projects for the period covering January 1, 2003 to December 31, 2003;
8. Establish a reserve for the remaining amount of \$203,300. These funds would be used for the purpose of financing future programs and services that will benefit those who are most in need and increase the revenue required to operate the Employment Assistance component of the Ontario Works Program through the Levels of Service Funding Model.

Policy Options Reviewed

Option 1 – Additional revenue that City of Greater Sudbury Ontario Works earns through the Ministry of Community, Family and Children's Services' Community Placement Target Fund will be used to offset the reduced cost-sharing contribution of the Ministry for Ontario Works administration costs.

While implementing this option would provide a short-term solution, the Community Placement Target Fund terminated on March 31, 2002 and is not available as an on-going source of revenue. Further, the Ministry of Community, Family and Children's Services requires that the funds be invested in local priorities that address unmet human services needs in communities. Adopting this option would not provide increased opportunities to generate revenue for Ontario Works through the Levels of Service Funding Model.

Option 2 – The City of Greater Sudbury will provide enhanced access to employment assistance activities and community support services to Ontario Works participants and persons at risk with funding received as a result of exceeding Community and Employment Placement targets; and the City acknowledges that funding it receives as a result of the employment-related activities of Ontario Works participants should be re-invested in programs and services that will benefit those who are most in need and that this re-investment will ensure that increased revenue to operate the Employment Assistance component of the Ontario Works Program is generated through the Levels of Service performance-based funding model.

The recommended policy option proposes that funds earned through the employment-related activities of Ontario Works participants be re-invested to provide enhanced access to employment assistance activities and community support services that lead to improved job-readiness, employability and self sufficiency. This re-investment enhances the Municipality's ability to increase its revenue through the Levels of Service Funding Model which provides base funding for the Employment Assistance component of the Ontario Works Program.

Request for Recommendation Priorities Committee



Type of Decision										
Meeting Date	October 9, 2002				Report Date	October 2, 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			
Community Viability	<input checked="" type="checkbox"/>	Public & Intergovernmental Affairs	Financial & Program Accountability

Report Title

Policy Recommendation for Homelessness In The City of Greater Sudbury

Policy Implications + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified
<p>Policy Implications: Adoption of the recommendation by Council will emphasize the City of Greater Sudbury's commitment to addressing homelessness and the issues leading to homelessness.</p> <p>Budget Impact: The implementation of the recommendation will occur within the existing allocations of the Social Services Division. Enhanced financial support will be provided through an allocation from the community placement target fund for the sustainability of homelessness initiatives for 2003, 2004, and 2005. Refer to the Council report for Community Placement Target Fund.</p>	
<input checked="" type="checkbox"/>	Background attached

Recommendation	
<p>Whereas The City of Greater Sudbury recognizes that all Citizens are vulnerable to becoming homeless; and</p> <p>Whereas The City of Greater Sudbury, through consultation with community partners, will continue to monitor and adapt to the changing needs of those citizens who are at risk of becoming or are experiencing homelessness; and</p> <p>Whereas the City of Greater Sudbury is committed to working in partnership with all levels of Government, the private sector and</p>	
<input checked="" type="checkbox"/>	Recommendation attached

Recommended by the General Manager

C Sandblom

Catherine Sandblom
Acting General Manager, Health & Social Services

Recommended by the C.A.O.

Mark Mieto

Mark Mieto
Acting Chief Administrative Officer

Report Authored By

Mary Murdoch, Co-ordinator
Emergency Shelters and Homelessness Initiatives
Social Services Division

Vivienne Martin, Technical Writer / Trainer
Social Services Division

Division Review

Harold Duff, Director
Social Services Division

Recommendation (continued)

our community to ensure that all citizens have supports available to live in a "healthy, safe and stimulating community;" and

Whereas The City of Greater Sudbury has allocated funds to the Social Services Division through the existing budget and with enhanced one time financial support provided from the Community Placement Target Fund to maintain homelessness services through 2003, 2004, and 2005.

Therefore let it be resolved that Council adopt Option #3.

The Issue

The City of Greater Sudbury has no policy that acknowledges the committed effort by Council to address homelessness. The Council needs to determine which direction it wishes staff to proceed.

BACKGROUND

The needs of the homeless in Sudbury have been acknowledged since 1993 when an Advisory Committee on Emergency Shelter (ACES), comprised of service providers, consumers, government agencies and emergency shelter representatives was formed at the direction of the District of Sudbury Social Services Administration Board. The purpose of the 16 member committee was to identify causal factors, assess the need for emergency shelter and make recommendations for improvement in the planning and coordination of emergency shelter service delivery within the former District of Sudbury. These goals were further realized in 1999 when the provincial government announced the Homelessness Initiative Fund. In consultation with Advisory Committee on Emergency Shelter, Sudbury used the finances to enhance outreach services that assist the homeless and those at risk of becoming homeless.

In order to ensure that community needs were being met and for further planning purposes, the Advisory Committee on Emergency Shelter recommended that a Study on Homelessness in Sudbury be conducted. The Study produced by the Social Planning Council on behalf of the Regional Municipality of Sudbury provided statistical information about the homeless and those at risk of being homeless. It was completed in July 2000 and the report released in October 2000. The *Time 1 Report on Homelessness in Sudbury* indicated that Sudbury's homelessness problem was as serious as it is in other large Canadian cities.

Seventeen recommendations came from this report and ten key Community Priorities were identified. For further reference, see Appendix #1. The Report on Homelessness in Sudbury continues to be repeated every six months until 2003 to provide ongoing current information about trends in the community. This serves as an effective evaluation of the ongoing intervention strategies and as a planning tool.

The release of the *Time 1 Report on Homelessness in Sudbury* in October 2000 coincided with an announcement of the federal program Supporting Communities Partnership Initiative (SCPI), a funding strategy aimed at building community capacity to prevent and end homelessness. As the gaps in service had been identified and community priorities determined by the Advisory Committee on Emergency Shelter, a Community Plan was formulated and Sudbury was the first small community in Ontario and second in Canada to be granted approval of its plan. This was Phase 2 of the Federal Funding as 80% of the overall funding had already been awarded to the ten large cities - Toronto, Vancouver, Calgary, Edmonton, Winnipeg, Hamilton, Ottawa Montreal, Quebec City and Halifax. The City of Greater Sudbury was awarded \$696,417 from the Federal Government to be spent over a two year period with the funding ending March 31, 2003.

The *Time 1 Report on Homelessness in Sudbury, 2000* confirmed that focussing on emergency shelter and support services only partially addresses the problem. In 1999 the Advisory Committee on Emergency Shelter drafted a revised terms of reference that broadened the scope of the committee to include necessary prevention, intervention and support systems to sustain people who are homeless or at risk, in the Regional Municipality of Sudbury. With the establishment of the new City of Greater Sudbury in January 2001, the new federal dollars to deal with homelessness, and with the transfer of responsibility for Social Housing to the City, the terms of reference of the Task Force on Emergency Shelters and Homelessness were adopted to reflect this broader focus. Refer to Appendix #2.

PROGRAM AND FUNDING STRUCTURE

Core Emergency Services:

Traditionally municipalities have been the service system managers for homelessness. The overall objective is to move people towards having a home. At the centre of the system is the emergency hostel. Each Municipal Delivery Agent decides how many beds, what type, target group and location best suit local needs. This is a cost shared program (80% provincial; 20% municipal). The municipality has clear authority and open-ended funding from the province to make a space available immediately for people who are indigent and without shelter.

In addition to the hostel services, there are also some outreach services provided. The 2002 budget allocation for Core Emergency Services is \$514,410. Refer to Appendices 3 & 4 for statistical information.

Provincial Homelessness Initiatives Fund:

The Provincial Homelessness Initiatives Fund was initiated in 1999 and provides \$90,000 per annum at 100% subsidy for initiatives which move people from streets to shelters, move people from shelters to permanent housing, and help people in their homes to stay there. The fund recognizes that people in any community are at risk of homelessness and that if they receive the proper service in their home community where there is a continuum of established and familiar supports there is less chance they will gravitate to the downtown core of large cities where social isolation becomes an additional challenge. Refer to Appendix 3 for statistical information.

Supporting Communities Initiatives Partnership (SCPI) Funding (People Helping People, Homelessness Initiative):

The federal funding in the amount of \$696,417 that was made available to the City of Greater Sudbury has been allocated by Council for the two year period ending March 31, 2003. The funding was granted with the understanding that this was to "kick start" or enhance projects and that other funding options were to be secured by March 31, 2003. The Initiative encourages projects not to look just to the traditional governmental funding sources but to form partnerships with the private sector as well. Originally the funding was to be over a three year span but due to a delay in approval of the Community Plan, the period of time was shortened to two years. This has made it difficult for agencies to develop sustainability as not only did they have to implement their projects but they had a shortened time frame to pursue resources.

The *Time 4 Report on Homelessness in Sudbury* was presented in April 2002 and the number one Community Priority selected was to:

"Ensure that services established under the Supporting Communities Partnership Initiative continue to operate."

The Federal Government has also identified sustainability as an issue and the National Homelessness Secretariat (NHS) came to The City of Greater Sudbury to do a workshop for the members of the Task Force on Emergency Shelters and Homelessness Initiatives on "The Basics of Fundraising and the Private Sector". In addition, they facilitated a workshop on "Next Steps to Sustainability" in July 2002. Some strategies were identified and it was noted that it takes time to develop relationships with the private and public sectors. This is a new approach to funding and the City of Greater Sudbury is in a leadership role as communities across Canada struggle to find sustainability.

At the federal consultation which occurred during the Homelessness III Learning Forum Sept 12, 2002 a representative from the federal government stated that a further invitation would be extended to attend a meeting in January 2003 detailing the next initiative on homelessness which would begin in April 2003.

The September 30th, 2002 Speech from the Throne indicated that the Federal Government is committed to extend this initiative **"to provide communities with the tools to plan and implement local strategies to help reduce homelessness."** (*The Canada We Want 2002*).

Refer to Appendices 3 & 4 for statistical information.

PROGRAM RECOGNITION

The People Helping People, Homelessness Initiative, unique to the City of Greater Sudbury, is being recognized provincially and federally. The Minister of Labour who is the Federal Co-ordinator on Homelessness, Claudette Bradshaw met with the Community Partners and staff involved in the initiative October 26, 2001 and also visited the McKee Wong Centre. Deborah Wallace, Director of Homelessness for Ontario (HRDC), visited Sudbury in June 2002 to attend the Task Force on Emergency Shelters and Homelessness and to visit some of the projects.

Both Minister Bradshaw and Deborah Wallace have indicated that Sudbury is progressing in the way that Supporting Communities Partnership Initiative (SCPI) was originally envisioned and they are following our activities closely.

The Toronto Regional HRDC Communications office filmed three different projects in October 2001 for a HRDC communications video on Ontario projects sponsored by SCPI funding.

The City of Greater Sudbury is a community which has developed multiple partnerships and works well together. Two of our partnerships have been recognized as being examples of the federal vision of partnering together and also having the potential to be readily implemented in any community. Overcomers of Sudbury in partnership with the John Howard Society was invited to present at the "Homelessness Learning Forum" in the fall of 2001. In March 2002, Overcomers of Sudbury and the Elgin St Mission, both presented at "What Works Best In Homelessness Learning Forum." Both forums had participants from across the province of Ontario.

The City of Greater Sudbury hosts a total of four projects which are unique within the province of Ontario - Centre de Santé Communautaire's Corner Clinic for the hard to serve and homeless clients, Inner Sight Educational Homes' hostel for men ages 16 - 19, (private sector), Overcomers of Sudbury partnership with the John Howard Society to serve ex-offenders and their families and the families of offenders, and Overcomers partnership with the Elgin St Mission to serve all homeless individuals.

Recognized as a source of expertise, both the Chair of the Task Force on Emergency Shelters and Homelessness and the Co-ordinator on Emergency Shelters and Homelessness Initiatives from the City of Greater Sudbury have been invited to special consultations which occur during the Homelessness Learning Forums presented annually by the Ontario Municipal Social Services Association.

Additional recognition was given to this community when, five members of the Task Force on Emergency Shelters and Homelessness were invited to a Public Policy Forum in Ottawa in February 2002 and one member from that group was invited to the National Workshop on Homelessness March 27, 2002. The purpose of the forums was to help the federal government learn more about experiences with the SCPI Homelessness Initiative, to identify what has been done to date to address the issue of homelessness and what remains to be done.

COMMUNITY CONSULTATION

The Health and Social Services Department, Social Services Division hosted a public input forum July 31, 2002 to review ways and means to sustain community-based homelessness initiatives. Seven verbal presentations and three written submissions were made. Although there were other presentations, all of the projects that were part of the SCPI funding indicated that much work is needed to secure funding from other sources and requested that the local government provide additional financial support.

After the forum, The Task Force on Emergency Shelters and Homelessness reviewed and endorsed key recommendations which came from the oral and written submissions.

POLICY OPTIONS REVIEWED

Option 1 Status-quo

The City of Greater Sudbury recognizes that all Citizens are vulnerable to being homeless. The City of Greater Sudbury will continue to oversee the delivery of funding to a core group of service providers through the current cost sharing programs designed to ensure that citizens seeking food and shelter has his or her needs met.

The Status-quo Option is to continue to deliver programs funded by Core Emergency Shelter Services which are cost shared 80% provincial 20% municipal and the Provincial Homelessness Initiative Fund which is 100% funded by the Province.

The above policy statement formalizes the current practices with respect to the development and funding of services for the homeless. The Council of the City of Greater Sudbury can choose to maintain the status-quo in addressing homelessness without increased lobbying efforts, implementation of best practices, strategic plans or additional municipal funds. The City of Greater Sudbury has been considered as a leader in tackling the problem of homelessness. Gaps in service identified in the community and addressed by the SCPI funding will resurface. In order to progress beyond basic service provisions, initiatives that speak to underlying causes and support transitional programming are key to resolving the issue of homelessness. The Status-quo Option will limit the opportunities to be innovative in developing local solutions and as a result will be dependent upon a provincially based solution, therefore this policy option is not recommended.

Should Council choose Option 1, the monies allocated under the Community Placement Target Fund for the homelessness initiative will not be used for homelessness services and would be assigned to other client service needs.

OPTION 2 Enhanced Option

The City of Greater Sudbury recognizes that all Citizens are vulnerable to becoming homeless. The City of Greater Sudbury, through consultation with community partners, will continue to monitor and adapt to the changing needs of those citizens who are at risk of becoming or are experiencing homelessness. As well, the City of Greater Sudbury is committed to working in partnership with all levels of Government, the private sector and our community to ensure that all citizens have supports available to live in a "healthy, safe and stimulating community"

This option is to continue to deliver programs funded by Core Emergency Shelter Services, the Provincial Homelessness Initiative Fund, support those programs which were funded under the Supporting Communities Partnership Initiative (SCPI) and to provide staff with a clear direction for the development of specific actions as outlined in the Implementation Strategy.

A one time allocation from the Community Placement Target Fund will be utilized to allow the SCPI projects to be funded for an additional two year period to develop sustainability options. The amount of \$585,000 is to be allocated to SCPI projects such as: Corner Clinic, Elizabeth Fry Transition House, Inner Sight Educational Homes, Overcomers of Sudbury, John Howard Society, Elgin Street Mission and the Social Planning Council. An amount of \$126,000 will also be allocated for administrative costs for a one year period. A Co-ordinator's position will be funded and, in addition, a contract position to assist with clerical duties. Both positions will be funded through the Community Placement Target Fund. Should any of these targeted funds be unused they may be utilized in 2005. The interim funding will allow agencies time to develop innovative strategies to secure funding and develop relationships with the private and public sectors. Consideration by Council will be required to fund these positions along with the programs and services beyond 2005 if no other funding is identified.

This recommendation does not safeguard a continued focus on the development of partnerships with the public and private sectors which will lead to long term sustainability. In addition, if no other funding source is identified, consideration by Council would be encouraged to fund these positions along with the programs and services. The total requirement of new monies would be \$400, 000 on an annual basis.

OPTION 3 Preferred Option

The City of Greater Sudbury recognizes that all Citizens are vulnerable to becoming homeless. The City of Greater Sudbury, through consultation with community partners, will continue to monitor and adapt to the changing needs of those citizens who are at risk of becoming or are experiencing homelessness. As well, the City of Greater Sudbury is committed to working in partnership with all levels of Government, the private sector and our community to ensure that all citizens have supports available to live in a "healthy, safe and stimulating community"

This option is to continue to deliver programs funded by Core Emergency Shelter Services, the Provincial Homelessness Initiative Fund, support those programs which were funded under the Supporting Communities Partnership Initiative (SCPI) for a three year period with a decrease to 50% funding in the final year and to provide staff with a clear direction for the development of specific actions as outlined in the Implementation Strategy.

A one time allocation from the Community Placement Target Fund will be utilized to allow the SCPI projects to be funded for an additional three year period with 100% funding in the first two years and 50% funding in the final year to allow time to develop sustainability options. The amount of \$734,000 is to be allocated to SCPI projects such as: Corner Clinic, Elizabeth Fry Transition House, Inner Sight Educational Homes, Overcomers of Sudbury, John Howard Society, Elgin Street Mission and the Social Planning Council. In addition, an amount of \$126,000 will be allocated for administrative costs for a one year period. A Co-ordinator's position will be funded and, in addition, a contract position to assist with clerical duties. Both positions will be funded through the Community Placement Target Fund. The interim funding will allow agencies time to develop innovative strategies to secure funding and develop relationships with the private and public sectors.

The City of Greater Sudbury has a vision to **"excel in providing a safe, caring and stimulating environment for all ages"** (*Mapping the Vision, 2002*). Council's support to continue services pertaining to the homeless will transform the vision of the City of Greater Sudbury into action. In co-operation with the community, the Health and Social Services Department has worked diligently to ensure that programming and services are in place to assist our homeless population. **"While local responses are important in addressing the immediate needs of homeless people, a broader approach must be taken to deal with the systemic issues that are causing the crisis in homelessness in Canada."** *Time 4 Report on Homelessness in Sudbury, April 2002*. The report goes on to say that specific actions **"must be undertaken by senior levels of government in order to prevent homelessness over the long term."** It would, therefore, benefit our homeless and the City of Greater Sudbury if Council assisted the homeless with a voice in lobbying the upper levels of government by advocating on their behalf. At the local level, and in keeping with the Broad Goal **"To secure new sources of revenue through innovative strategies and partnerships"** (*Mapping the Vision, 2002*) the Health and Social Services Department will continue to present to Council funding options that will assist us fulfilling immediate and future needs of the homeless. A strategic implementation plan will be developed by the Social Services Division of the Health and Social Services Department in consultation with the Social Housing Section of the Economic Development And Planning Department, the Task Force on Emergency Shelters and Homelessness and other community partners.

The recommendation put forward today reflects direction from the public input forum held by the Social Services Division of the Health and Social Services Department, the Number 1 Community Priority from the *Time 4 Report on Homelessness in Sudbury, 2002* and the Work Plan of the Task Force on Emergency Shelters and Homelessness and the federal government. For further reference to the Work

Plan see Appendix 5.

IMPLEMENTATION OF RECOMMENDATION

Supporting Direct and Prevention Based Services:

The City of Greater Sudbury has the lead role in deciding the type, location and number of beds that serve the homeless. With the approval of the recommendation by Council, the Social Services Division will have flexibility to continue the delivery of services that are currently in place. With the performance based funding mechanisms established by the Province resources realized by the Social Services Division may be applied towards direct and prevention based services.

Lobbying Upper Levels of Government:

Though the continued commitment by staff to excel in overseeing the delivery of service to the homeless and those agencies that service the homeless, the current recognition by Provincial and Federal Ministries of the outstanding partnerships and adherence to program objectives provides avenues for presenting direct requests for additional support and funds for projects. Council can provide additional leverage through various membership in Municipal, Provincial and Federal Associations to provide leadership in focussing further attention on homelessness issues.

Best Practice Policies:

The Social Services Division of the Health and Social Services Department with the assistance of the Social Housing Section of the Economic Development and Planning Department, the Task Force on Emergency Shelters and other community partners will develop policies based on best practice. In developing the policies, research will be incorporated and evaluation processes will be included in order to ensure that the policies reflect the current needs of the City of Greater Sudbury.

Development of a Strategic Implementation Plan:

Staff from the Social Services Division will oversee the development of a strategic implementation plan in partnership with the Social Housing Section of the Economic Development and Planning Department, the Task Force on Emergency Shelters and other community partners by reviewing current programs, identifying gaps, researching best practices in addressing homelessness, and creating a multi-year plan. Once completed, the strategic implementation plan will be brought to Council for review.

Recognition of Structural Challenges in the Social Services System:

Acknowledgment by Council on behalf of the Citizens of the City of Greater Sudbury that commitment from all levels of government to addressing the systemic problems in Social Service Programs is key to reducing homelessness. Councils recommendations will be shared with all levels of government. Available to all citizens through the City of Greater Sudbury web site, these recommendations will set the benchmark for other communities to show the same commitment to ensure all citizens have supports available to live in a healthy, safe and stimulating community. The progressive and pro active solutions supported by local government will again demonstrate leadership and commitment to a national issue.

6. Review the shelter arrangements for women who are not victims of domestic violence and establish beds for women who do not require or are averse to heightened security arrangements.
 - Anishnaabeg Shelter Council project
 - Elizabeth Fry Transition House
 - Extended age limit for young women at Foyer Notre Dame
 - Capital project at Genevra House
7. Enhance outreach services to homeless people in Sudbury to connect them with existing community resources.
 - Similar to number 4 & 1
 - Being addressed by Corner Clinic, Overcomers, Elgin St Mission, John Howard Society, L'Association des jeunes de la rue, Canadian Mental Health Association, Sudbury Action Centre for Youth
8. Involve consumers in the development of new services and the enhancement of existing services.
 - Involvement of consumers groups in the research including individual interviews and focus groups
 - Evaluation of services done at the service provider agencies
9. Press the federal and provincial governments to implement policy changes that will address the underlying causes of the problem.
 - Participation in the Community Workshop in Ottawa in February 2002 by Task Force Committee members
 - Participation in the National Round Table on Homelessness by committee member
 - More needs to be done
10. Provide funding for community-based workers who will engage in follow-up activities with clients and offer ongoing support services to assist clients in making a successful transition into stable housing in the community.
 - Sustainability plans

In addition, other community needs identified and not prioritized from the Homelessness Report include:

11. Establish a Homelessness Community Fund in which contributions could be used to leverage funding from various sources.
12. Develop partnerships with landlords to develop ethical rent policies and to build on linkages that have already been established.
 - Red Cross Registry and Canadian Mental Health Association Housing Program
13. Create public-private partnerships to use vacant rental units to further develop emergency and affordable housing locally.
 - Credit Union partnerships has made units available to persons with low income.

14. Implement a public education campaign to raise awareness about homelessness to draw attention to the need for local action to reduce and prevent homelessness to reduce the stigma and the misconceptions surrounding it.
 - Rob O'Flanagan's series in the Sudbury Star.
15. Bring Ontario Works (OW) staff together with other service providers and homeless people in a one day workshop to increase understanding of the issues related to homelessness.
16. Establish an ongoing process for collecting data and co-ordinating services to people who are homeless building on what currently exists; a central service that would provide information about the services, offer support and referral; this central service would also collect statistics to monitor the needs and characteristics of people who are homeless.
17. Develop strategies for addressing the issues of food security and health services for people at risk or who are homeless.
 - Health services addressed by the Corner Clinic.

Appendix 2

TASK FORCE ON EMERGENCY SHELTER AND HOMELESSNESS TERMS OF REFERENCE

Preamble:

These terms of reference grew out of the former Advisory Committee for Emergency Shelter (ACES). It consisted of representatives from the Social Planning Council and the various social service agencies that provide emergency shelter and support services to individuals in need. Staff from the Health and Social Services and Planning Departments, as well as the Ministry of Community and Social Services were ex-officio members of ACES. It was chaired by the Director of the YMCA Employment Services. ACES has been in existence for approximately 8 years.

ACES functioned as an advisory body to the Health and Social Services Committee. Its primary function was to act as a community resource to assist in the planning and coordination for the provision of emergency housing for the former Regional Municipality of Sudbury.

ACES has been addressing the issue of homelessness in Sudbury and the agencies involved have been providing a continuum of supports to meet the needs of people who are homeless or at risk of becoming homeless. A Homelessness Report was undertaken in July 2000 with the report being released in October 2000. This Report provided the community with statistical information about people who are homeless and priority areas have been identified. Seventeen recommendations were made to deal with this issue. This will form the basis for further planning and funding of homelessness initiatives. In addition, the ACES group will be updating the Homelessness Report approximately every six months, to provide ongoing current information about trends in the community. This will serve as an effective program evaluation and planning tool.

The first Report indicated that Sudbury has a significant homelessness problem. In the study, for a one week period, 407 homeless people were identified by service providers who provide emergency shelter and other

Terms of Reference
Task Force on Emergency Shelter and Homelessness
Revised - August 13, 2001

support services to people who are homeless. Those identified as homeless were men, women, adolescents and children from various backgrounds and cultural groups. This report documents that Sudbury's homelessness problem is as serious a problem as documented in other large Canadian cities. The current situation will be further addressed through the Supporting Community Partnerships Initiative (SCPI) of the federal government.

From the perspective of providing a continuum of services for people who are homeless or at risk, the first Homelessness Report confirmed that focussing on emergency shelter and support services only partially addresses the problem. The ACES, at a focus group held in April 1999, drafted a revised terms of reference that broadened the scope of the committee to include necessary prevention, intervention and support systems to sustain people who are homeless or at risk, in the City of Greater Sudbury. With the establishment of the new City of Greater Sudbury in January 2001, the new federal dollars to deal with homelessness, and with the transfer of responsibility for Social Housing to the City, the following revised terms of reference were adopted to reflect this broader focus.

General Purpose

- To act as a consultative community resource to assist in the planning and co-ordination of emergency shelter and prevention and support services, to end homelessness in the City of Greater Sudbury.
- To advise the Social Services Division of the Health and Social Services Department of the City of Greater Sudbury

Specific Responsibilities

- To link with the proposed social housing committee within the City of Greater Sudbury to develop coordination strategies to facilitate the transition of people at risk into permanent housing.
- Advocate for prevention, intervention and support systems necessary to sustain people in affordable, permanent housing in the City of Greater Sudbury.
- Review, evaluate and advise the Health & Social Services Department of the Greater City of Sudbury on the provision of emergency shelter needs and issues as they arise.
- Identify priority emergency shelter needs and issues as they arise.
- To ensure that the Community is informed of any new public funding for homelessness through public communication processes, for example Request for Proposals

Evaluation

- On an ongoing basis the Committee will monitor the provision of emergency housing and other services by conducting regular studies of homelessness in the City of Greater Sudbury.
- The committee will assist in the creation of the necessary tools to improve communication and implement co-ordination strategies.
- The Health and Social Services Department will review with the committee the committee's progress at least annually.

Membership

Members will be appointed by the Health and Social Services Department. Interested parties will submit a letter of interest to the Director of Social Services. The committee will be comprised of members who reflect the City of Greater Sudbury and will include:

- current providers of emergency shelter services
- consumers
- community advocates
- providers of service to those with special needs including relevant federal and provincial representation
- police services
- City departments involved in providing emergency and social housing

Members shall:

- become knowledgeable about the work plan issues relating to homelessness, in the City of Greater Sudbury.
- respond to any new programs and/or policies implemented through municipal, provincial or federal jurisdiction.
- become knowledgeable about the role of various ministries and levels of governments involved in housing provisions.
- become knowledgeable about the private sector housing market

The Chair shall:

- ensure the observation of and adherence to terms of reference
- provide leadership in the completion of the work/service plan
- call and chair all meetings of the committee
- make presentations as necessary to the Health and Social Services Department
- act as official spokesperson/ representative of the committee or delegate as appropriate
- prepare the agenda with the support of Health & Social Services staff

The Chair shall be selected annually at the first meeting in September.

Members will:

- keep at the centre the needs of consumers of emergency housing and support services in discussions
- play an active role in supporting the committee
- attend committee meetings and actively participate

Selection Criteria

- membership will reflect the linguistic and cultural diversity of the communities within the City of Greater Sudbury.

Categories¹

Current emergency shelter providers	3
Citizens/consumers	2
Police services	1
Community Advocates	3
Providers of service to those with special needs	3
Members at large	2
Ex-officio members (non voting):	4
• Ministry of Community and Social Services	
• City Health and Social Services (2)	
• City Economic Development & Planning (Social Housing Representative)	

Number of members:

Maximum 18

Quorum 50% of membership not including ex officio plus one. (8)

Meetings:

The committee will hold regular monthly meetings, or at the discretion of the Chair, meetings can be set at other times.

Meetings will be open to the public to attend and observe.

Staffing / Resource:

The City will support the work of the committee to ensure that the work is carried out.

Term:

Three years effective September 1, 2001 to August 31, 2004

¹See definition of categories attachment

DEFINITION OF MEMBERSHIP CATEGORIES

Current Emergency Shelter Providers

Total of 3 members

e.g., Genevra House, Salvation Army, Foyer Notre Dame, Elizabeth Fry, as well as agencies/organizations that provide support, necessities of life, counselling, information and referral services, etc.

Providers of Service to Those with Special Needs

Total 3 members

e.g., Canadian Mental Health, Participation Projects, John Howard Society, Elizabeth Fry Society, Sudbury YMCA Employment Services, Youth Action Centre, Services to Persons with Developmental Disabilities, N'Swakamok Friendship Centre, Centre de Sante, Multicultural Folk Arts Association, Shkagamik-kwe Health Centre, Overcomers, Elgin Street Mission, Salvation Army Family Services

Citizens/Consumers

Total of 2 members

Community Advocates

Total of 3 members

e.g., Neighbourhood Action Project (NAPOS), Canadian Red Cross Housing Registry, Sudbury Legal Clinic, Social Planning Council

Members at Large

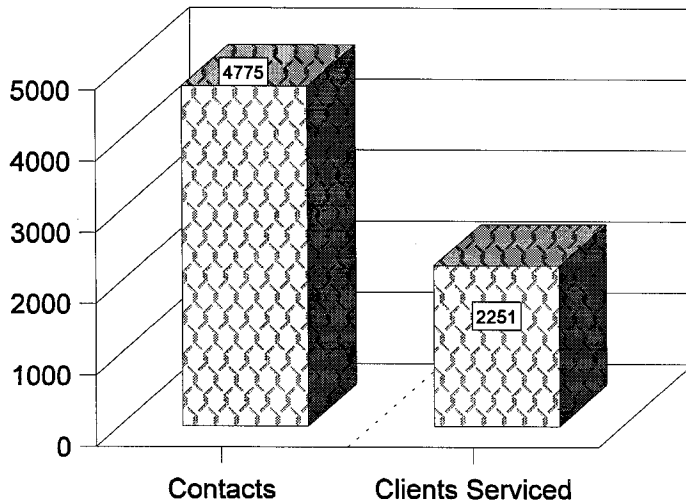
Total of 2 members

Service providers / consumers from any of the above categories who meet membership criteria.

Appendix 3

STATISTICS FOR OUTREACH SERVICES JANUARY 1, 2002 - JUNE 30, 2002

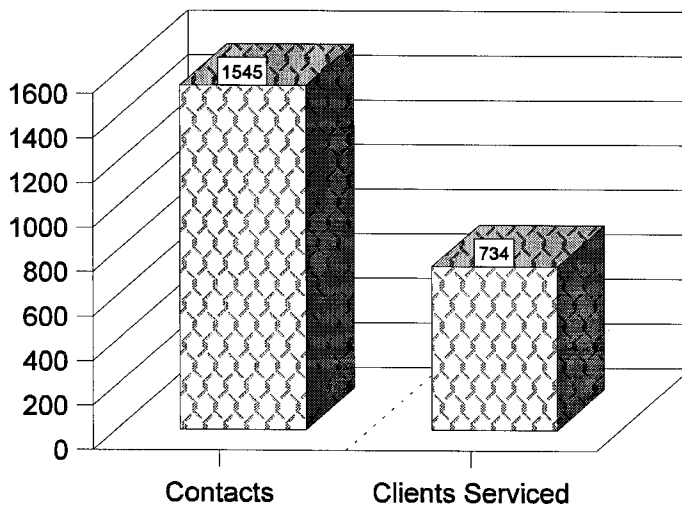
Core Emergency Services



Contacts represents the number of times the service was accessed

Clients served represents the number of persons who accessed the service.

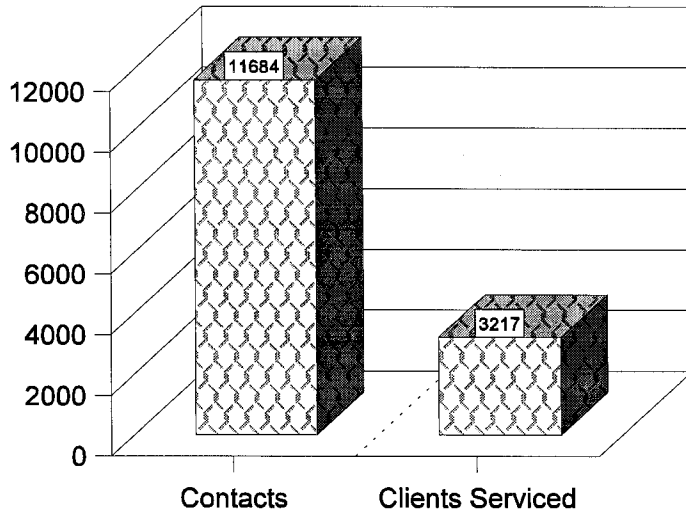
Provincial Homelessness Initiative Fund



Appendix 3

STATISTICS FOR OUTREACH SERVICES JANUARY 1, 2002 - JUNE 30, 2002 CONTINUED

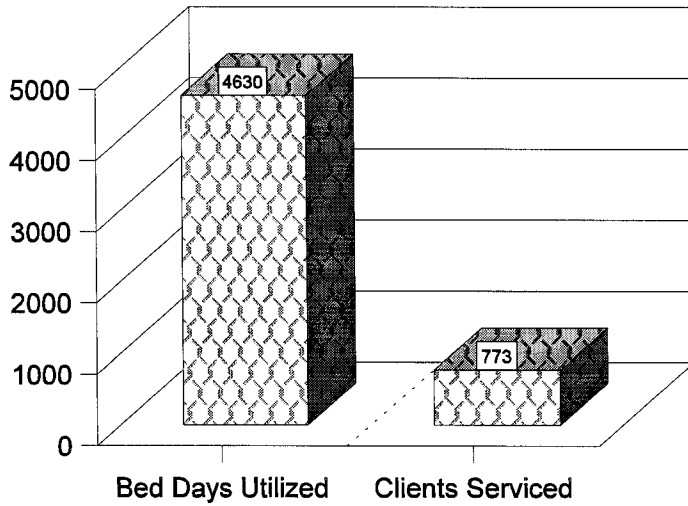
Supporting Communities Partnership Initiative



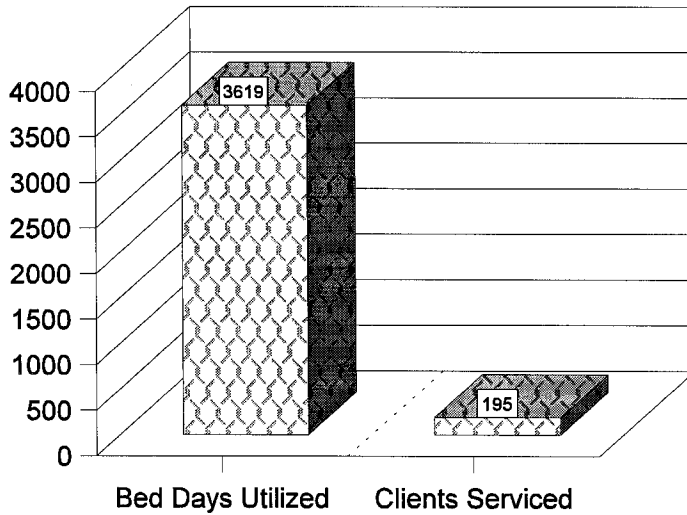
Appendix 4

STATISTICS FOR HOSTEL SERVICES JANUARY 1, 2002 - JUNE 30, 2002

Core Emergency Services



Supporting Communities Partnership Initiative



Appendix 5

WORK PLAN FOR THE TASK FORCE ON EMERGENCY SHELTERS & HOMELESSNESS

The Task Force on Emergency Shelters & Homelessness has sub-divided into 3 work groups :

1. Planning & Co-ordination
2. Research
3. Public Relations & Advocacy

Co-ordination & Planning Sub-Committee

1. Sustainability - secure funding
2. Inventory of resources available in our community to identify gaps and determine how to ensure a continuum of services that we are able to enhance/develop and sustain. (The Sudbury Action Centre for Youth is currently compiling a handbook for the resource list).
3. Steady Flow of Services:

Housing

- Improved networking between shelters
- Full utilization of existing beds
- Affordable housing - continuum of housing services
- Review the Housing Stock and criteria to be accepted

Support Services

- Address the root causes of homelessness identified in the Homeless Studies
- Support services once in housing
- 16/17/18 year olds
- Initiative for Homeless Seniors that will emerge
- Primary Health Care
- Focus on employment strategies for all homeless

Research

1. Develop strategies for addressing the needs of homeless people with mental illness.
2. Consult with First Nations and Francophone organizations in order to develop strategies for addressing the needs of homeless people in these cultural groups.
3. Review the shelter arrangements for women who are not victims of domestic violence and establish beds for women who do not require or are averse to heightened security arrangements.
4. Involve consumers in the development of new services and the enhancement of existing services.
5. Establish an ongoing process for collecting data and co-ordinating services to people who are homeless building on what currently exists.

Public Relations & Advocacy

Public Relations

1. Follow-up with Rob O'Flanagan.
2. Feature Articles
 - To lead up to 4th study on homelessness
 - Increasing stats
 - Open houses
 - Write articles
 - Police Chief
3. Appreciation Event
4. Political Advocacy
5. Landlord Association Presentation
6. Media Plan Binder
7. MCTV Contact
8. Picnic for Homeless/ Out of the Cold

Advocacy

1. Press the federal and provincial governments to implement policy changes that will address the underlying causes of the problem.
2. Develop partnerships with landlords to develop ethical rent policies and to build on linkages that have already been established.
3. Implement a public education campaign to raise awareness about homelessness to draw attention to the need for local action to reduce and prevent homelessness to reduce the stigma and the misconceptions surrounding it.

Finance & Program Accountability Committee

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

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

Committee Room C-40
Tom Davies Square

Monday, August 12th, 2002
Commencement: 10:30 a.m.
Adjournment: 12:40 p.m.

COUNCILLOR TED CALLAGHAN PRESIDING

Present Councillors Bradley, Dupuis

Staff M. Mieto, Acting CAO; D. Wuksinic, GM Corporate Services and Acting GM Emergency Services; D. Belisle, GM Public Works; B. Mangiardi, Director of Information Technology; G. Moreau, Manager of Business Applications; S. Jonasson, Director of Finance/City Treasurer; D. Mathe, Manager of Supplies & Services; K. Bowschar-Lische, Planning Committee Secretary

Declarations of Pecuniary Interest None declared.

Opening Comments The Chair opened the meeting and welcomed everyone. He said that he was satisfied in reviewing the current Agenda that all requisitions from the June meeting were contained therein.

Presentation by Ron Begg, Partner in Jackson Begg Ltd. Mr. Bruno Mangiardi, Director of Information Technology, introduced Mr. Ron Begg, Consultant with Jackson Begg Ltd. Mr. Begg was hired to assist in the implementation of the ERP Project at the City of Greater Sudbury.

Following Mr. Begg's Presentation to the Committee, extensive discussion took place regarding the ERP Project and the adequacy of human resources within the Information Technology Division. (A copy of Mr. Begg's Presentation was provided to all Members of Council.)

Next Meeting The Committee agreed that Items #3 to 8 of the current Agenda would be reviewed at the next Finance and Efficiencies Committee Meeting.

Adjournment 2002-02 Dupuis-Bradley: That we do now adjourn.
TIME: 12:40 p.m.

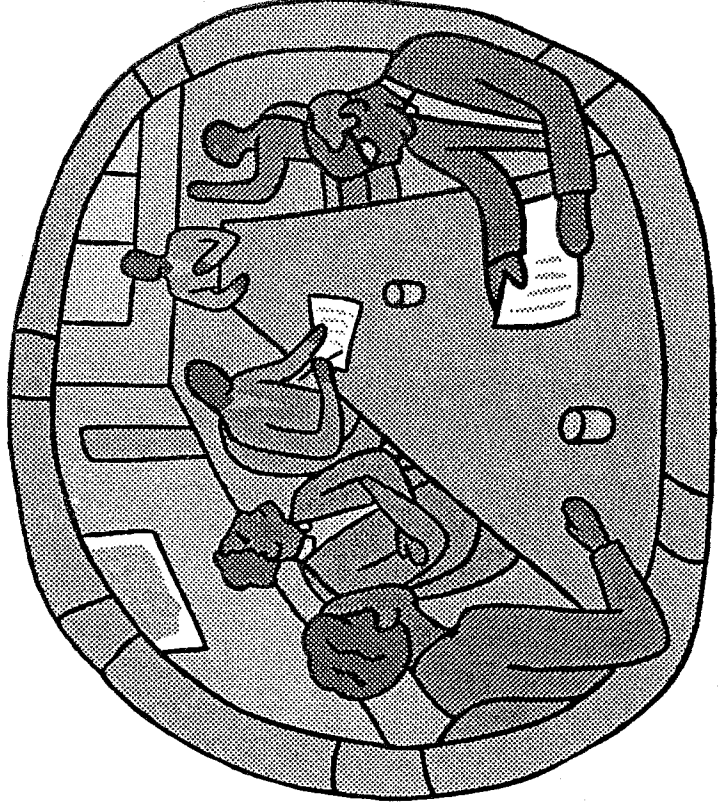
CARRIED

CHAIR

SECRETARY

City of Greater Sudbury

ERP System Review & Update



Introductions

- Ron Begg
- Municipal systems consultant
- 13 Years in Ontario local governments
- Worked with Sudbury as well as others
 - who have gone the ERP route (York Region, Kingston)
 - who have chosen non-ERP solutions (Timmins, North Bay, Simcoe County...)

Agenda

- What is an ERP
- What is PeopleSoft
- How was PeopleSoft selected?
- Special challenges at Sudbury
- Others' experiences
- Conclusions

What is an ERP?

- ERP stands for "Enterprise Resource Planning" – meant to:
 - manage all resources to deliver the corporation's products/services (human and material resources)
 - be flexible enough to be usable through corporate re-organizations (avoid large replacement projects)
- So - ERPs tend to be both big and complex to address both objectives

What is an ERP?

➤ Benefits

- Can handle a variety of complex processes (don't need a number of small specialized systems)
- Can keep data with enough detail to support a variety of reporting and analytical needs
- Integrates all the information in one place – supports more comprehensive decision making

What is an ERP?

➤ Drawbacks

- Large and complex means implementation is also large and complex
- Extending the system's "install life" implies that its constantly changing – which requires dedicated, trained internal resources
- Implementations challenge organizations' ability to organize and deliver

What is PeopleSoft

- One of the major players in the ERP market with SAP. Others are Oracle Financials, Baan, JD Edwards.
- ERPs have become “templated” to get around the large implementation budgets, Deloitte has built municipal templates and has a “municipal team” of consultants.

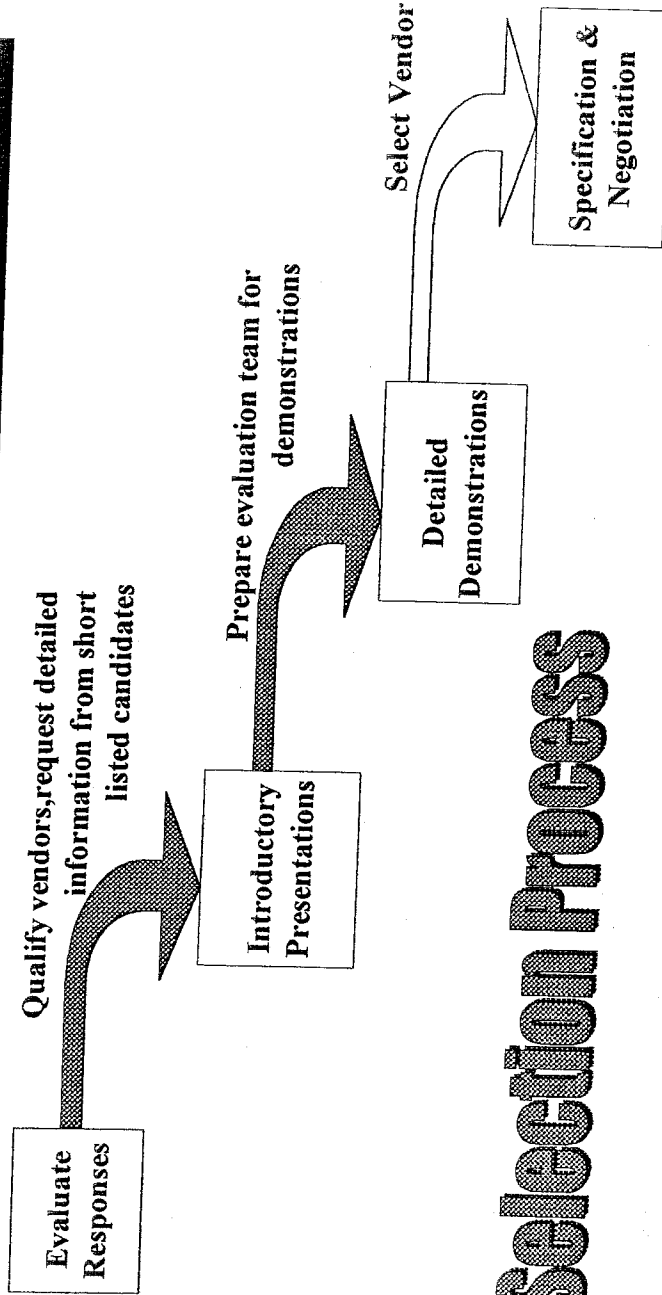
What is PeopleSoft

- ERPs used in Ontario
 - PeopleSoft: Hamilton, Kingston, York, Brampton, Durham, Windsor, Waterloo (City), Oshawa, Kitchener (HR only), Mississauga (HR only)
 - SAP: Toronto, Ottawa, Halton, Burlington, Mississauga, Thunder Bay
 - JD Edwards: London, Vaughan, Brantford, Guelph, Ajax

Selection Process

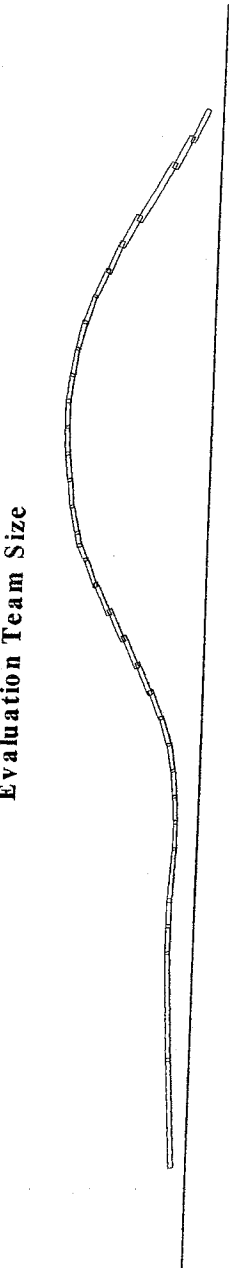
- Looking for software and implementation services together
 - Open front end
 - First cut based on corporate attributes
 - Second cut on approach, details, implementation methods/capability
 - Final cut on detailed demonstrations
- Didn't go looking for "ERP" – went looking for Financials and HRMS.

Selection Process



Selection Process

Evaluation Team Size



Selection Process

- Respondents
 - Deloitte (PeopleSoft), CMS, CompuPower, IBS, Optimum (SAP), Oracle – JD Edwards reply was late
- Short list
 - Deloitte (PeopleSoft), CompuPower, Optimum (SAP), Oracle
- Finalists
 - Deloitte (PeopleSoft), Optimum (SAP)

Sudbury experience

- Implemented during amalgamation
 - Worst possible time to do this, but typical for Ontario because of funding availability and changing organizational needs (Hamilton, Toronto, Kingston)
- Unable to commit sufficient staff numbers and time to the project
 - Especially true for Finance management who were pulled in many different directions
 - IT staff doing double duty for the most part

Sudbury experience

- Insufficient understanding of how to configure system to Sudbury specs
 - Directly related to resource time
 - Add in organization changes that make the “spec” unclear because it’s new or changing
- Insufficient technical knowledge and time
 - Directly related to resource time

Others' experiences

- The same as Sudbury
 - Details differ depending on particulars of internal skill sets and organizational stability
 - If anything, Sudbury had better "fall back" positions because it supports the legacy systems internally (no reliance on another vendor for resource timing and technical support)

Conclusions

- "Almost there"
 - Financials live; HRMS to go live next (most configuration/testing done)
 - Finance management more involved in decisions and issues, taking over leadership role
- Still early stages
 - Have replaced most legacy functions but not really at the point where the benefits will show up
 - Management needs to understand enough about their requirements and system capability to match the two

Conclusions

- Decision to dedicate Finance team to manage ERP is consistent with others', and necessary (if a bit late...)
- IT resources insufficient
 - self sufficiency is critical to controlling upgrade consulting costs (currently about \$1MM per upgrade if not self sufficient enough)

Conclusions

- Moving ahead
 - Continue to dedicate time to the system
 - Make more efficient use of it
 - Make more extensive use of it
 - Become self sufficient (avoid large consulting expenses for system changes and upgrades)

Questions & Discussion



Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	September 25, 2002			Report Date	September 18, 2002		
Recommendation	Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	Low
	Direction Only			Type of Meeting		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
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Report Title

July 2002 Variance Report

Policy Implications + Budget Impact

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

N/A

Background attached

Recommendation

N/A

Recommendation attached

Recommended by the General Manager

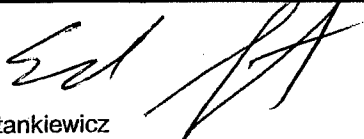
D. Wuksinia
General Manager Corporate Services and Acting General
Manager of Emergency Services

Recommended by the C.A.O.

M. Mieto
Acting Chief Administrative Officer

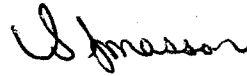
48

Report Authored By



E. Stankiewicz
Co-Ordinator of Current Budget

Division Review



S. Jonasson
Director of Finance/City Treasurer

The July 2002 Variance Report reflects the Corporation's first year-end projection. All departments have provided year-end estimates for each of their accounts. Based on the information supplied, potential year-end variances have been identified with accompanying explanations. These projections are based on expenditures and revenues to the end of July.

This preliminary forecast reflects that the Corporation will be in a balanced position.

Attached are tables summarizing the Cost Centre Report which reflects annual budgets, year to date budgets, year to date actuals, year-end projections and year-end variances.

For this report, which covers the first seven months of 2002 (period ending July 31, 2002), potential year-end variances greater than \$100,000 have been identified and are detailed in the following:

1. **General Revenues**

As reported previously, payment in lieu of taxation revenue will exceed budget by approximately \$320,000.

This area also includes provincial revenue in the form of the Community Reinvestment Fund (CRF) as a result of the Local Services Realignment (LSR) exercise. Underexpenditures in sole support caseloads in the Ontario Works division and overexpenditures in the Ontario Disability Support Program (ODSP) will affect the Community Reinvestment Funding (CRF). It appears that these two Local Services Realignment programs will continue to be tied to the CRF. These two items will reflect reduced net expenditures of approximately \$370,000, therefore the CRF will be reduced accordingly. Other programs that may be tied to the CRF are Land Ambulance and Social Housing. However, these areas are projected to be on budget by year-end. Full details regarding the CRF should be released by the Province by October.

Revenue from interest on tax arrears and slot revenues are expected to be significantly higher than budgeted.

General revenues reflect a projected year-end surplus of approximately \$750,000.

2. **OMERS Holiday**

As mentioned previously OMERS contributions were budgeted to recommence in July 2002; however, OMERS has moved the date for contributions to continue, back to January 2003. The surplus was previously reported to be approximately \$900,000, however since some expenditures relate to water and wastewater, the savings will be used to increase the contribution to capital in those areas as per policy. Therefore, the extension of the holiday now translates into a \$800,000 surplus to the corporation for 2002 as premiums were budgeted to cover one-half of the year. The OMERS savings have not yet been applied to all fringe benefit line accounts but this exercise will be done prior to the next variance report.

3. **Chief Administrator's Office**

It was previously reported that this area should be in a deficit position of approximately \$120,000. However, as a result of savings in other sections due to delayed hirings and the vacancy of the CAO's position, this division should be close to budget by year-end.

4. **Corporate Services**

Legal fees for Human Resources as a result of negotiations and arbitration will exceed budget by approximately \$150,000 and the cost of benefits paid out on behalf of pensioners is expected to exceed budget by approximately \$250,000. Some other expenditures have been curtailed in order to offset this overexpenditure, leaving this division in a potential deficit position of \$350,000.

Outside legal counsel in the Solicitor Services division will be overspent by approximately \$150,000. Also, reductions in licencing revenues of approximately \$150,000 will put this division in a deficit position of approximately \$300,000.

Due to savings in other sections of the department, Corporate Services should reflect a year-end deficit of approximately \$460,000.

5. **Planning and Development Services**

It was previously reported that Building Services would be in a surplus position of \$100,000 due to increased activity in the residential and institutional sectors. However, this section has seen reduced revenue in search requests of approximately \$50,000 as a result of the use of title insurance.

One area of concern is in the area of Bylaw Enforcement. Reductions in canine licence revenue along with reduced revenue from parking fines and increased canine control costs are responsible for causing this section to be over budget by approximately \$125,000.

Savings in other areas of this department should offset this overexpenditure and translate into a slight surplus for the department.

6. **Ontario Works**

Sole support caseloads are still slightly below estimates, however this item is tied to the Community Reinvestment Fund (CRF), so there will be no savings as a result of reduced caseloads. Conversely, there will be an overexpenditure in the Ontario Disability Support Program (ODSP) which should not impact the Corporation as this item is also CRF eligible. The net expenditure reduction for these two services is \$370,000.

In addition, the Ontario Works Employment Assistance Service Levels funding may result in approximately \$500,000 of additional revenue based on performance earnings for 2001 and 2002. A report on this issue will be prepared for Council prior to year-end.

Also, a Community Placement bonus of \$660,000 was received from the Province related to 2001. As previously mentioned, a policy report regarding the utilization of this additional Community Placement funding will be presented prior to year-end. Currently this funding has not been factored into the year-end forecast.

7. **Public Libraries/Citizen Services**

This division should reflect a year-end surplus of approximately \$125,000. In accordance with policy, this surplus will be contributed to a reserve for the libraries if the Corporation is in a surplus position at year-end. For the purpose of this report, the \$125,000 has no impact on the Corporate position.

8. **Leisure Services**

It was previously reported that this area would be in a deficit position of approximately \$320,000 as a result of the following:

- failure of mechanical equipment/aging recreational facilities,
- loss of Summer Career grant,
- flood damage at Centennial Park,
- the operation of St. Jean School,
- higher energy costs,
- loss of revenue as a result of the inability to remarket ice time.

This division has made efforts to find savings in discretionary spending accounts to help offset some of this overexpenditure. The expected year-end deficit for this division is now \$100,000.

9. **Roads/Fleet**

It was previously reported that as a result of extraordinary winter conditions in the first part of the year, a \$2 million year-end overexpenditure in winter control may be experienced. This overexpenditure is net of fleet revenue as increased winter control has increased equipment revenue. In addition, the July 31, 2002 storm has resulted in a \$150,000 cleanup bill raising the deficit to \$2.15 million in roads.

A report to Council identified reductions of \$1.4 million in summer roads maintenance to assist in offsetting some of this deficit. Council directed that the surface and gravel patching activities worth \$550,000 be continued, thus reducing the savings to \$850,000 in summer roads. This would reduce the overexpenditure in roads to \$1.3 million.

With the Northern Ontario Heritage funding for Municipal Road 35 being provided, \$900,000 of funding may be available for road service level adjustments. This \$900,000 has not been factored into the Corporate position and a report dealing with this is being prepared for Council in the near future..

10. **Waste Management**

Slightly higher costs in purchased services for the collection of solid waste and recycling are responsible for this area reflecting a potential year-end deficit of approximately \$150,000.

11. **Fire Services**

The outstanding arbitration issue regarding the firefighters contract and overexpenditures in overtime may result this area to be in a deficit at year-end of approximately \$100,000.

12. **Land Ambulance**

As previously reported, the issue of cross border service is being reviewed by the Province. If this initiative is fully implemented and taking our per call cost differential into account, the impact to the service could be as high as \$650,000. For 2002, this potential overexpenditure can be offset by lower salary costs as a result of vacancies throughout the year. It is not known how this will impact on Community Reinvestment funding, but at this time we have assumed no impact on CRF funding.

13. Police Services

Salaries will be overspent by approximately \$405,000 primarily in the area of overtime, and the cost of benefits paid out on behalf of pensioners is expected to exceed budget by approximately \$75,000. In addition, there has been a loss of revenue under the Firearm's Act of \$75,000 which is anticipated to be offset somewhat by additional revenue in other areas. The Service is expected to be overspent by approximately \$420,000 by year end.

Summary

The preliminary forecast for the Corporation reflects a balanced position. For the next projection which deals with the September 30, 2002 report, these numbers will be further refined. We will be continuing to closely monitor all accounts for the remainder of the year. The next variance report will be based on the period ending September 30, 2002 and will be presented to Council in November.

COST CENTRE REPORT PERIOD ENDING JULY 31, 2002

(000)

SUMMARY							
	Annual Budget	Y-T-D Budget	%	Y-T-D Actual	%	Year-end Projection	Year-end Surplus (Deficit)
(1)	GENERAL REVENUES	(183,795)	(98,793)	54	(218,892)	119	(184,544) 749
	CORPORATE SERVICES	16,782	8,720	52	9,502	57	17,252 (470)
	ECONOMIC DEV & PLANNING SERVICES	20,200	11,927	59	9,393	47	20,174 26
	HEALTH & SOCIAL SERVICES	26,740	16,402	61	11,811	44	25,709 1,031
	CITIZEN & LEISURE SERVICES	22,621	13,383	59	12,853	57	22,802 (181)
	PUBLIC WORKS	46,868	33,446	71	40,067	86	48,291 (1,423)
	EMERGENCY SERVICES	17,519	9,735	56	8,002	46	17,620 (101)
	OUTSIDE BOARDS	33,065	19,423	59	19,233	58	33,488 (423)
(2)	OMERS SAVINGS						(827) 827
	EXPENDITURES	183,795	113,036	62	110,861	60	184,509 (714)
	NET BUDGET	-	14,243		(108,031)		(35) 35

COST CENTRE REPORT PERIOD ENDING JULY 31, 2002

(000)

EXECUTIVE, ADMINISTRATIVE & CORPORATE SERVICES								
		Annual Budget	Y-T-D Budget	%	Y-T-D Actual	%	Year-end Projection	Year-end Surplus (Deficit)
	EXECUTIVE AND ADMINISTRATIVE	1,016	570	56	542	53	1,016	-
(3)	OFFICE OF THE CAO	1,247	710	46	602	48	1,255	(8)
(4)	CORPORATE SERVICES	14,519	7,440	4	8,358	58	14,981	(462)
EXECUTIVE, ADMIN & CORPORATE SERVICES		16,782	8,720	52	9,502	57	17,252	(470)

COST CENTRE REPORT PERIOD ENDING JULY 31, 2002

(000)

ECONOMIC DEVELOPMENT & PLANNING SERVICES							
	Annual Budget	Y-T-D Budget	%	Y-T-D Actual	%	Year-end Projection	Year-end Surplus (Deficit)
GENERAL MANAGER'S OFFICE	444	350	79	338	76	444	-
ECONOMIC DEVELOPMENT	1,588	1,188	75	1,345	85	1,592	(4)
(5) PLANNING AND DEVELOPMENT SERVICES	2,165	1,136	53	786	36	2,134	31
SOCIAL HOUSING	16,003	9,253	58	6,924	43	16,004	(1)
ECONOMIC DEVEL & PLANNING SERVICES	20,200	11,927	59	9,393	47	20,174	26

COST CENTRE REPORT PERIOD ENDING JULY 31, 2002

(000)

HEALTH AND SOCIAL SERVICES							
	Annual Budget	Y-T-D Budget	%	Y-T-D Actual	%	Year-end Projection	Year-end Surplus (Deficit)
GENERAL MANAGER'S OFFICE	1,106	903	82	917	83	1,068	38
CHILDREN SERVICES	2,940	906	31	1,436	49	2,844	96
LONG TERM CARE & SENIORS	382	1,001	262	625	164	382	-
(6) ONTARIO WORKS	22,312	13,592	61	8,833	40	21,415	897
HEALTH AND SOCIAL SERVICES	26,740	16,402	61	11,811	44	25,709	1,031

COST CENTRE REPORT PERIOD ENDING JULY 31, 2002

(000)

CITIZEN & LEISURE SERVICES							
	Annual Budget	Y-T-D Budget	%	Y-T-D Actual	%	Year-end Projection	Year-end Surplus (Deficit)
GENERAL MANAGER'S OFFICE	1,181	1,118	95	1,086	92	1,181	-
CEMETERY SERVICES	24	(83)	(346)	(142)	(592)	98	(74)
(7) PUBLIC LIBRARIES/CITIZENS SERVICES	5,405	3,369	62	3,204	59	5,405	-
(8) LEISURE & RECREATION SERVICES	9,218	5,399	59	5,602	61	9,322	(104)
TRANSPORTATION SERVICES	6,793	3,580	53	3,103	46	6,796	(3)
CITIZEN & LEISURE SERVICES	22,621	13,383	59	12,853	57	22,802	(181)

COST CENTRE REPORT PERIOD ENDING JULY 31, 2002

(000)

PUBLIC WORKS							
	Annual Budget	Y-T-D Budget	%	Y-T-D Actual	%	Year-end Projection	Year-end Surplus (Deficit)
EARTHCARE SUDBURY	202	103	51	28	14	202	-
ENGINEERING SERVICES	140	67	48	1,095	782	140	-
BUILDINGS & FACILITIES	4,100	2,912	71	3,011	73	4,058	42
WATER MAINTENANCE	2,374	806	34	3,333	140	2,374	-
WASTE WATER MAINTENANCE	-	2,154		2,495			-
(9) ROADS MAINTENANCE	29,343	21,491	73	24,931	85	31,960	(2,617)
(9) FLEET	445	506	114	(749)	(168)	(855)	1,300
(10) WASTE MANAGEMENT	10,264	5,407	53	5,923	58	10,412	(148)
PUBLIC WORKS	46,868	33,446	71	40,067	86	48,291	(1,423)

COST CENTRE REPORT PERIOD ENDING JULY 31, 2002

(000)

EMERGENCY SERVICES								
		Annual Budget	Y-T-D Budget	%	Y-T-D Actual	%	Year-end Projection	Year-end Surplus (Deficit)
	GENERAL MANAGER'S OFFICE	286	160	56	241	84	286	-
	EMERGENCY PREPAREDNESS	31	15	48	20	65	31	-
(11)	FIRE SERVICES	11,942	6,789	57	5,655	47	12,043	(101)
(12)	EMERGENCY MEDICAL SERVICES	5,260	2,771	53	2,086	40	5,260	-
EMERGENCY SERVICES		17,519	9,735	56	8,002	46	17,620	(101)

COST CENTRE REPORT PERIOD ENDING JULY 31, 2002

(000)

OUTSIDE BOARDS							
	Annual Budget	Y-T-D Budget	%	Y-T-D Actual	%	Year-end Projection	Year-end Surplus (Deficit)
SUDBURY AIRPORT OPERATIONS	-	(220)		-		-	-
N.D.C.A.	225	132	59	131	58	225	-
PUBLIC HEALTH (HEALTH UNIT)	5,537	3,421	62	3,229	58	5,537	-
(13) POLICE SERVICES	27,303	16,090	59	15,873	58	27,726	(423)
OUTSIDE BOARDS	33,065	19,423	59	19,233	58	33,488	(423)

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	Wednesday, September 25, 2002				Report Date	September 17, 2002			
Recommendation		Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

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
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Report Title

2001 User Charges

Policy Implications + Budget Impact

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

N/A


Background attached

Recommendation

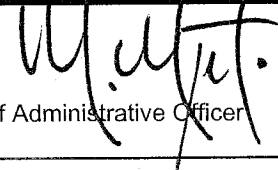
N/A

Recommendation attached

Recommended by the General Manager


D. Wuksinic
General Manager of Corporate Services, and
Acting General Manager of Emergency Services

Recommended by the C.A.O.


M. Mieto
Acting Chief Administrative Officer

61

Report Authored By

M. L. Gauvreau

M. L. Gauvreau
 Manager of Current Accounting Operations

Division Review

S. Jonasson

S. Jonasson
 Director of Finance / City Treasurer

As a result of a question posed by Councillor Bradley at the last Priorities Committee meeting, the following addresses his request for a breakdown of revenues. The Consolidated Schedule of Revenues for the Year ended December 31, 2001 (page 5 of Financial Statement presentation notes tabled at the September 11, 2002 meeting) included a figure of \$63,925,000 classified as User Fees. A breakdown of this revenue figure is provided below summarized into five subtotals by type of service.

(in 000's)

Water Rates	\$ 17,582
Sanitary Sewer Rates	10,916
Transit Fares	5,295
Recreation Facility Usage Fees	5,158
Tipping Fees	3,293
Recreation Programs	404
Athletic Fields	232
Recycling Fees	106
Library Services	55
Anderson Farm Fees	5
Subtotal	<u>43,046</u>
Greater Sudbury Housing Authority Rentals	6,511
Pioneer Manor Fees	4,792
Cemetery Crypt and Plot Sales and Internment Fees	2,546
Parking Lot and Metre Rates	1,234
Child Care Fees	459
Subtotal	<u>15,542</u>
Building Permits	1,378
Lottery Licenses, Business Licenses, Other Licenses	1,331
Economic Development Program Fees	549
Committee of Adjustment Fees, Development Services	226
Healing the Landscape Book Sales	15
Subtotal	<u>3,499</u>
Police Traffic Education, Clearance Letters, Reports	351
Recovery of Administration Costs	228
Fire Reports and Fire Responses	153
Recovery of Winter Control Maintenance Costs	141
Building Services Search Requests	108
Recovery of Roadway Maintenance Costs	126
Subtotal	<u>1,107</u>
Parking Fines	431
Recovery of Registration and Administration Costs on Tax Sales	300
Subtotal	<u>731</u>
Grand Total of User Fee Revenue	<u>\$ 63,925</u>

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	September 25 th , 2002				Report Date	September 20 th , 2002			
Recommendation	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

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
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Report Title

Information Technology Division Resourcing Plan

Policy Implications + Budget Impact

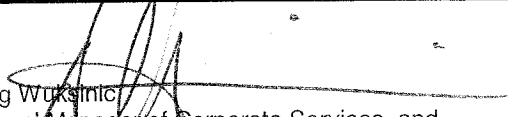
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified
No impact in 2002.	
Current Budget Impact in 2003 - \$652,050;	
Plus one-time training cost of \$250,000, which will be used over the next two to three years to train staff. A funding source has not been identified.	
<input checked="" type="checkbox"/>	Background attached

Recommendation


THAT this Report be accepted by Council, subject to the hiring of four (4) Temporary Staff for seven (7) months; that a Consultant be retained to validate the findings of the Report; and that the results of the Operational Review be brought forward as part of the 2003 Base Budget; and that the costs associated with the hiring of the Temporary Employees and the Operational Review be funded from the Transition Budget.

<input type="checkbox"/>	Recommendation attached
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Recommended by the General Manager


Doug Wukosinic,
General Manager of Corporate Services, and
Acting General Manager of Emergency Services

Recommended by the C.A.O.


Mark Mieto
Acting Chief Administrative Officer

Report Authored By



Bruno Mangiardi
Director of Information Technology

Division Review

Background:

The Information Technology Division Resourcing Plan was submitted to the Finance and Efficiencies Committee on August 12th, 2002. This Committee had grave concerns over the issues raised in the Report, and Staff were scheduled to make a detailed presentation to this Committee on August 26th, 2002.

As the Finance and Efficiencies Committee was eliminated prior to this August 26th meeting taking place, this Report is now being presented to the Priorities Committee. (Report dated August 12th, 2002 to the Finance and Efficiencies Committee is attached.)

The recommendation has been modified from that in the original Report to alleviate immediate concerns on a short-term basis, with no impact on the 2002 or 2003 Budget, being:

- 1) That four temporary staff be hired for a period of seven months to alleviate some of the workload at a cost of approximately \$170,000;
- 2) That an outside consultant be retained to perform an operational and resource audit to validate the findings of this Report;
- 3) That the results of this outside review form part of the 2003 Base Budget; and
- 4) That the cost of both the temporary staffing and the operational review be funded from the Transition Budget.

**Request for Recommendation
Finance & Efficiencies
Committee**



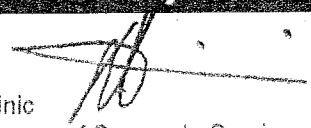
Type of Decision										
Meeting Date	August 12 th , 2002				Report Date	August 7 th , 2002				
Recommendation	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low	
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed	

Report Title
Information Technology Division Resourcing Plan

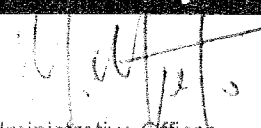
Policy Implications + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified
Current Budget Impact in 2002 - \$0	
Current Budget Impact in 2003 - \$652,050	
Plus one-time training cost of \$250,000 which will be used over the next 2-3 years to train staff. A funding source has not been identified.	
<input checked="" type="checkbox"/>	Background attached

Recommendation
<p>THAT the Finance and Efficiencies Committee supports the Information Technology Division Resourcing Plan as presented in the Report dated July 19th, 2002 from the General Manager of Corporate Services and Acting General Manager of Emergency Services, and recommends that it be brought forward in the 2003 Budget Process.</p>
Recommendation attached

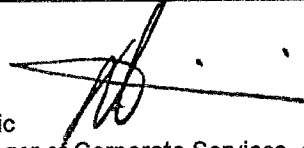
Recommended by the General Manager


 Doug Wuksinic
 General Manager of Corporate Services, and
 Acting General Manager of Emergency Services

Recommended by the C.A.O.



 Mark Miato
 Acting Chief Administrative Officer

Report Authored By



Doug Wuksinic
General Manager of Corporate Services, and
Acting General Manager of Emergency Services

Division Review



Georges Moreau
Acting Director of Information Technology

Background:

The Finance and Efficiencies Committee, at its first meeting, identified its task as one of providing options and opportunities to Council to improve the ways and means by which municipal services are currently provided. The Committee also recognized that to be able to provide these opportunities, the Corporation had to be able to tap into and harness the energy and the expertise of all employees; and to do that, the tools and systems that these employees rely on had to be working properly, had to be adequately maintained, and must not be a source of frustration.

In the course of a review of the ERP System, it quickly became evident that the Information Technology (IT) resources dedicated to this Project, and to the Information Technology Division in general, were inadequate to provide for the needs of the Corporation. ITD affects every service that is delivered by the municipality from financial reporting to maintaining the MMMS System that drives the Public Works Department, bookings, the dispensing of medications, scheduling, purchasing, payroll, building permits, economic development, databases, tax, etc. It is imperative that the Division be resourced properly or these Systems that the employees depend upon would become or would continue to be a source of frustration, and would not allow the Corporation to harness their expertise.

As such, the Committee requested that the General Manager of Corporate Services and Acting General Manager of Emergency Services prepare a Resourcing Plan that would adequately support the information technology requirements of the Corporation. Consequently, it is recommended that the Resourcing Plan, as outlined below be implemented, and that the 2002 Budget be adjusted accordingly. It is anticipated that the 2002 Budget will not be substantially affected as these individuals are not expected to be in place until the Fall; however, the full impact of this staff-gapping will be reflected in the 2003 Budget.

The following is a Report prepared by the Director of Information Technology detailing the background, municipal comparisons and staffing complement increases required.

1. Introduction

The City has been in the amalgamation process for the last two years; and Senior Managers and many Councillors now realize that the workload in the Information Technology Division is overwhelming. Our infrastructure is collapsing because of old components, servers or cables; major corporate systems are not providing the financial information that the City requires; our clients are not being serviced in a timely manner; and other systems have not yet been integrated.

ITD staff has had to work many hours of overtime just to keep up, and we are failing. At any given time, there are more than 100 outstanding service calls logged in our Help Desk System. We are all so busy fighting fires, that we are making mistakes that force us to revisit the same case 2 or 3 times. We do not have the time to document and record solutions, so we waste resources researching and re-discovering "known" solutions.

In the midst of all this activity, we undertook a very large ERP Project that taxed our resources to the limit. All our people who have been involved in this one Project, not to mention all of the other Systems requirements, logged over 1,600 hours of overtime alone; while the three Managers logged in excess of 2,300 hours, or the equivalent of 1.5 FTE's.

This level of activity is taking its toll on our people. Two employees have been off on stress leave in the last 8 months, and it is almost inevitable that one or more is on the verge of leaving again.

As you know, the IT Task Force recommended a staffing level of 25 to the Transition Board. Behind closed doors, this was subsequently reduced to 20. In hindsight, the original number of 25 was low because it failed to recognize the needs of the Citizen Service Centres, the additional support required by the outside Library Branches, the large geographic area that we must travel to service our clients, and the Provincial download of Provincial Offences, Social Housing, etc. In addition, all of the former Towns and Cities, with the exception of the City of Sudbury and its Libraries and the Regional Municipality of Sudbury, outsourced all of their IT support, something that was never included in the original staffing decisions.

If we are to realize the goal of the City of Greater Sudbury becoming a "Smart Community", and that of the Finance and Efficiencies Committee to recognize and provide opportunities to Council for the provision of more cost-effective services, we must resource the IT Division appropriately. To not resource the Division adequately would mean the continued frustration levels of user departments because the systems and/or tools that they are using are failing and/or are inadequate to handle their needs. This Corporation ... this Division cannot continue to operate with its current ITD structure. The Division must be expanded to accommodate all that is expected of it. The recommendation is that the staff complement be increased by a total of 10 FTE's.

A detailed explanation for the additional resources is contained in the following sections.

As well, attached is a copy of the current ITD Organizational Chart, along with the new Proposed Organizational Structure for your reference.

A review of other municipal IT organizations shows an average staffing level of 4.4 employees per 10,000 households. The current ratio for the City of Greater Sudbury is 2.5 employees per 10,000 households, substantially less than the average. The recommended staff complement of 30 employees will only increase the ratio to 3.8 per 10,000, still substantially below the municipal average.

Along with the additional staffing, a sufficient budget for training must also be set aside to properly train both existing and new staff on the new technologies that have been and will be implemented.

2. Director's Office

The Information Technology Division provides a variety of essential services to the Corporation, as it is responsible for all aspects of information technology, communications (both voice and data), copying, print shop services, kiosks, and business applications. Its mandate includes the development of corporate strategic plans for information technology so that they are aligned with corporate goals and Council's direction. These services are delivered in two main sections – Network and Support, and Business Applications.

The Director's Office provides front-line service and support to the Mayor and the twelve Councillors. This same level of service is also delivered to senior management. Training, servicing and supporting this group has been a daunting task, but the results have been very good.

The Director's Office also maintains and operates a corporate-wide technology equipment pool for notebook computers, multi-media projectors, cell phones, overhead projectors, slide projectors and teleconference phones.

In addition to the normal administrative and strategic planning duties, it is proposed that responsibility for the fleet of copiers, the telephone network, cell phones and the print shop operations be transferred from the Network and Support Section to the Director's Office. The Print Shop Operator will now report directly to the Administrative Assistant who will also take on more responsibilities for the fleet of copiers, telephones, cell phones and equipment pool.

No extra staff is required

3. Network and Support Section

This Section is further sub-divided into two major areas – Help Desk and End User Support, and Network and Major Projects.

3.1 Help Desk and End User Support

To fully appreciate the scope and magnitude of responsibility for this Section, you must know that it is the first line of support for:

- Over 1,000 personal computers, notebook computers and their users, scattered over a very large geographic area;
- These clients are located in over 80 buildings or plants, including 14 Branch Libraries, 7 Citizen Service Centres, 4 Community Centres, 11 Sewage Treatment Plants (STP) and Water Treatment Plants (WTP), 17 Arenas, 16 Fire Halls/EMS Stations, Pioneer Manor, 2 major Operations Depots, etc.;
- Hundreds of printers, scanners, digital cameras, bar code readers, receipt printers;
- Installation, configuration, maintenance and return of all leased computers;
- All personal computer software used by our employees;
- Palm Personal Data Assistants used by Council and many other staff;
- New technologies like Video Conferencing Equipment;
- Inventories of all hardware and software;
- Documentation of known problems and their resolution.

We have attempted to provide this service with 3 Support Technicians and supervision by the Manager. As mentioned above, we have over 80 various locations to attend to in an area of over 3,000 square kilometres. Send a Technician out to one of our remote Citizen Service Centres, and that person is usually gone for the better part of the day! This happens very frequently. Trying to service everyone with this staff complement has not worked and cannot work! In fact, Departments are reacting to the poor level and quality of service by hiring students as IT support staff, under the auspices of Special Provincial Programs/Grants and/or Capital Projects (Pioneer Manor, Library, Airport). Decentralized IT support and service can be disastrous, as they will not be adhering to ITD policies and procedures. At the end of their contract, they will depart with all the knowledge about that area, leaving ITD with the fallout.

To provide an acceptable level of service to our clients, we require additional resources. A Non-Union, hands-on Supervisor for this Section is required to ensure that service requests are dealt with in a timely and efficient manner; that problems are documented, and that the service is managed properly. In addition, two more Support Technicians are required to ensure that the service is viable, to allow for vacation relief, and to provide training for these resources.

Extra Staff: One Supervisor and two Support Technicians

3.2 Network and Major Projects

Where the Help Desk and End User Support Section provides a service to individuals or to very small groups, this Section provides services to the entire CGS client community as a whole. If any network component, server or software application fails, then all CGS clients are dead in the water; eg. if our GroupWise E-mail System should fail, then no one will be able to use e-mail to communicate with each other or with anyone on the Internet. If there is any failure, ITD is informed immediately by the fact that the phones ring off the hook, and we go into emergency mode to resolve the problem. The workload in this Section, and the need to complete any outstanding amalgamation issues has created an enormous backlog. There are still servers and software that were purchased over a year ago that have not yet been put into production. The responsibilities of this Section are critical to the operations of the City, and to the security and safety of our data. The following components are included:

- Network Infrastructure (routers, switches, LAN, WAN, fibre optics, CISCO 5500 Switch, etc.);
- Network Security;
- Over 30 Intel Level Servers that use various operating systems (NT, Netware, or WIN2000) to provide: file sharing, printer sharing, e-mail, virus scans, web server(s), network monitoring, Sewer and Water Treatment Plants monitoring, Provincial Offences Act (POA), Internet monitoring, kiosk, forms control, library, etc.;
- Five (5) UNIX Corporate Servers that support all major business applications - ERP, Library Innovative, other licensed software, and our own in-house developed applications;
- Amalgamate and Migrate all 1,000 users to new servers for e-mail, file and print sharing;
- 2nd and 3rd level technical support;
- GroupWise E-mail;

- Database Administration (DBA) for both Informix and Oracle;
- Back-up, recovery and data security for all servers;
- Virus scanning and controls using McAfee;
- Internet access at work and at home (for Council and senior staff);
- Monitoring the use of the Internet;
- STP and WTP Scada System support.

In addition to these operational services, this Section is also responsible for:

- PC and server acquisition;
- Support for Corel and MS Office Suites;
- Documentation;
- Training of support staff and our clients;
- Simplex Time Capture Devices (TCD) for Pioneer Manor and Simplex Security Control for Drug Cabinets in EMS;
- OntarioWorks Network.

The most important functions of this Section are strategic planning, innovation, and the integration of new projects. It has the responsibility to monitor industry trends and functions to identify those that are applicable and affordable. It must then plan for the implementation and monitor these major projects. Some examples are:

- Video conferencing equipment (launched June 2002);
- Novell's Zenworks which will automate the installation of all software and provide remote control of client pc's;
- Voice over IP that will allow us to use our fibre optics network instead of Bell Canada phone lines.

To protect our technology infrastructure investment, and to ensure that it is available, robust and secure, will require extra staff. It is recommended that the database administration function be transferred to the Business Application Section, but that the back-up for this function remain in the Network and Support Section. It is also recommended that one more Network Specialist and one more Senior Technician are required for this Section to function properly.

Extra Staff: One Network Specialist and one Senior Technician

4. Business Applications

This Section is responsible for all corporate administrative systems, including the development, support, implementation, documentation and training of CGS users. It also supports all purchased applications, Provincial downloaded or dictated software and our own on-house developed applications. This Section is also responsible for the support and maintenance of all Internet/Intranet-based services.

These services are delivered in the following four areas: Corporate Server Support, WEB Support, Corporate Application Support and Departmental Support.

4.1 Corporate Service Support

It is proposed that the support and maintenance of the main corporate servers and databases be transferred to this Section, but that the back-up support staff remain in the Network and Support Section, as indicated previously. Another Database Administrator (DBA)/System Specialist will be required to perform the following functions:

- Installation, maintenance and support for the Oracle and Informix databases and software;
- Installation, maintenance and support of the UNIX Operating System software;
- Installation, maintenance and support of the PeopleSoft modules, including processes, patches, bundles and major releases;
- Monitoring and troubleshooting the performance of these servers;
- System development, support and back-up for major systems.

Extra Staff: One Database Administrator/System Specialist

4.2 Web Support

This area is responsible for maintenance and support of our presence on the Internet. Its mandate includes the development and support of our Intranet and the development and/or support of any Web-based e-government applications. The following are some of the major services:

- Installation, maintenance and support of our Web servers;
- Installation, maintenance and support of our Web pages content management software – NetObjects;
- Installation, maintenance and support of ALL the City's Web sites; eg. city.greatersudbury.on.ca, elinks.city.greatersudbury.on.ca, e-sudbury, tourism, lake water quality, investment, etc.;
- Installation, maintenance and support of the new Election Web site;
- Development of on-line financial reports via E-links;
- Development and support of our on-line Parking Tickets Payment System called SmartPay;
- Development and support of Internet applications like on-line Tenders, news releases, road reports, surveys, etc.;
- Installation, maintenance and support of Arena on-line ticket sales.

There is currently two staff in this area, and we do not anticipate a requirement for any extra staff.

No extra staff is required

4.3 Corporate Applications Support

This Section is responsible for all the major corporate applications. If there is money involved, then we have a System for recording, reporting and controlling it. Our systems collect over \$125 million in taxes, and \$25 million in water billing; pays over 3,500 employees of the City; issues 40,000 accounts payable cheques. etc. This area is critical to the maintenance, tracking and monitoring of the financial well being of the Corporation.

The following is a partial list of these Systems:

- Payroll;
- Human Resources;
- Tax Billing and Collection;
- Water Billing and Collection;
- Budget Calculation and Reporting;
- General Ledger - PeopleSoft;
- Accounts Payable - PeopleSoft;
- Accounts Receivable;
- Inventory - PeopleSoft;
- Purchasing - PeopleSoft;
- Municipal Maintenance Management (MMMS);
- Fleet Maintenance;
- Building Permits;
- By-law Enforcement;
- Complaint Monitoring;
- Lottery/Business/Animal Licenses;
- Parking Tickets;
- Tipping Fees;
- Facilities Booking and Class Registrations.

The goal of Council to become a "Smart Community" will be accomplished by the staff in this Section. They will identify applications, and then work with other staff to make this goal a reality by Web-enabling all systems. This trend to develop Web-enabled applications is not unique to the City; in fact, many of the systems we license from third party vendors are Web-enabled and/or come with some Web features. The entire PeopleSoft System is Web-enabled.

This Section shouldered the brunt of the technical support and maintenance for the new PeopleSoft ERP System that we are implementing. It required a stellar effort by our staff in 2001 to accomplish what we have, in light of the effort that was required in 2000 to combine all of our systems in time for the creation of the new City of Greater Sudbury. This level of activity and pressure for the last two years has taken its toll on our staff, and has exposed a major weakness in our Division.

There are currently 6 staff in this Section, and we anticipate that we will need another 2 to ensure that we have some built-in back-up, extra payroll support, be able to complete the conversion of all systems to be Web-enabled, and to maintain all our corporate systems.

Extra Staff: 2 Senior System Programmer/Analysts

4.4 Departmental Applications Support

The City has licensed a number of administrative systems rather than develop them ourselves. Some examples of these special purpose applications are:

- Library Millennium System by Innovative;
- Election System;
- Pass3 for Arena Ticket Sales;
- CompuCare, Pioneer Manor;
- FormScape for the creation and formatting of reports; eg. tax bills, water bills, etc.;
- WCB Pro for tracking WSIB Reports;
- Ontrac for recording and reporting traffic accidents;
- Customer Relationship Management;
- Autodesk CAD & Mapping;
- Convera Document Imaging;
- Cartegraph for creation of traffic sign template;
- CD-Oasys to display assessment data;
- CD-Code for Ontario Building Code.

In addition, there are also systems that the Province requires us to use. The three major applications are:

- OntarioWorks - SDMT;
- Child Care Services;
- Provincial Offences Act - ICON.

And finally, we have developed a number of other systems to satisfy specific needs for some Departments:

- Committee of Adjustment;
- Construction Services Project;
- Watermain Break Tracker;
- EMS Training Records;
- Fire Services;
- Etc.

We propose to clearly delineate the responsibility for these various systems by making this Section responsible for anything that is not standard office software. Network and Support will support E-mail, Corel or MS office suites, and the Windows Operating System. Everything else will be supported by this Section, and will require an additional two Programmer/Analysts.

Extra Staff: Two Programmer/Analysts

5. Training

This is an area that is always left forgotten. Technology is changing at a rapid pace, and we must keep up to it. We have spent many dollars for the implementation of various new technologies and software applications. Unfortunately, there has been little time available to train our staff in these new changes. With the implementation of the new PeopleSoft ERP System, there was some additional training that some of the staff received. However, again because of the lack of staff, not enough training was done.

It is estimated that we would require one-time financing for training of roughly \$12,000 for each new position (10) and \$8,000 for existing positions (16).

Budget Impact:

The monetary impact of this Resourcing Plan for 2002 will be zero as we will not be able to hire all the new staff until very late in the year ... November or December. Any salary cost for any new staff will be offset by savings in the Current Salary Account for the Information Technology Division.

For Budget Year 2003, the annual salary cost of \$652,050 will be included in the Information Technology Division Budget. Details of these costs are:

No. of New Employees	Position	Annual Salary Cost (\$)
1	Network Supervisor	63,000
2	Support Technicians @ \$50,000 each	100,000
1	Network Specialist	62,000
1	Senior Technician	55,000
1	Database Administrator/System Specialist	63,000
2	Senior Programmer/Analysts @ \$57,000 each	114,000
2	Programmer/Analysts @ \$55,000 each	110,000
Total		567,000
Fringe Benefits @ 15%		85,050
Grand Total		652,050

In addition to these salary costs, additional one-time funding of about \$250,000 is required to train these new employees and to train existing employees over the next 2-3 years. A funding source has not been identified.

Summary:

Should this Report not be approved, the ramifications will be felt throughout the Corporation.

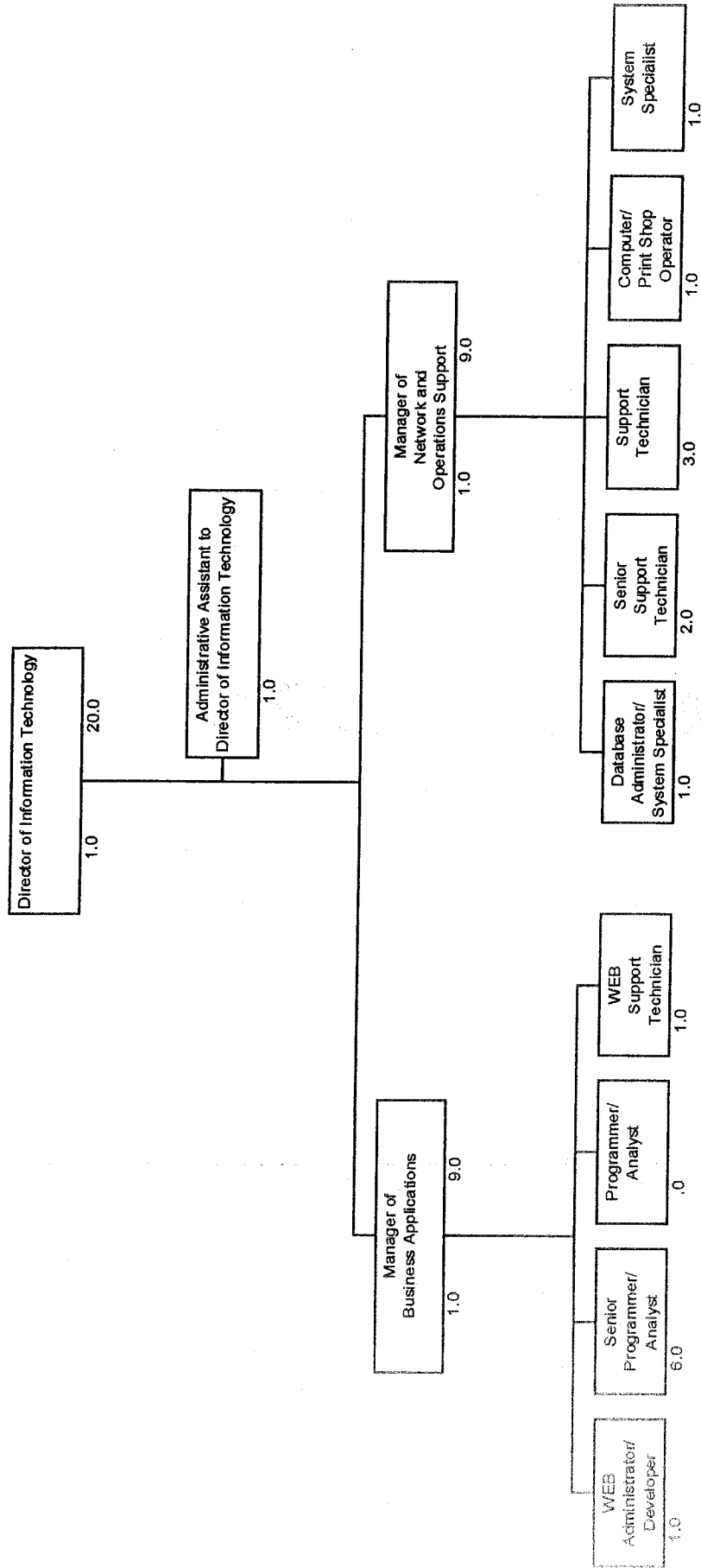
It is very likely that we may lose staff to stress and sickness, and that one "senior" staff person will probably quit or ask to be demoted to a Union position. Management staff cannot keep putting in the hours they have been as it is affecting their health and well being, which in turn affects our ability to service our clients.

Without additional staff, we will be unable to travel within our geographic area to service the Citizen Service Centres and the outside library branches, nor support the Provincially downloaded areas of POA, Social Housing, etc. in a timely manner. Service to our clients will continue to deteriorate; in fact, we are already seeing departments trying to hire IT staff in an attempt to satisfy their service needs. Decentralized IT staff will cost the Corporation much more as the IT function will be disjointed, unco-ordinated and will have different systems that cannot be integrated.

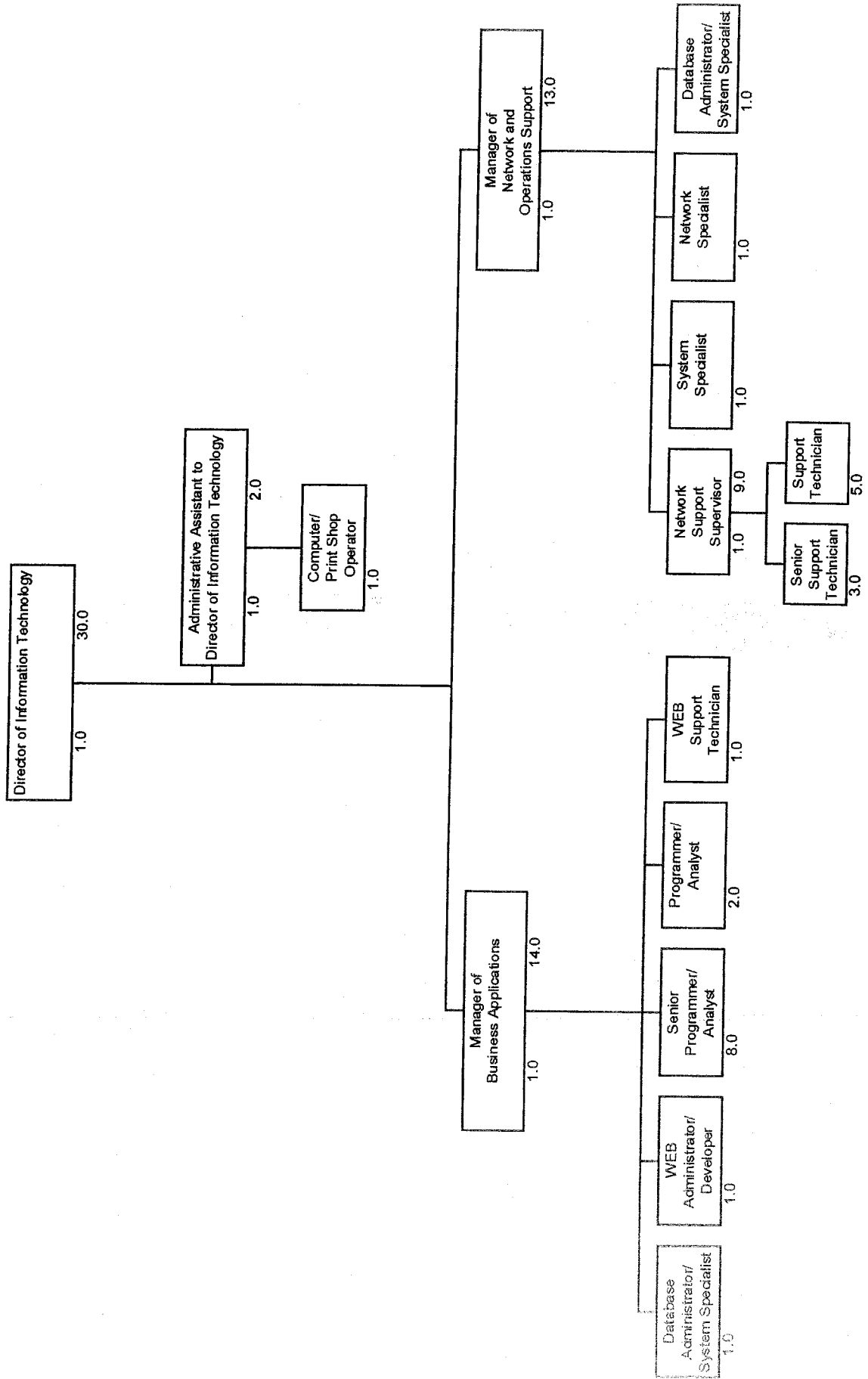
We are unable to convert the Legacy Systems to make them web-enabled e-government application systems which forces us to spend money to maintain old hardware servers and system licenses.

To realize the goal of Council to become a "smart community", we require additional staff and training to support the current infrastructure, software, application systems and Council's goals.

INFORMATION TECHNOLOGY DIVISION - Existing



INFORMATION TECHNOLOGY DIVISION - Proposed



Community Viability Committee

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

COMMUNITY VIABILITY: COUNCILLOR PETRYNA, CHAIR

There are no items to be dealt with by the Community Viability Committee on this Agenda.