



## Business Cases for Service Level Changes

The Executive Leadership Team (ELT) reviewed the proposed business cases and considered their impact on health and safety, risk to the City or community, alignment with the Strategic Plan, and financial impact.

As directed by the Finance and Administration Committee, all business cases have been presented in this budget document for Council's consideration.

### The following is a list of business cases for user fee changes:

| Page No. | Description   | Resolution | 2020 Budget Impact |
|----------|---|------------|--------------------|
| 275      | Creation of new Playfield User Fee for Recreational Leagues |            | (3,200)            |
| 277      | Increase to Parking User Fees                               |            | -                  |
|          |   |            | <b>(3,200)</b>     |

### The following is a list of business cases for staffing conversions:

| Page No. | Description                      | Resolution | 2020 Budget Impact |
|----------|----------------------------------|------------|--------------------|
| 279      | Implement Survey Services Review |            | 6,967              |
|          |                                  |            | <b>6,967</b>       |

### The following is a list of business cases for service level changes:

| Page No. | Description   | Resolution   | 2020 Budget Impact |
|----------|---|--------------|--------------------|
| 281      | Commence Lorne Street Rejuvenation Project  | FA2019-27    | 562,036            |
| 284      | Increase the Health Promotions Community Paramedicine Program                         | ES2019-03    | 371,174            |
| 288      | Implement the Pioneer Manor Bed Redevelopment Project                                 | CC2017-374   | 320,000            |
| 292      | Implement Lasalle Boulevard Corridor Plan and Strategy - Streetscape Design Pilot     | FA2019-15A2  | 210,000            |
| 295      | Formalize and Maintain Trail from Dundas Street to Silver Hills Drive                 | FA2019-15A8  | 136,300            |
| 298      | Development of Additional Universal Recreation Programs and Access to Community Space | FA2019-15A3  | 135,259            |
| 301      | Implement 2020 Downtown Sudbury Community Improvement Plan                            | PL2019-130   | 128,317            |
| 304      | Increase Annual Funding for NORMHC  | CC2019-259   | 106,430            |
| 306      | Implement Green Development Subsidy   | OP2019-11    | 100,000            |
| 309      | Provide Human League Association Emergency Funding                                    | CC2019-254   | 50,000             |
| 311      | Provide Permanent Operational Funding for the Junction Creek Stewardship Committee    | FA2019-15A11 | 40,000             |
| 314      | Hiring Temporary Staff for the Climate Change Adaptation Plan                         | CC2019-151   | 34,200             |



| Page No. | Description   | Resolution  | 2020 Budget Impact |
|----------|---|-------------|--------------------|
| 317      | Provide Annual Support for Kivi Park  | CS2019-15   | 13,862             |
| 320      | Implement 2020 Town Centre Community Improvement Plan                                 | PL2019-129  | 6,758              |
| 323      | Additional Labour Resources for Capital Project Delivery                              | FA2019-15A1 | -                  |
| 326      | Enhanced Spreader Laid Patching Program   |             | 1,000,000          |
| 328      | Advance the Valley East Twin Pad Multipurpose Sports Complex                          |             | 567,500            |
| 331      | Increase Security for Downtown City Facilities  |             | 432,513            |
| 335      | Implement an Electronic Road Patrol Program   |             | 354,787            |
| 338      | Undertake the Strategic Land Use Planning - Nodes and Corridors Phase 2               |             | 240,000            |
| 341      | Implementation of the Sudbury and Area - Rural and Northern Immigration Pilot Program |             | 185,985            |
| 344      | Addition of a Cyber Security Officer  |             | 152,490            |
| 348      | Implementation of Tactical Paramedic Services   |             | 150,250            |
| 351      | Addition of a Tenant Relations Coordinator  |             | 105,206            |
| 354      | Addition of a Small Business Specialist for Regional Business Centre                  |             | 72,829             |
| 358      | Construction of the Lionel E. Lalonde Therapeutic Pool                                |             | 60,000             |
| 362      | Conversion Youth Strategy Coordinator to Business Development Officer                 |             | 50,103             |
| 366      | Increase Hours of Operation and Staffing for Transit Kiosk                            |             | 32,893             |
| 369      | Increase to Syringe Recovery Services   |             | 23,900             |
| 371      | Addition of a Property Assessment Assistant   |             | -                  |
| 374      | Addition of a Tool Crib Operator  |             | -                  |
|          |   |             | <b>5,642,792</b>   |



# Business Case for User Fee Change

**Request/Project Name:** Creation of New Play Field User Fee for Recreational Leagues

**Department:** Community Development

**Division:** Leisure Services

**Council Resolution (if applicable):**

## I. Executive Summary

### Overview of Proposal

The City of Greater Sudbury (City) maintains 49 ball diamonds and 59 soccer fields. These facilities are booked by minor sports associations, adult groups, etc. to host sports leagues, tournaments and events. Groups booking facilities are charged the applicable user fee as per the City's Miscellaneous User Fee By-Law.

The By-Law defines major and minor field categories. Major fields are identified as:

- Delki Dozzi Sports Complex
- James Jerome Sports Complex
- Queen's Athletic Sports Complex
- Terry Fox Sports Complex

Minor field rates apply to fields located in other areas of the municipality. Examples of minor fields are:

- Kinsmen Sports Complex (Lively)
- Doug Mohn's Park (Capreol)
- Howard Armstrong Recreation Complex (Hanmer)
- Rick McDonald Sports Complex (Azilda)
- Dowling Leisure Centre (Dowling)
- Twin Forks (New Sudbury)
- Carmichael Sports Complex (Minnow Lake)

The By-Law also establishes different rates for junior/youth users and adult users. The 2019 youth rate for junior/youth field users is \$19.50 per participant for all major and minor fields with the exception of the artificial turf field at the James Jerome Sports Complex.

During a review of play field utilization, another category of recreational field usage at City facilities was discovered. The following neighbourhood groups were hosting low-cost recreational sports leagues at play fields and open space areas which would not be classified as a major or minor field:

- McFarlane Playground Association
- Coniston Playground Association
- McLean Playground Association (last active in 2016)
- Wahnapiatae Community Centre

Activities focused on fun and skill development and all activities were led by volunteers without any paid officials, etc. to ensure affordability of participants. The groups typically charged between \$40 and \$60 per participant, for activities once or twice per week. Groups were booking facilities through the City, providing proof of insurance, but not charged a user fee.

Groups have been advised that applicable user fees for junior/youth field bookings may apply in future seasons. Groups expressed concerns about the ability to pay the per participant user fee which would impact their ability to continue delivering recreational opportunities in their neighbourhoods.

### Drivers for Proposed Course of Action

Groups running neighbourhood based sports activities at recreation play fields are currently not conforming to the City's By-Law. Organizers of recreational/neighbourhood sports leagues have stated that it isn't viable to pay the existing rate as per the City's By-Law.

## III. Recommendation

**Categorize your specific request (mark an 'X' for all that apply):**

|                                   |   |                                    |
|-----------------------------------|---|------------------------------------|
| Change to base operating budget   |   | Change to base FTE allocation      |
| Change to fees (unit price)       | X | Change to revenues (volume change) |
| Investment in project (Operating) |   | Investment in project (Capital)    |

### Recommendation

It is further recommended that the City establish a per participant rate of \$8.85 plus applicable taxes for recreation/neighbourhood leagues utilizing recreation play fields. A review of service levels shows that recreational fields receive approximately half of the service levels of major/minor fields, thus the recommendation to charge half the costs. This ensures that all youth groups are treated fairly with a user fee established reflective of relative service levels.



## How does this align with Council's Strategic Plan?

|   |   |  |
|---|---|--|
| Asset Management and Service Excellence |   | Business Attraction, Development and Retention |
| Climate Change                          |   | Economic Capacity and Investment Readiness     |
| Housing                                 | X | Creating a Healthier Community                 |

The introduction of a per participant user fee for recreational field users ensures that groups can continue delivering low cost programming opportunities, while paying an appropriate portion of the cost to deliver services.

## IV. Impact Analysis

### Qualitative Implications

The introduction of the play field user fee will ensure that user groups are treated equitably with an appropriate user fee reflective of service levels.

### Quantifiable Implications

Based on 2018 registration numbers of recreational/neighbourhood sports organizations, it is anticipated the City would generate approximately \$3,200 in additional revenue.

### Operating Revenue - Incremental

#### Detail

| Description          | Duration | Revenue Source | 2020 \$           | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|----------------------|----------|----------------|-------------------|-------------|-------------|-------------|-------------|
| Play Field User Fees | On-going |                | \$ (3,200)        |             |             |             |             |
|                      | On-Going |                | \$ (3,200)        | \$ -        | \$ -        | \$ -        | \$ -        |
|                      | One-Time |                | \$ -              | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>         |          |                | <b>\$ (3,200)</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Operating Expenditures - Incremental

#### Detail

| Description  | Duration | Funding Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              |          |                |             |             |             |             |             |
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

| Net Impact   | 2020 \$           | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|-------------------|-------------|-------------|-------------|-------------|
| On-Going     | \$ (3,200)        | \$ -        | \$ -        | \$ -        | \$ -        |
| One-Time     | \$ -              | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> | <b>\$ (3,200)</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |



# Business Case for User Fee Change

**Request/Project Name:** Increase to Parking User Fees

**Department:** Security and By-Law Services

**Division:** Corporate Services

**Council Resolution (if applicable):**

## I. Executive Summary

### Overview of Proposal

Security and By-Law staff are recommending the meter rates contained in the Traffic and Parking By-Law be moved to the City's User Fee By-Law as this aligns with the City's policy to have all fees contained within the User Fee By-Law. Staff are recommending the rates be increased from \$1.30 per hour and we are asking for consideration of two options; Option 1: \$2.00 per hour, with the current 3 hour maximum. Option 2: \$2.00 per hour for the first 2 hours and the third hour of parking be \$3.00. The estimated increase to revenue would be \$230,000 based on historical meter usage. Staff are also recommending Council consider the longstanding BIA request to make parking free after 5 pm in the downtown (from 6 pm). Considering loss of revenue for meter use (\$65,312), loss of fine revenue (\$8,645) and recoup of enforcement costs (\$5,292), the estimated annual cost of this change is approximately \$68,665. Staff are also recommending the longstanding practice of offering a Seniors' 50% discount for parking at the YMCA/CFL and TDS lots be officially recognized by adding the rate in the User Fee By-Law. Further, historically citizens have been provided a 15-30 mins grace period for free parking at both locations to allow for drop offs and pickups of family due to the daycares at each location. Staff are recommending this long standing practice be added to the User Fee By-Law as a standard City practice. With the new motorcycle parking area at the TDS underground parking lot staff are recommending a monthly and annual season pass for riders be added to the User Fee By-Law. The proposed rates are \$50/month with an annual pass option of \$200/year. Since there are 11 motorcycle parking spots available, estimated revenue would be \$2200 annually.

### Drivers for Proposed Course of Action

Within the Parking Update report to the Finance and Administrative Committee on May 14, 2019, Staff committed to providing a Business Case with options for free parking after 5 pm downtown and a Motorcycle Parking fee structure. With the modernization of parking systems in City lots and streets as the Pay-by-Plate technology is installed staff have the opportunity to make changes to the rates by using the new technology, whereas in the past, adjusting each meter to increase the hourly rate would have been cost preventative. Meter rates have not changed in several years, and the current rate is \$1.30 per hour. With this opportunity to remove the meter rates from the Traffic and Parking By-Law we are able to propose the longstanding request from the BIA for allow free parking after 5 pm. There also have been historical practices that are not identified in the User Fee By-law that are required to be captured such as the Senior's Discount at the YMCA/CFL and TDS parking lots along with the 15-30 mins free at both. The new motorcycle parking area provides for an opportunity to recover fees for maintenance of the area, enforcement and upgrades for lighting and security in the underground parking lot at TDS. Staff are recommending these changes to solidify longstanding practices, provide the User Fee authority to offer these fees, and to reflect the current service level and revenue numbers in the budget.

## III. Recommendation

### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                                     |                                    |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input type="checkbox"/>            | Change to base operating budget   | <input type="checkbox"/>            | Change to base FTE allocation      |
| <input checked="" type="checkbox"/> | Change to fees (unit price)       | <input checked="" type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/>            | Investment in project (Operating) | <input type="checkbox"/>            | Investment in project (Capital)    |

### Recommendation

Staff are recommending increasing the hourly parking rate for on-street parking to \$2.00 per hour with the option of the third hour being \$3.00. Staff also proposed making historical practices that are not identified in the User Fee By-law such as the Senior's Discount at the YMCA/CFL and TDS parking lots along with the 15-30 mins free at both official in the User Fee By-Law. It is understood that fee changes can only be estimated at this time and that many of these will be subject to Council approval of a revised Miscellaneous User Fees By-Law later in the budget cycle. However, an estimate of increased revenues for parking on the street would be \$230,000. The recommended changes will provide free parking downtown on the street and in lots after 5 pm. The recommended changes also include motorcycle parking fees for the dedicated parking area at TDS underground parking. Staff are recommending these changes to solidify longstanding practices, provide the User Fee authority to offer these fees, and to reflect the current service level and revenue numbers in the budget.

### How does this align with Council's Strategic Plan?

|                                     |   |                                     |  |
|-------------------------------------|---|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input checked="" type="checkbox"/> | Business Attraction, Development and Retention |
| <input type="checkbox"/>            | Climate Change                          | <input type="checkbox"/>            | Economic Capacity and Investment Readiness     |
| <input type="checkbox"/>            | Housing                                 | <input type="checkbox"/>            | Creating a Healthier Community                 |

This Business Case related to the parking user fees aligns with two of the pillars of Council's strategic plan. Firstly, the revenue obtained will be placed in Parking Reserves to ensure adequate asset management and service excellence by providing maintenance and enhancement to downtown parking assets as they age and require modernization. In turn, parking enhancements will support Council's strategic plan to attract business, development and retention. Having an updated parking system for the downtown area is imperative to the growth of the downtown for merchants and the public. Encouraging alternate forms of transportation and providing dedicated parking for motorcycles in the underground parking lot at TDS provides for asset management and business attraction as directed by Council in the strategic plan.



## IV. Impact Analysis

### Qualitative Implications

A large organizational gap is being closed by moving the meter rates into the User Fee By-Law, cementing longstanding practices of a Senior's discount and 30 minutes free parking at the YMCA/CFL and TDS lots. Staff do not currently have the legislative authority to apply these rates and with the modernization of the parking lots we recommend making these changes. Increasing the hourly parking fees downtown will offset the reduction in revenue from allowing free parking after 5 pm in the downtown core. Providing free parking after 5 pm has been a longstanding request from the downtown BIA to encourage a dinner crowd for local restaurants which in turn would satisfy local merchants. Providing a motorcycle parking area encourages other types of transportation in the community and provides for a safer parking area for riders due to the increased lighting, bollards for visibility of the motorcycles, and the addition of security cameras. Allowing these improvements has increased employee and citizen satisfaction and engagement as we modernize the parking systems in the core. With the funds being retained in the Parking Reserves, Council will be able to use the money to fund parking projects and enhancements such as a new downtown parking structure, maintenance and modernization of current lots. The revenue generated will facilitate parking enhancements in the downtown core which will help encourage users coming downtown to shop, visit, eat and be entertained.

### Quantifiable Implications

#### Free Parking After 5 pm:

Through the Downtown Business Improvement Area (BIA) Association, the City of Greater Sudbury has received a request to consider adjusting the current Traffic and Parking By-law restrictions that provide free on-street parking at meters after 5 p.m.

Parking revenue for on-street parking during the period between 5 p.m. and 6 p.m. is estimated to be approximately \$54,312 per year. Revenue for parking in a Municipal lot during this hour of the day is approximately \$11,000.

The annual average number of tickets issued specifically in the downtown core between 5 p.m. and 6 p.m. in the last three years is 404. The approximate available annual fine revenue for parking infractions issued in that time period is \$8,645.

Date Period Total Tickets Issued- 5pm to 6pm Potential Fine Revenue

April 01, 2016- April 01, 2017 261 \$5,760

April 01, 2017- April 01, 2018 615 \$13,035

April 01, 2018- April 01, 2019 336 \$7,140

Parking enforcement in the downtown core is completed by a contract service provider. The current hourly rate for enforcement is \$21.34/hr. Reducing for Stat Holidays where there is no service provision, enforcement after 5 p.m. accounts for approximately 248 hours annually. The annual cost for this enforcement activity is \$5,292.32. Considering loss of revenue for meter use (\$65,312), loss of fine revenue (\$8,645) and recoup of enforcement costs (\$5,292), the estimated annual cost of this change is approximately \$68,665.

#### Increase to Hourly Parking Rate:

Staff are recommending the rates be increased from \$1.30 per hour and we are asking for consideration of two options; Option 1: \$2.00 per hour, with the current 3 hour maximum. Option 2: \$2.00 per hour for the first 2 hours and the third hour of parking be \$3.00. The estimated increase to revenue would be \$230,000.

Seniors' Discount and 30 mins Free: No change to revenue as it's been a practice for years. Staff are also recommending the longstanding practice of offering a Seniors' 50% discount for parking at the YMCA/CFL and TDS lots be officially recognized by adding the rate in the User Fee By-Law. Further, historically citizens have been provided a 30-minute grace period for free parking at both locations to allow for drop offs and pickups of family due to the daycares at each location. Staff are recommending this longstanding practice be added to the User Fee By-Law as a standard City practice. If Council wishes to discontinue the Senior's discount, the revenue increase would be \$400 per month (4,800 annually) for TDS and \$2,800 per month (33,600 annually) for CFL/YMCA lots based on February 2019 data.

Motorcycle Parking User Fees: With the new motorcycle parking area at the TDS underground parking lot staff are recommending a monthly and annual season pass for riders be added to the User Fee By-Law. The proposed rates are \$50/month with an annual pass option of \$200/year. This would have an estimated increase in revenue of \$2200 per year (11 spaces x \$200/yr.).

### Operating Revenue - Incremental

#### Detail

| Description                  | Duration | Revenue Source | 2020 \$             | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|------------------------------|----------|----------------|---------------------|-------------|-------------|-------------|-------------|
| Motorcycle Parking User Fee  | On-going |                | \$ (2,200)          |             |             |             |             |
| Parking Hourly Rate Increase | On-going |                | \$ (233,200)        |             |             |             |             |
| Free After 5 pm Downtown     | On-going |                | \$ 68,665           |             |             |             |             |
|                              | On-Going |                | \$ (166,735)        | \$ -        | \$ -        | \$ -        | \$ -        |
|                              | One-Time |                | \$ -                | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>                 |          |                | <b>\$ (166,735)</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Operating Expenditures - Incremental

#### Detail

| Description             | Duration | Funding Source | 2020 \$           | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|-------------------------|----------|----------------|-------------------|-------------|-------------|-------------|-------------|
| Contribution to Reserve | On-going |                | \$ 166,735        |             |             |             |             |
|                         | On-Going |                | \$ 166,735        | \$ -        | \$ -        | \$ -        | \$ -        |
|                         | One-Time |                | \$ -              | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>            |          |                | <b>\$ 166,735</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

| Net Impact   | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|-------------|-------------|-------------|-------------|-------------|
| On-Going     | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| One-Time     | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |



# Business Case for Staffing Change

**Request/Project Name:** Implement Survey Services Review

**Department:** Community and Strategic Planning

**Division:** Planning Services

**Council Resolution (if applicable):**

## I. Executive Summary

### Overview of Proposal

The proposed change would involve changes to staffing classifications and service level of the Surveys and Mapping Section within the Planning Services Division. Specifically, the requirement to have a Professional Ontario Land Surveyor (OLS) on staff would be removed. Additionally, the Control Survey Assistant position would be eliminated and replaced with a new position that blends a GIS Editor with a Control Survey Assistant. Finally, changes to job descriptions in the Survey and Mapping Section would allow for better integration with the Analytics and GIS Section and more efficient use of existing staff resources.

## II. Background

### Current Service Level

Currently, the Survey and Mapping Section (within the Community and Strategic Planning Section) reports to the Coordinator of Surveys and Mapping Services. This position requires the incumbent to be a licensed Ontario Land Surveyor. Within the Survey and Mapping Section is also a Control Survey Assistant position, which assists the Control Survey Leader. Both of these positions are currently vacant and staff have undertaken a review of land survey services at CGS with the assistance of an external consultant (KPMG) to identify opportunities to improve land survey service delivery.

### Drivers for Proposed Course of Action

The Coordinator of Surveys and Mapping Services and the Control Survey Assistant positions are currently vacant. These vacancies provided an opportunity for staff to undertake a review of land survey service delivery, specifically related to the requirement to have an OLS on staff and opportunities to better integrate the Surveys and Mapping Section with the Analytics and GIS Section to make the most efficient use of staff resources. This review examined the current land survey service levels at the City and compared it to other similar sized municipalities. The review also looked at opportunities to better align land survey service delivery between Planning Service and Engineering Services and opportunities to further integrate the Survey and Mapping Section and the Analytics and GIS Section. The review found that most comparable municipalities did not have an OLS on staff and purchased those services that require an OLS on an as needed basis. The review also determined that there were opportunities to include GIS related functions into the Survey and Mapping Section job descriptions to provide more flexibility to use existing resources to address a backlog of GIS work. Specifically, the elimination of the Control Survey Assistant position and its replacement with a position that combines GIS Editor work and Control Survey Assistant work.

## III. Recommendation

### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                          |                                    |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input type="checkbox"/> | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/>            | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital)    |

### Recommendation

The first recommended change is the removal of the requirement to be a licensed Ontario Land Surveyor from the Coordinator of Surveys and Mapping Services job description. The City would then purchase the services of an Ontario Land Survey on an "as needed" basis moving forward. This change responds to the land survey services review that was undertaken, where it was identified that most comparable municipalities do not have an OLS on staff and purchase those services as needed. The second recommended change would be the elimination of the Control Survey Assistant position and its replacement with a new position that blends the duties of a GIS Editor and a Control Survey Assistant. This change responds to the land survey service review which identified the need to better integrate the Surveys and Mapping Section and the Analytics and GIS Section to maximize the use of existing staff resources.



## IV. Impact Analysis

### Qualitative Implications

The elimination of the Control Survey Assistant position and its replacement with a GIS Editor/Control Survey Assistant position will allow the City to continue to implement its control survey program, while also providing additional GIS resources to address a backlog of GIS work during non peak survey periods. The result would be more efficient use of staff resources and better GIS service delivery. The removal of the OLS requirement would require the City to purchase OLS services on an as needed basis, which represents a continuation of the current service delivery model.

### Quantifiable Implications

The elimination of the Control Survey Assistant position and its replacement with a GIS Editor/Control Survey Assistant position which would result in a financial impact that is anticipated to be approximately \$7,000 annually.

### Operating Revenue - Incremental

#### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              |          |                |             |             |             |             |             |
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Operating Expenditures - Incremental

#### Detail

| Description         | Duration | Funding Source | 2020 \$         | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|---------------------|----------|----------------|-----------------|-------------|-------------|-------------|-------------|
| Salaries & Benefits | On-going | Tax Levy       | \$ 6,967        |             |             |             |             |
|                     | On-Going |                | \$ 6,967        | \$ -        | \$ -        | \$ -        | \$ -        |
|                     | One-Time |                | \$ -            | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>        |          |                | <b>\$ 6,967</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### FTE Table

| Position                            | Bargaining Unit | Duration  | Permanent / Part Time | 2020 | 2021 | 2022 | 2023 | 2024 |
|-------------------------------------|-----------------|-----------|-----------------------|------|------|------|------|------|
| Control Survey Assistant            | IW              | On-going  | Permanent             | (1)  |      |      |      |      |
| GIS Editor/Survey Control Assistant | IW              | On-going  | Permanent             | 1    |      |      |      |      |
|                                     |                 | Permanent |                       | -    | -    | -    | -    | -    |
|                                     |                 | PT Hours  |                       | -    | -    | -    | -    | -    |

| Net Impact   | 2020 \$         | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|-----------------|-------------|-------------|-------------|-------------|
| On-Going     | \$ 6,967        | \$ -        | \$ -        | \$ -        | \$ -        |
| One-Time     | \$ -            | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> | <b>\$ 6,967</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |





# Business Case for Service Level Change

**Request/Project Name:** Commence Lorne Street / MR55 from Power Street to Elm Street - Infrastructure Renewal

**Department:** Growth & Infrastructure

**Division:** Infrastructure Capital Planning

**Council Resolution (if applicable):** FA2019-27

## I. Executive Summary

### Overview of Proposal

The Municipal Road 55 (MR55) / Lorne Street Infrastructure Renewal project will consist of the renewal and rehabilitation of the corridor from Elm Street to Power Street with the exception of the recently improved section between Logan and Martindale. MR 55 / Lorne is an arterial road that connects the communities of Whitefish, Naughton, Lively and Copper Cliff to the downtown and has an average daily traffic volume of approximately 20,000 vehicles. It is also a key route of personnel, materials and services to Vale's smelter and refinery located in Copper Cliff. In addition, Lorne is one of the five main connections to the Provincial Highway system and represents a gateway to the community. The MR 55 / Lorne Street corridor is a key commercial and industrial transportation route. The underground infrastructure (watermain, sanitary sewer, and storm sewer) are beyond their useful life and require rehabilitation and/or renewal. The watermain infrastructure will be upsized as recommended by the Water/Wastewater Master Plan to provide hydraulics in the area.

## II. Background

### Current Service Level

Currently, the Municipal infrastructure assets within the corridor of MR55 and Lorne Street are in need of renewal and/or rehabilitation. The assets are approaching the end of their service life and components are becoming deficient. Maintenance costs exceed acceptable standards. The assets are performing lower than expected and are exhibiting signs of deterioration. The City has an opportunity to enhance and improve other aspects such as pedestrian safety and transit improvements. The project is being designed based upon the recommendations of the Transportation Master Plan and considering Complete Streets principles. The storm sewer and sanitary sewer infrastructure is functioning; however, the age and material increases the risk of failure and / or infiltration. Likewise, the existing watermain, services and appurtenances are functioning in accordance with design standards from when they were constructed. The reliability of the water and sanitary sewer systems are currently adequate; however, this will diminish over time.

### Drivers for Proposed Course of Action

The main driver for the recommended is asset renewal and rehabilitation. As stated previously, the current infrastructure is aging. The assets are becoming deficient and costs are exceeding standards. Health and safety is also a driver for the recommended action. The recommendation improves pedestrian and vehicle safety with the improvement of crosswalks to meet current standards, roadway widening, paved shoulders and improved illumination of the corridor. As stated previously, the project is following the recommendations of the Transportation Master Plan and considering Complete Streets principles. The condition of the storm system requires rehabilitation or replacement. The condition of the sanitary sewer system requires that it be rehabilitated or replaced, to reduce the risk of failure and infiltration. Furthermore, the Water/Wastewater Master Plan recommends a watermain size increase to improve hydraulics in the area, including improved fire flows to support existing and future development.

## III. Recommendation

### Categorize your specific request (mark an 'X' for all that apply):

|  |   |
|--|---|
| <input type="checkbox"/> Change to base operating budget   | <input type="checkbox"/> Change to base FTE allocation              |
| <input type="checkbox"/> Change to fees (unit price)       | <input type="checkbox"/> Change to revenues (volume change)         |
| <input type="checkbox"/> Investment in project (Operating) | <input checked="" type="checkbox"/> Investment in project (Capital) |

### Recommendation

The recommendation is to rehabilitate and renew Lorne and MR55 between Power to Logan and Martindale to Elm. It is recommended to do so in order to address asset renewal as per the City's Asset Management strategy, and enhance quality of life by taking a Complete Streets approach to design. It is also recommended to renew, rehabilitate and upsize (as required) the underground infrastructure as this is nearing or beyond its useful design life.



## How does this align with Council's Strategic Plan?

|   |   |   |  |
|---|---|---|--|
| x | Asset Management and Service Excellence |   | Business Attraction, Development and Retention |
| x | Climate Change                          |   | Economic Capacity and Investment Readiness     |
|   | Housing                                 | x | Creating a Healthier Community                 |

As stated in Council's Strategic Plan, 'Asset Management and renewal includes initiatives designed to maximize the City's value from investments in physical infrastructure'. This project does just that. As well, rehabilitation/renewal of poor condition sanitary sewer system components will reduce the infiltration of clean water into the City's sanitary sewer system. This not only supports ecological sustainability (as described in the Climate Change section of the Strategic Plan) but also financial sustainability, as reducing infiltration will reduce environmental bypasses and costs to treat the clean water. By creating a widened and improved road corridor using Complete Streets design principles, a safer road will promote more pedestrians, cyclists, and transit users leading to a healthier community.

## IV. Impact Analysis

### Qualitative Implications

The recommended will result in increased citizen satisfaction due to the roadway and underground infrastructure assets being rehabilitated, as well as the enhancement of pedestrian crosswalks, paved shoulders, improved illumination, and corridor beautification. The renewal and rehabilitation of the underground infrastructure will result in improved hydraulics in the water system and reduced infiltration in the wastewater system. Required maintenance will be reduced on the newer infrastructure and system reliability will be improved.

### Quantifiable Implications

The City of Greater Sudbury has approved a portion of funding, and was originally presented with proposed Federal and Provincial funding. Of the \$51.45 million projected, the City currently has \$10.1 budgeted. This request is for the balance of funding. The cash flow is presented as follows:

Roads Portion - \$42.1 million total (2020 - \$17.9M, 2021 - \$5.8M, 2022 - \$9.2M, 2023 - \$9.2M)

a) Power to Kelly Lake Road - \$18.1 million total (2020 - \$15.1M, 2021 - \$3.0M)

b) Kelly Lake Road to Logan - \$5.6 million total (2020 - \$2.8M, 2021 \$2.8M)

c) Martindale to Elm - \$18.4 million total (2022 - \$9.2M, 2023 - \$9.2M)

Water Portion - \$6.0 million total (2020 - \$1.1M, 2021 - \$1.0M, 2022 - \$2.0M, 2023 - \$1.9M)

a) Power to Kelly Lake Road - \$0.2 million total (2020 - \$0.2M)

b) Kelly Lake Road to Logan - \$1.9 million total (2020 - \$0.9M, 2021 - \$1.0M)

c) Martindale to Elm - \$3.9 million total (2022 - \$2.0M, 2023 - \$1.9M)

Wastewater Portion - \$3.35 million total (2020 - \$0.55M, 2021 - \$0.4M, 2022 - \$1.2M, 2023 - \$1.2M)

a) Power to Kelly Lake Road - \$0

b) Kelly Lake Road to Logan - \$0.95 million total (2020 - \$0.55M, 2021 - \$0.4M)

c) Martindale to Elm - \$2.4 million total (2022 - \$1.2M, 2023 - \$1.2M)

The City is recommending the use of debt financing for the roads portion (\$32.5 million) which equates to \$2,184,510 per year for 20 years. The Water and Wastewater portion is recommended to be funded from respective Capital Financing Reserve Funds.

### Operating Revenue - Incremental

#### Detail

| Description          | Duration | Revenue Source | 2020 \$               | 2021 \$             | 2022 \$               | 2023 \$           | 2024 \$              |
|----------------------|----------|----------------|-----------------------|---------------------|-----------------------|-------------------|----------------------|
| Debt                 | One-Time | Debt           | \$ (8,300,000)        | \$ 2,500,000        | \$ (3,400,000)        | \$ -              | \$ 9,200,000         |
| Water Infrastructure | One-Time | Reserves       | \$ (600,000)          | \$ (400,000)        | \$ (1,000,000)        | \$ 100,000        | \$ 1,900,000         |
| Sewer Infrastructure | One-Time | Reserves       | \$ (550,000)          | \$ 150,000          | \$ (800,000)          | \$ -              | \$ 1,200,000         |
|                      | On-Going |                | \$ -                  | \$ -                | \$ -                  | \$ -              | \$ -                 |
|                      | One-Time |                | \$ (9,450,000)        | \$ 2,250,000        | \$ (5,200,000)        | \$ 100,000        | \$ 12,300,000        |
| <b>Total</b>         |          |                | <b>\$ (9,450,000)</b> | <b>\$ 2,250,000</b> | <b>\$ (5,200,000)</b> | <b>\$ 100,000</b> | <b>\$ 12,300,000</b> |

### Operating Expenditures - Incremental

#### Detail

| Description          | Duration | Funding Source | 2020 \$              | 2021 \$               | 2022 \$             | 2023 \$           | 2024 \$                |
|----------------------|----------|----------------|----------------------|-----------------------|---------------------|-------------------|------------------------|
| Lorne / MR55         | One-Time | Debt           | \$ 8,300,000         | \$ (2,500,000)        | \$ 3,400,000        | \$ -              | \$ (9,200,000)         |
| Water Infrastructure | One-Time | W/WW           | \$ 600,000           | \$ 400,000            | \$ 1,000,000        | \$ (100,000)      | \$ (1,900,000)         |
| Sewer Infrastructure | One-Time | W/WW           | \$ 550,000           | \$ (150,000)          | \$ 800,000          | \$ -              | \$ (1,200,000)         |
| Operating Costs      | On-going | Tax Levy       | \$ 4,146             | \$ -                  | \$ -                | \$ -              | \$ -                   |
| Debt Repayment       | On-going | Tax Levy       | \$ 557,890           | \$ 389,851            | \$ 618,385          | \$ 618,385        | \$ -                   |
|                      | On-Going |                | \$ 562,036           | \$ 389,851            | \$ 618,385          | \$ 618,385        | \$ -                   |
|                      | One-Time |                | \$ 9,450,000         | \$ (2,250,000)        | \$ 5,200,000        | \$ (100,000)      | \$ (12,300,000)        |
| <b>Total</b>         |          |                | <b>\$ 10,012,036</b> | <b>\$ (1,860,149)</b> | <b>\$ 5,818,385</b> | <b>\$ 518,385</b> | <b>\$ (12,300,000)</b> |

**Impact to Capital**

If funding is approved, the construction will commence in 2020. The cashflows are presented in the quantifiable implications section in more detail. If approved as-is, this business case would be additional to what is approved through the prioritization process. This project is not included in the 2020 prioritized Capital Budget. No reallocation would be required for the Water/Wastewater scope of work.

**FTE Table**

| Position | Bargaining Unit | Duration  | Permanent / Part Time |  | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------|-----------------|-----------|-----------------------|--|------|------|------|------|------|
|          |                 |           |                       |  |      |      |      |      |      |
|          |                 |           |                       |  |      |      |      |      |      |
|          |                 | Permanent |                       |  | -    | -    | -    | -    | -    |
|          |                 | PT Hours  |                       |  | -    | -    | -    | -    | -    |

| Net Impact |  | 2020 \$    | 2021 \$    | 2022 \$    | 2023 \$    | 2024 \$ |
|------------|--|------------|------------|------------|------------|---------|
| On-Going   |  | \$ 562,036 | \$ 389,851 | \$ 618,385 | \$ 618,385 | \$ -    |
| One-Time   |  | \$ -       | \$ -       | \$ -       | \$ -       | \$ -    |
| Total      |  | \$ 562,036 | \$ 389,851 | \$ 618,385 | \$ 618,385 | \$ -    |

**Implementation**

The intent is to carry out construction from 2020 to 2023. The westerly section from Power to Logan would commence construction in 2020, with construction to be completed by 2022. The easterly section from Martindale to Elm would commence construction in 2022 and be completed by 2023. The entire project would be constructed between 2020 to 2023 and the proposed budget reflects the anticipated construction scheduling. This project will incorporate a corridor-based approach, improving underground and above-ground infrastructure. The following are a list of possible constraints:

- Contractor availability
- Utility relocations
- Other projects directly impacting (i.e., Dean Street)
- Property Acquisitions
- Traffic control during construction

**Advantages/Disadvantages**

| Advantages  | Disadvantages  |
|---|--|
| <ul style="list-style-type: none"> <li>• Improve citizen satisfaction</li> <li>• Addresses aging and deteriorating infrastructure</li> <li>• Fosters economic development by properly servicing area and developable land to attract new development and keep existing</li> <li>• Water/Wastewater infrastructure would be renewed/rehabilitated or improved during the same contract to promote efficient use of capital funds.</li> </ul> | <ul style="list-style-type: none"> <li>• Increased cost to the tax levy</li> <li>• Short-term impact to community and local businesses (traffic)</li> <li>• Risk of not being able to acquire resources required to deliver project</li> </ul> |

**V. Alternatives****Alternatives Considered**

| Solution Options   | Advantages/Disadvantages  | Financial Impact   |
|--|---|--|
| Status Quo - Continue to wait for funding opportunities from senior levels of government.                                  | <ul style="list-style-type: none"> <li>- No financial impact</li> <li>- Does not improve citizen satisfaction / quality of roads</li> <li>- Does not address aging infrastructure</li> </ul>          | None   |
| Construct a portion of the project at 100% City cost. This will utilize the \$9.6 million the City has budgeted currently. | <ul style="list-style-type: none"> <li>- Zero impact on tax levy</li> <li>- Partially improves citizen satisfaction / quality of roads</li> <li>- Partially addresses aging infrastructure</li> </ul> | Utilizes approved capital budget, no impact on levy                            |
| Proceed with construction of Lorne but fund from other capital projects.   | <ul style="list-style-type: none"> <li>- No tax levy impact</li> <li>- Addresses infrastructure and satisfaction for Lorne</li> <li>- Supersedes prioritization process</li> </ul>                    | Delays work of up to \$51.45 million (approx.) worth of other capital projects |



## Business Case for Service Level Change

**Request/Project Name:** Increase the Health Promotions Community Paramedicine Program

**Department:** Community Safety

**Division:** Paramedic Services

**Council Resolution (if applicable):** ES2019-03

### I. Executive Summary

#### Overview of Proposal

The CGS Community Paramedic program currently employs one Health Promotion Community Paramedic (HPCP) to provide various health promotion, injury prevention, and education programs that target our communities' most vulnerable populations. The work the HPCP is responsible for includes: Older Adult Clinics, Shelters Clinics, Paramedic representation at CMHA's Rapid Mobilization Table, Paramedic Referrals and Bystander hands-only CPR/AED education. Historically Paramedics have been seen as solely reactive, as a responder to an emergency medical situation, but with mobility, a high level of training and an expanded scope of practice, Community Paramedics are perfectly poised to deliver proactive education and treatments in the community and more importantly in patients' homes as they are experts in providing care outside of a reliable hospital setting. Health Promotion Community Paramedic provides weekly wellness clinics to citizens from our homeless population in our local homeless shelters. These wellness programs work to provide proper health screening but most importantly the HPCP works to restore appropriate reengagement of our homeless to the health care system. Our current service level in the Health Promotions Community Paramedicine Program cannot keep up with the growth in demand and our current 911 operations deployment plan will not be sustainable as 911 calls for service continue to increase. The recommended change is to provide additional resources to the Health Promotions Community Paramedic Program to allow the expansion and addition of services equitably throughout all CGS communities. The Community Paramedic Programs keep residents at home longer, living healthier lives. In order to maintain and expand Community Paramedicine clinical services to the entire community, further investment needs to be made by increasing the Community Paramedic staff in our programs.

This submission is based on Council's direction to prepare a business case for the 2020 Budget to increase service delivery hours of the Health Promotions Community Paramedicine program by increasing the staffing complement by three (3) full time Community Paramedics (Resolution ES2019-03).

### II. Background

#### Current Service Level

The CGS Community Paramedic program employs one Health Promotion Community Paramedic (HPCP). This staff member works Monday to Friday 8 am to 4 pm (closed holidays and weekends) to provide various health promotion, injury prevention, and education programs that target our communities' most vulnerable populations. The work the HPCP is responsible for includes Older Adult Clinics, Shelters Clinics, Paramedic representation at CMHA's Rapid Mobilization Table, Paramedic Referrals and Bystander hands-only CPR/AED education. The Paramedic profession has evolved with a high level of clinical training and education. Historically Paramedics have been seen as solely reactive, as a responder to an emergency medical situation, but with mobility, a high level of training and an expanded scope of practice, Community Paramedics are perfectly poised to deliver proactive education and treatments in the community and more importantly in patients' homes as they are experts in providing care outside of a reliable hospital setting.

We are having great success with our Community Paramedic Home Visit Program, a research project with McMaster University called CP@Clinic. In this program the HPCP provides weekly 4 to 5 hour drop in clinics in subsidized older adult building common rooms. These visits allow the HPCP to run through various health and lifestyle questions as well as health screens to assess risk factors to developing or current undiagnosed chronic disease(s). The HPCP outlines the identified risk factors in discussion (Diabetes – Cardiovascular Disease – Falls Risks) and the participant decides which lifestyle changes they are ready to try to accomplish. The HPCP provides various referrals and links to community services and checks in with the participant weekly. Disease management and education and medication reconciliation is also completed as required.

Community Paramedicine is improving the lives of our aging and vulnerable populations. In specific targeted intervention buildings within the City, similar services as those delivered in the CP@Clinic program are being held and have proven to improve the quality of life for residents and helped to avoid unnecessary reliance on the 911 system and Emergency Department. A 2017 publication "A Community Paramedicine Initiative for Older Adults Living in Subsidized Housing" demonstrates that Community Paramedicine Programs lowered 911 calls in these buildings by 31% over the intervention year.

The Health Promotion Community Paramedic provides weekly wellness clinics to citizens from our homeless population in our local homeless shelters. The HPCP provides a very similar program to the CP@Clinic, though less specific to older adults. These wellness programs work to provide proper health screening but most importantly the HPCP works to restore appropriate reengagement of our homeless to the health care system.

The HPCP manages 911 Paramedic patient referrals. Through the 911 system Paramedics refer patients to the HPCP when they discover patients failing the activities of daily living or lacking social supports, or safety hazards exist. These referrals can go to any appropriate agency, but most commonly they go directly to the NE LHIN Home and Community Care. In 2018, the HPCP managed 282 Paramedic referrals by addressing safety concerns or linking patients to services with the goal of addressing unmet needs.

The HPCP represents Paramedic Services at the Canadian Mental Health Association's Rapid Mobilization Table. Representatives from partner agencies meet twice each week to collaboratively identify situations that place Sudbury residents at high risk of harm. All partners then plan and participate in a timely, coordinated response, connecting those at risk with the services and supports that can help them. The HPCP has capacity to only attend once weekly and brings forward cases identified through the 911 system who are at elevated risk of harm.

Currently, we are serving mainly the city core with our Community Paramedic programs but are looking to service more communities in across CGS.



### Drivers for Proposed Course of Action

Ontario faces an aging population, this is especially apparent in Sudbury where we have a high population percentage of older adults at 18.4%, which is 1.7% higher than the provincial average of 16.7% (Census 2016). Older Adults drive health care costs – 50% of our health care spending occurs on their behalf (Sinha 2013). Compounding our aging population, North Eastern Ontario is projected to have the highest growth of seniors who have the highest ratios of chronic disease, such as Diabetes, Hypertension and Cardiovascular Disease (CIHI 2011). Current demographics will see increased demand on our healthcare system and will impact Paramedic Services response capacity due to these demands.

911 calls for service increased 8% from 2016. Included in this increase is non-urgent calls which have increased 35% from 2016. Non-urgent call can be described as medical conditions in which interventions could be delayed or referred to other areas of the hospital or health care system. Additionally, demand from vulnerable populations including mental health and addictions is causing further strain on our health care system. Our current service level in the Health Promotions Community Paramedicine Program cannot keep up with the growth in demand and our current 911 operations deployment plan will not be sustainable as 911 calls for service continue to increase.

In 2017, 750 individuals called 911 multiple times accounting for 4,793 ambulance calls. Although repeat caller trends were increasing prior to 2018, as per the MBNCan measure, the number of frequent callers per year has decreased by 4.3% in 2018 due to the impact of the Community Paramedicine Health Promotions Program.

The Rapid Mobilization Table (RMT) allows Paramedics a venue to assist those they find at elevated risk of harm for rapid wraparound care and services. In 2018, the Health Promotions Community Paramedic made 14 presentations, was involved in 49% of the total Rapid Mobilization Table discussions and Paramedic Services was the assisting agency in 119 cases, many of which are related to addictions and mental health. Although the RMT meets twice weekly, our Health Promotions Community Paramedic is only able to attend one meeting every week.

### III. Recommendation

**Categorize your specific request (mark an 'X' for all that apply):**

|                                     |                                   |                                     |                                    |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input checked="" type="checkbox"/> | Change to base FTE allocation      |
|                                     | Change to fees (unit price)       |                                     | Change to revenues (volume change) |
|                                     | Investment in project (Operating) |                                     | Investment in project (Capital)    |

### Recommendation

The recommended change is to provide additional resources to the Health Promotions Community Paramedic Program to allow the expansion and addition of services equitably throughout all CGS communities.

In order to take a proactive response to our increasing call volumes, we are looking at innovative ways to safely meet the needs of patients by optimizing systems already in place. Through collaborative approaches such as the Rapid Mobilization Table, we need to increase our availability to work with other health care partners to ensure that we are approaching these system problems from various perspectives. This works, is safe, improves our patients' quality of life and diminishes the need to utilize a Paramedic emergency response in non-emergency situations.

In order to successfully lower the 911 usage by multiple callers, we need more availability of Health Promotions Community Paramedics to be able to go into patients homes, assess them for unmet needs and provide support to end this reliance on our 911 system. By lowering unnecessary 911 calls, we will increase the availability of our staff to respond to the calls that truly require a 911 Paramedic response.

The Community Paramedic Programs keep residents at home longer, living healthier lives. In order to maintain and expand Community Paramedicine clinical services to the entire community, further investment needs to be made by increasing the Community Paramedic staff in our programs.

### How does this align with Council's Strategic Plan?

|                                     |   |                                     |  |
|-------------------------------------|---|-------------------------------------|--|
|                                     | Asset Management and Service Excellence |                                     | Business Attraction, Development and Retention |
|                                     | Climate Change                          |                                     | Economic Capacity and Investment Readiness     |
| <input checked="" type="checkbox"/> | Housing                                 | <input checked="" type="checkbox"/> | Creating a Healthier Community                 |

The hiring of three (3) paramedics to deliver CP programs fits well with the Strategic Plan aligning with 2 of the 6 pillars, specifically:

#### Creating A Healthier Community:

Health Promotion Community Paramedics presents 911 patients at the Canadian Mental Health Associations Rapid Mobilization Table which enhances the effectiveness of our community-based response to support individuals experiencing addictions and mental wellness challenges. Community Paramedicine Programs are developed to meet the needs of vulnerable populations and address needs of repeat 911 callers which advances the population health agenda. Reconceptualizing Community Paramedics as mobile health care providers leverages the City's strength in support of regional solutions and Ontario Health Team development. Community Paramedicine supports the Population Health, Safety, and Well-being Advisory Panel in its effort to develop a Community Safety and Wellness Plan by developing and delivering seniors' programming which enhances quality of life and aging in place. HPCP programs also assist in the delivery of City-led goals from Population Health Call to Action 2018-2028, including implementing the Age-Friendly Strategy and ensuring accessibility by linking isolated or vulnerable populations to social or health care programs. By further developing Community Paramedicine best practice throughout the province it facilitates the development of a global brand depicting a community growing on the basis of science, technology, prosperity and wellness.

#### Housing:

Delivering Community Paramedicine Programs in subsidized older adult buildings works towards our capacity to be an age-friendly community by providing, and/or connecting people to appropriate health care services to keep people in their home. Community Paramedicine manages patient referrals from the 911 system which strengthens local health team partnerships to in order to address vulnerable populations while advocating for increased provincial and federal support.



## IV. Impact Analysis

### Qualitative Implications

The qualitative implications of approving the increased service level outlined in this business case include:

- Expansion of evidence-based programs made available to all communities within the CGS.
- Promotion of healthy living by hosting clinics in all city shelters.
- Improved citizen access to community care and home services.
- Reduction of strain on the 911 system by managing repeat callers and mitigating instances of non-urgent calls.
- Allow people to live in their homes longer supporting the age friendly community strategy as endorsed by Council.
- Improved reputation of Paramedics being recognized as a mobile health provider.
- Health promotion by providing of early screening and education/coaching for disease management.
- Address the needs of vulnerable populations through case management and linking with support services.

### Quantifiable Implications

To enhance the Health Promotion Community Paramedicine Program, 3 full time paramedics are required. This program would increase the paramedic response unit (PRU) fleet by two, however it will utilize the older PRUs from emergency response operations, therefore no additional capital is required. A budget for annual fuel costs and fleet maintenance is required.

### Operating Revenue - Incremental

#### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              |          |                |             |             |             |             |             |
|              |          |                |             |             |             |             |             |
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Operating Expenditures - Incremental

#### Detail

| Description                   | Duration | Funding Source | 2020 \$           | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|-------------------------------|----------|----------------|-------------------|-------------|-------------|-------------|-------------|
| Fuel Costs, Fleet Maintenance | On-going |                | \$ 10,000         |             |             |             |             |
| Salaries & Benefits           | On-going |                | \$ 361,174        |             |             |             |             |
|                               |          |                |                   |             |             |             |             |
|                               | On-Going |                | \$ 371,174        | \$ -        | \$ -        | \$ -        | \$ -        |
|                               | One-Time |                | \$ -              | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>                  |          |                | <b>\$ 371,174</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### FTE Table

| Position                              | Bargaining Unit | Duration  | Permanent / Part Time | 2020              | 2021           | 2022           | 2023           | 2024           |
|---------------------------------------|-----------------|-----------|-----------------------|-------------------|----------------|----------------|----------------|----------------|
| Health Promotions Community Paramedic | IW              | On-going  | Permanent             | 3                 |                |                |                |                |
|                                       |                 |           |                       |                   |                |                |                |                |
|                                       |                 | Permanent |                       | 3                 | -              | -              | -              | -              |
|                                       |                 | PT Hours  |                       | -                 | -              | -              | -              | -              |
| <b>Net Impact</b>                     |                 |           |                       | <b>2020 \$</b>    | <b>2021 \$</b> | <b>2022 \$</b> | <b>2023 \$</b> | <b>2024 \$</b> |
| <b>On-Going</b>                       |                 |           |                       | \$ 371,174        | \$ -           | \$ -           | \$ -           | \$ -           |
| <b>One-Time</b>                       |                 |           |                       | \$ -              | \$ -           | \$ -           | \$ -           | \$ -           |
| <b>Total</b>                          |                 |           |                       | <b>\$ 371,174</b> | <b>\$ -</b>    | <b>\$ -</b>    | <b>\$ -</b>    | <b>\$ -</b>    |



### Implementation

The time frame for completion is Q2 of 2020. Training programs for community paramedics have already been developed and are accessible for new staff limiting costs and providing for a quick turn-around for training. Since the Health Promotions Community Paramedics are hired internally, recruitment, hiring and onboarding time is lessened. Additionally, Health Promotion Community Paramedic Programs have already been developed, or are operating in a limited capacity, providing for immediate program implementation.

Should this business case be approved we will continue to advocate for additional provincial funding. The PRU's and any required medical equipment will be ordered as soon as the business case is approved.

#### Assumptions:

- continued support from partner agencies (Salvation Army, social housing, NE LHIN, HSN, home and community care, etc.)
- increase in call volume trends will continue
- based on current needs in the CGS it is also assumed that this program will continue to function under a revised governance structure

### Advantages/Disadvantages

| Advantages   | Disadvantages  |
|--|--|
| <ul style="list-style-type: none"> <li>• Reduce number of repeat 911 callers which will lessen the strain on the 911 system</li> <li>• Improve health and social outcomes by providing unique community paramedic clinical programs to the vulnerable and the aging population.</li> <li>• Reduce emergency department visits and hospital admissions</li> <li>• Supports our goal of becoming an age friendly community by referring patients to home and community care for services that allow them to live healthily at home longer.</li> <li>• Enhances the effectiveness of our paramedic service to support individuals experiencing addictions and mental wellness challenges</li> <li>• Increased participation with Canadian Mental Health Association's Rapid Mobilization Table which improves community well-being through proactive collaboration and response to people with elevated risk of harm</li> <li>• Better aligns us with Northeast health care partners through integration in support of local health team solutions</li> </ul> | <ul style="list-style-type: none"> <li>• Increased financial resources</li> <li>• Demand for services will outgrow our capacity</li> </ul> |

### V. Alternatives

#### Alternatives Considered

| Solution Options                         | Advantages/Disadvantages   | Financial Impact                            |
|--|--|---|
| Status Quo                               | Limited integration with our local health team partners. No capacity to expand services and increase reach. Availability in business hours only which limits accessibility.<br>Unmet health care needs in the community, increase in call volumes, and the inability to provide the service across the municipality. | Nil   |
| Use of operationally deployed paramedics | Call volumes are too high to utilize front line paramedics; since servicing 911 calls are a priority, this compromises their ability to deliver any additional services. Community paramedic training costs would be required for 152 staff.   | Training all paramedics<br>1 day = \$40,000 |
| Use of modified workers                  | Availability of modified workers is extremely inconsistent which would compromise program delivery and success. Use of modified workers in the delivery of this program would create limitations in the services they would provide. Community paramedic training costs would be required for 152 staff.             | Training all paramedics<br>1 day = \$40,000 |



## Business Case for Service Level Change

**Request/Project Name:** Implement the Pioneer Manor Bed Redevelopment Project

**Department:** Community Development

**Division:** Long Term Care

**Council Resolution (if applicable):** CC2017-374

### I. Executive Summary

#### Overview of Proposal

This project involves the redevelopment of 149 beds designated by the Ministry of Health and Long-Term Care (MOHLTC) as B & C class, into the new class A structural compliance standard. This will be achieved through construction of a 149-bed wing at the back of Pioneer Manor, at a capital cost of \$51.7 million. To assist with the cost of construction, the Ministry of Health and Long-Term Care (MOHLTC) has developed a renewal strategy, offering a Construction Funding Subsidy (CFS) to approved Homes for the redevelopment of structurally non-compliant long-term care beds. With redevelopment of structurally non-compliant beds not being a mandatory requirement for municipal Homes, the CFS is intended to encourage municipal homes to redevelop to the A standard. To further aid in reducing the impact to the tax levy, the project will entail an increase in the proportion of preferred beds (the maximum allowed under the MOHLTC Construction Standards), to maximize incremental revenue. With the total construction subsidy of \$18.0 million, and \$10.8 million of incremental revenue from additional preferred beds, the local tax levy will bear a cost of \$22.9 million, or 44.3% of the total construction cost.

The bed redevelopment project consists of three phases:

Phase 1 - relocating a portion of the ring road (Diane Marleau) at the northeast part of the site, and the creation of 101 displaced staff parking spaces at the southwest part of the site, across from the existing Notre-Dame ring road entrance

Phase 2 - construction of a 149-bed five-story building linked to Pioneer Manor, and alterations to existing spaces to accommodate displaced functions

Phase 3 - redeveloping and improving the resident exterior walking path around the building, complete with programmed activity spaces

### II. Background

#### Current Service Level

The City has already redeveloped 284 of the 433 beds at Pioneer Manor to the class A standard, leaving the above-noted 149 beds to be redeveloped. The new building will continue to receive all services from the existing building, such as laundry, housekeeping, maintenance services, food services, and nursing. Once the residents are occupying the new wing, the vacated space will be repurposed to further enhance the campus while also generating revenue to help offset the project's impact on the levy. So far, Pioneer Manor has secured an architect, and has completed the schematic design for the redevelopment.

The 149 structurally non-compliant resident rooms were built to the 1970 design standards and as a result present barriers to providing quality resident care. The smaller rooms, hallways, and doorways make it difficult to navigate residents, carts, wheelchairs, and modern lifting devices. These rooms are not able to accommodate residents who require intensive care using ceiling lifts. Also, this older section of the Home does not have air conditioning in the resident rooms; rather, only certain hallways and common areas have A/C, whereas, in the newer section of Pioneer Manor all areas have A/C. Hot weather and humidity make it difficult to maintain comfortable resident living and staff working conditions. Residents in the older section often request transfer to the newer parts of the Home, resulting in approximately 100 to 130 resident room transfers per year. The redevelopment of these 149 rooms is necessary to provide quality of life for residents, a safer working environment for staff, and equitable standards in terms of accommodation.

#### Drivers for Proposed Course of Action

The Province is encouraging Long-Term Care Homes (LTCH) to redevelop structurally non-compliant beds to the new class A standard of compliance. If municipal homes, such as Pioneer Manor, do not participate and renew the older beds to the new standard, they risk falling behind in terms of accommodation standards. Should redevelopment not move forward, it is estimated that in the very near future, Pioneer Manor will be the only LTC Home in the City of Greater Sudbury with substandard beds, likely affecting its status as a leader in providing long-term care in the community.

The objective of the new LTC building standard is to create a less institutional and more homelike setting, promoting a higher quality of life for the residents. Rooms built according to the 1970 design standard are much smaller, with inadequate privacy, as up to 4 residents with chronic care needs share a single washroom. Additionally, smaller rooms, doorways, and washrooms present many challenges for staff in maneuvering and utilizing the equipment required to meet the needs of the residents. The old section of the home is unable to accommodate new technology, such as ceiling lifts, which can be used to reduce staff and resident injuries. The smaller doorways also make navigation difficult for residents in wheelchairs. The new design standard includes one washroom for every 2 basic accommodation residents, and separate washrooms for residents in private accommodations. The new beds will protect the privacy and dignity of residents, and improve the ability of staff to manage complex resident care issues, without having to move them to the newer section of the building.

The older section of the building where the 149 beds are located will require significant capital investment in the foreseeable future, as its infrastructure is nearing end of life. In August 2019, a Building Condition assessment was completed. Pioneer Manor is awaiting the report, which will guide future decisions regarding requests for capital funding.

Please note that it is not possible to renovate the current space to the A Standard, as there is no alternative accommodation space available for the residents during construction. Also, the detailed analysis of building a second standalone building was not completed, as doing so would significantly increase annual operating costs.





### III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                                     |                                    |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   |                                     | Change to base FTE allocation      |
|                                     | Change to fees (unit price)       |                                     | Change to revenues (volume change) |
|                                     | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital)    |

#### Recommendation

The recommendation is to build a new wing at the back of Pioneer Manor where the employee parking lot is currently located, and connect to the existing building via a new hallway. This will require relocating the employee parking lot, several offices, and employee rooms, as well as rerouting a section of the ring road. This project will work within the existing approved staffing levels. The project cost of \$51.7 million is valid until the summer of 2020.

#### How does this align with Council's Strategic Plan?

|                                     |   |                                     |  |
|-------------------------------------|---|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence |                                     | Business Attraction, Development and Retention |
|                                     | Climate Change                          |                                     | Economic Capacity and Investment Readiness     |
| <input checked="" type="checkbox"/> | Housing                                 | <input checked="" type="checkbox"/> | Creating a Healthier Community                 |

Bed redevelopment directly aligns with the Mission, Vision, and Values of the City of Greater Sudbury Strategic Plan, by enhancing the quality of municipal services, and building new sustainable infrastructure to meet the future needs of the community. The new environment will be welcoming, supportive, and respectful, and will enhance the quality of life and dignity of the residents. More broadly, the new build aligns with the Population Health Agenda and Aging in Place strategy, to ensure vulnerable seniors have access to safe, affordable, and suitable options to live and receive care within the City.

### IV. Impact Analysis

#### Qualitative Implications

The project would enhance quality of life and place for residents, families, and staff. The new long-term care design standards are more homelike, and the standard of a washroom for every 2 basic accommodation residents (rather than 4) provides for increased privacy and dignity for residents. Also, the old section of Pioneer Manor does not have air conditioning in resident rooms. Heat and humidity provide challenges to maintaining comfortable living and working conditions for residents and staff. This project would result in compliance with current Long-Term Care design standards. The bed redevelopment investment will improve the current level of service, and provide for increased sustainability.

The Home annually transfers more than 100 residents from the old section to the new section of the building for a variety of reasons, such as inability to delivery care, or at the resident's request. The Home has an internal waiting list of residents who are residing in the old section of the building and are waiting for a room to open up in the new section. Each internal transfer requires at a minimum 8 hours of time to accommodate the transfer. Having a standardized building would decrease pulling staff from frontline duties to facilitate these resident transfers. In addition, a standardized building would decrease complaints by residents and family members regarding resident accommodations, lack of privacy, and poor-quality environmental heating and cooling. Finally, the old section is heated by electric baseboard heaters, with less-than-adequate insulation in walls, causing some colder areas, and leading to higher electricity consumption.

#### Quantifiable Implications

The total cost of construction is \$51.7 million. The present value of the stream of Construction Funding Subsidy payments provided by the MOHLTC over the 25-year life of the mortgage amounts to \$18.0 million. Allowing for an estimated 1.7% annual increase (based on a 6-year average) in preferred accommodation rates, the present value of the additional preferred revenue over the 25 years totals \$10.8 million. This leaves \$22.9 million of today's dollars that will be funded by the tax levy over the next 25 years, which equates to 44.3% of the total project cost.

This business case was prepared assuming a mortgage with a 25-year life and an interest rate of 2.75%, which would yield an annual repayment amount of \$2.8 million, with an approximate annual impact to the City's operating levy of \$1.3 million. The amount required for the annual repayment is proposed to be phased in over four years with an annual levy impact of 0.11%. Consistent with previous long-term care projects the Ministry provides approved construction funding in monthly payments to coincide with the debt payments over 25 years. It is important to note that the increase in preferred revenue will continue beyond the 25-year life of the mortgage, and will serve to reduce Pioneer Manor's impact on the levy in future years after the mortgage is repaid.



## Operating Revenue - Incremental

### Detail

| Description                  | Duration | Revenue Source          | 2020 \$               | 2021 \$                | 2022 \$              | 2023 \$              | 2024 \$           |
|------------------------------|----------|-------------------------|-----------------------|------------------------|----------------------|----------------------|-------------------|
| Construction subsidy         | On-going | MOHLTC                  |                       |                        | \$ (490,281)         | \$ (490,281)         |                   |
| Planning grant               | One-Time | MOHLTC                  | \$ (250,000)          | \$ 250,000             |                      |                      |                   |
| Preferred accommodation fees | On-going | Pioneer Manor residents |                       |                        | \$ (243,090)         | \$ (243,090)         | \$ (8,265)        |
| Debt financing               | One-Time |                         | \$ (1,883,638)        | \$ (31,134,875)        | \$ 16,509,897        | \$ 16,508,616        |                   |
|                              | On-Going |                         | \$ -                  | \$ -                   | \$ (733,371)         | \$ (733,371)         | \$ (8,265)        |
|                              | One-Time |                         | \$ (2,133,638)        | \$ (30,884,875)        | \$ 16,509,897        | \$ 16,508,616        | \$ -              |
| <b>Total</b>                 |          |                         | <b>\$ (2,133,638)</b> | <b>\$ (30,884,875)</b> | <b>\$ 15,776,526</b> | <b>\$ 15,775,245</b> | <b>\$ (8,265)</b> |

## Operating Expenditures - Incremental

### Detail

| Description        | Duration | Funding Source | 2020 \$             | 2021 \$              | 2022 \$                | 2023 \$                | 2024 \$     |
|--------------------|----------|----------------|---------------------|----------------------|------------------------|------------------------|-------------|
| Debt repayment     | On-going |                | \$ 320,000          | \$ 330,000           | \$ 1,075,000           | \$ 1,084,661           |             |
| Construction costs | One-Time |                | \$ 2,133,638        | \$ 30,884,875        | \$ (16,509,897)        | \$ (16,508,616)        |             |
|                    | On-Going |                | \$ 320,000          | \$ 330,000           | \$ 1,075,000           | \$ 1,084,661           | \$ -        |
|                    | One-Time |                | \$ 2,133,638        | \$ 30,884,875        | \$ (16,509,897)        | \$ (16,508,616)        | \$ -        |
| <b>Total</b>       |          |                | <b>\$ 2,453,638</b> | <b>\$ 31,214,875</b> | <b>\$ (15,434,897)</b> | <b>\$ (15,423,955)</b> | <b>\$ -</b> |

### Impact to Capital

In 2020, the City will undertake the detailed design, MOHTLC for development agreement and construction tendering. Once the MOHLTC has approved the construction design, it is anticipated construction would begin in 2021 and will take upwards of 18 to 24 months for completion. The capital project includes relocating a portion of the ring road at the northeast part of the site, the creation of 101 displaced staff parking spaces, construction of a 149-bed five-story wing linked to Pioneer Manor, alterations to existing interior spaces to accommodate displaced functions and the improvement of the resident exterior walking path around the building.

## FTE Table

| Position          | Bargaining Unit | Duration  | Permanent / Part Time | 2020           | 2021           | 2022           | 2023           | 2024           |
|-------------------|-----------------|-----------|-----------------------|----------------|----------------|----------------|----------------|----------------|
|                   |                 |           |                       |                |                |                |                |                |
|                   |                 | Permanent |                       | -              | -              | -              | -              | -              |
|                   |                 | PT Hours  |                       | -              | -              | -              | -              | -              |
| <b>Net Impact</b> |                 |           |                       | <b>2020 \$</b> | <b>2021 \$</b> | <b>2022 \$</b> | <b>2023 \$</b> | <b>2024 \$</b> |
| <b>On-Going</b>   |                 |           |                       | \$ 320,000     | \$ 330,000     | \$ 341,629     | \$ 351,290     | \$ (8,265)     |
| <b>One-Time</b>   |                 |           |                       | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           |
| <b>Total</b>      |                 |           |                       | \$ 320,000     | \$ 330,000     | \$ 341,629     | \$ 351,290     | \$ (8,265)     |

## Implementation

The project architect has completed the schematic design and costing to start construction in 2020. With approval of Council, a development agreement with the MOHLTC can be executed, and the design can be submitted to the MOHLTC for review and approval. Estimated time to complete the redevelopment project is 18 to 24 months. Financial numbers above assume occupancy by end of summer of 2022 and project completion in the fall of 2022.

## Advantages/Disadvantages

| Advantages  | Disadvantages  |
|---|--|
| <ul style="list-style-type: none"> <li>Cost sharing with the Provincial construction funding subsidy</li> <li>Improves quality of services provided to the residents</li> <li>Homelike design, less institutional, with enhanced resident privacy and dignity</li> <li>Potential to reduce employee injuries with installation of ceiling lifts in the new section</li> <li>Increased resident living and dining space, and barrier-free washrooms</li> <li>New section will be energy efficient with proper air conditioning in each room, and heat controls to allow for resident and family comfort</li> </ul> | <ul style="list-style-type: none"> <li>Overall capital cost</li> <li>May impact the ability to fund other capital projects within the City</li> <li>Need to find and manage tenants in vacated space</li> <li>Will have to relocate the ring road and employee parking lot to accommodate construction</li> <li>Construction may be disruptive to the residents</li> </ul> |



## V. Alternatives

### Alternatives Considered

| Solution Options                             | Advantages/Disadvantages   | Financial Impact |
|--|--|------------------|
| Remain Status Quo                            | Advantage:<br>- No capital cost<br>Disadvantage:<br>- Delaying redevelopment will have higher construction cost in the future<br>- Infrastructure in old section will require asset renewal in the near future<br>- 1/3 of beds will remain below the "A" Standard                   | N/A              |
| Redevelop only 122 beds                      | Advantage:<br>- Reduced capital cost<br>Disadvantage:<br>- Reduced bed count from 149 to 122, along with decreased preferred accommodation revenue<br>- Closing the interim ALC beds will impact HSN<br>- Loss of revenue from NELHIN will increase annual operating costs by \$700k | \$41.4 Million   |
| Renovate the old section to the "A" standard | The City is unable to find alternative accommodations for the residents during construction  | Not Feasible     |



## Business Case for Service Level Change

**Request/Project Name:** Implement LaSalle Boulevard Corridor Plan and Strategy - Streetscape Design Pilot

**Department:** Growth and Infrastructure

**Division:** Planning Services Division

**Council Resolution (if applicable):** PL2018-127/CC2018-199

### I. Executive Summary

#### Overview of Proposal

This business case proposes an increase of \$210,000 to develop options for a pilot program to implement the streetscape design, including the incorporation of active transportation and transit improvements in 2019 on both sides of LaSalle Boulevard, as directed by Council Resolution CC2018-199, which states "THAT the City of Greater Sudbury directs staff to prepare a business case to develop a pilot program to implement the streetscape design, including the incorporation of active transportation and transit in 2019, as outlined in the report entitled "Recommended LaSalle Boulevard Corridor Plan and Strategy".

Council's Strategic Plan called for the creation of a city-wide Nodes of Corridor Strategy, and for the undertaking of a Corridor Design Study and Plan for LaSalle Boulevard between Notre Dame Avenue and Falconbridge Road. This work was completed in September 2016, and July 2018, respectively. The LaSalle Boulevard Corridor Plan and Strategy offers a new vision for the boulevard, including a systematic look at land use, zoning, urban design and transportation.

As part of this study, Council expressed a desire to introduce a pilot program to incorporate active transportation along the corridor. In 2018, Council directed staff to prepare a 2019 Budget business case to develop pilot program options to implement the streetscape design of the corridor. This business case was deferred to the 2020 Budget Process.

### II. Background

#### Current Service Level

There are no pilot programs for LaSalle Boulevard at this time. LaSalle currently has sidewalks on the north and south side and is fully serviced by transit. This proposal would allow the City to investigate pilot program options to implement the streetscape design of the LaSalle Boulevard Corridor Plan and Strategy. This work would incorporate active transportation and improved transit amenities.

#### Drivers for Proposed Course of Action

The change is being driven by Council resolution CC2018-199, which builds on the findings and recommendations of a number of master plan and policy documents developed by the City over many years. Namely, the recently completed LaSalle Boulevard Corridor Plan and Strategy recommended the development of active transportation facilities along LaSalle to support increased densification and transit usage. The City passed a Complete Streets policy in 2018, which will guide current and future transportation infrastructure planning and delivery to ensure residents of all ages and abilities, using all modes of transportation are best accommodated during the planning, design, construction and maintenance of City infrastructure.

The now-finalized Transit Action Plan supports increasing transit ridership along the LaSalle corridor while increasing active transportation options. The Transportation Master Plan recommends that a cycle track, which is a physically separated cycling facility, be installed on both sides of LaSalle Blvd, within a 11-15 year time frame. Delivering a pilot project in the short-term would enable staff to investigate options to provide this infrastructure to residents sooner than the recommended timeframe in the TMP. Additionally, Council's 2019-2027 Strategic Plan calls for continued investment in active transportation and sustainable transportation, while the City's Official Plan supports intensification, active transportation and transit supportive development. The timing of the pilot project also aligns with the construction schedule of the Maley Drive extension, scheduled for completion in late 2019. If this business case is approved, the design work for the pilot program would be undertaken in 2020. The capital required to implement the pilot project can be considered in the 2021 Budget.

### III. Recommendation

#### Categorize your specific request (mark an 'X' for all that apply):

|                                   |   |                                    |
|-----------------------------------|---|------------------------------------|
| Change to base operating budget   |   | Change to base FTE allocation      |
| Change to fees (unit price)       |   | Change to revenues (volume change) |
| Investment in project (Operating) | X | Investment in project (Capital)    |

#### Recommendation

Staff is recommending that a consultant be retained to investigate and develop options to provide cycling and pedestrian facilities, as well as enhanced transit stops and streetscape elements in the short term and with minimal capital investment. The consultant would lead the development of a variety of options to re-design LaSalle for a short-term and implementable pilot project, which may include options such as installing pre-cast concrete curbs, removable bollards, self-watering planters or other such delineators to separate cyclists from vehicular traffic. This study would further investigate impacts to traffic on LaSalle and to adjacent neighbourhoods and would propose further mitigating measures, as required. Finally, the study would also propose a monitoring program to enable staff to measure the impacts of the pilot project in the future, should it be implemented (potential 2021 business case). Monitoring of the pilot project will inform detailed design of permanent active transportation infrastructure (post-2021 Business Case).



#### How does this align with Council's Strategic Plan?

|   |   |   |  |
|---|---|---|--|
|   | Asset Management and Service Excellence | X | Business Attraction, Development and Retention |
|   | Climate Change                          |   | Economic Capacity and Investment Readiness     |
| X | Housing                                 | X | Creating a Healthier Community                 |

Implementing an active transportation pilot project along LaSalle Boulevard would conform to priority 2.4 B under the Business Attraction, Development and Retention pillar of Council's Strategic Plan. This priority seeks the completion of the existing nodes and corridors strategy to ensure that strategic centres and corridors are ready for investment that complements transit and active transportation strategies. The pilot project would also conform with priority 5.3 C Housing pillar as the pilot project would provide equitable access to transportation. Finally, the pilot project would conform to Creating a Healthier Community, as it would see the City investing in infrastructure to support community recreation with a focus on quality of life, and may help the City achieve the "Silver Bicycle Friendly Community" status.

#### IV. Impact Analysis

##### Qualitative Implications

Staff is recommending that a consultant be retained to investigate and develop options to provide cycling and pedestrian facilities, as well as enhanced transit stops and streetscape elements in the short term and with minimal capital investment. Some of the anticipated qualitative implications of this project are: providing complete streets to residents with more travel mode choice; creating a more engaging public realm and street; creating quality places in our community; supporting the business community along LaSalle; reducing greenhouse gas emissions by providing options for active transportation; addressing of Council's population health priorities, namely "Healthy Streets".

##### Quantifiable Implications

Securing a consultant to develop the pilot project options, including detailed design of the recommended option, would cost approximately \$210,000. The capital costs of implementing the recommended option would be brought forward in a separate business case for consideration as part of the 2021 Budget process. Ongoing operating costs for the preferred option will also be presented to Council as part of this subsequent business case.

#### Operating Revenue - Incremental

##### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              |          |                |             |             |             |             |             |
|              |          |                |             |             |             |             |             |
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

#### Operating Expenditures - Incremental

##### Detail

| Description         | Duration | Funding Source | 2020 \$           | 2021 \$             | 2022 \$     | 2023 \$     | 2024 \$     |
|---------------------|----------|----------------|-------------------|---------------------|-------------|-------------|-------------|
| Pilot Project Study | One-Time | Tax Levy       | \$ 210,000        | \$ (210,000)        |             |             |             |
|                     |          |                |                   |                     |             |             |             |
|                     | On-Going |                | \$ -              | \$ -                | \$ -        | \$ -        | \$ -        |
|                     | One-Time |                | \$ 210,000        | \$ (210,000)        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>        |          |                | <b>\$ 210,000</b> | <b>\$ (210,000)</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

#### FTE Table

| Position          | Bargaining Unit | Duration  | Permanent / Part Time | 2020              | 2021                | 2022           | 2023           | 2024           |
|-------------------|-----------------|-----------|-----------------------|-------------------|---------------------|----------------|----------------|----------------|
|                   |                 |           |                       |                   |                     |                |                |                |
|                   |                 |           |                       |                   |                     |                |                |                |
|                   |                 | Permanent |                       | -                 | -                   | -              | -              | -              |
|                   |                 | PT Hours  |                       | -                 | -                   | -              | -              | -              |
| <b>Net Impact</b> |                 |           |                       | <b>2020 \$</b>    | <b>2021 \$</b>      | <b>2022 \$</b> | <b>2023 \$</b> | <b>2024 \$</b> |
| On-Going          |                 |           |                       | \$ -              | \$ -                | \$ -           | \$ -           | \$ -           |
| One-Time          |                 |           |                       | \$ 210,000        | \$ (210,000)        | \$ -           | \$ -           | \$ -           |
| <b>Total</b>      |                 |           |                       | <b>\$ 210,000</b> | <b>\$ (210,000)</b> | <b>\$ -</b>    | <b>\$ -</b>    | <b>\$ -</b>    |



## Implementation

Should this business case be approved, City staff would prepare a Request for Proposals to be issued in 2020. The contract would be subsequently awarded and it is anticipated that the study would take approximately 6-8 months to complete. This project will require resources from Transit, and Infrastructure Capital Planning. The level of resources will be estimated through the City's work planning tool.

## Advantages/Disadvantages

| Advantages   | Disadvantages   |
|--|---|
| <ul style="list-style-type: none"><li>Aligns with Council Strategic Plan</li><li>City can capitalize on momentum gained by Maley Drive, Transit Action Plan, LaSalle Corridor Study, Complete Streets policy, ongoing active transportation projects.</li><li>Creates confidence in the public that the recommendations of the LaSalle Corridor Study will be implemented</li><li>Informs future work regarding the separation of pedestrian and cycling facilities along LaSalle Boulevard.</li></ul> | <ul style="list-style-type: none"><li>Cost of doing the study</li></ul> |

## V. Alternatives

### Alternatives Considered

| Solution Options  | Advantages/Disadvantages   | Financial Impact |
|---|--|------------------|
| Do not provide one time funding.                              | Advantage: No impact on budget.<br>Disadvantage: Assuming the program is deferred to a future year, the benefits would take longer to be realized  | N/A              |
| Complete pilot project options study with internal resources. | Advantage: Project could be executed at reduced cost.<br>Disadvantage: Staff do not have the capacity to conduct a study of this scale without reducing the ability to deliver on previously approved programs and projects. | N/A              |



# Business Case for Service Level Change

**Request/Project Name:** Formalize and Maintain Trail from Dundas Street to Silver Hills Drive

**Department:** Community Development

**Division:** Leisure Services Division

**Council Resolution (if applicable):** PL2018-53

## I. Executive Summary

### Overview of Proposal

Currently, there is an informal trail between Dundas Street and Silver Hills Drive in the Minnow Lake neighbourhood which is approximately one kilometer in length. The informal trail also serves as a service road to water/waste water infrastructure. While used by the community, the trail is not currently maintained, nor is it built to City of Greater Sudbury standards. At the Planning Committee meeting of April 9, 2018, Council received an application for plan of subdivision from Three Seasons Investments Limited for the adjacent property at Hargreaves Avenue & Smith Street. As part of the report, it was noted that part of the informal trail encroached on Three Seasons Investments Limited property. Council approved the subdivision application and also requested a business case to formalize and realign the Dundas Street to Silver Hills Drive informal trail.

## II. Background

### Current Service Level

The City of Greater Sudbury currently maintains 177 kilometers of non-motorized recreational trails. The City of Greater Sudbury has 1.10 kilometers of maintained recreational trails per 1,000 persons (MBNCanada measure). The average of maintained kilometers of trail per 1,000 persons for MBNCanada municipalities is 0.81.

### Drivers for Proposed Course of Action

The approval of the Three Seasons Investment Limited subdivision will require realignment of the existing informal trail. As part of the review of the subdivision application, it was noted that the informal trail was heavily used by residents and provided connectivity to other neighbourhood trails, improving walkability in the area. Rainbow Routes Association recommended formalizing the trail.

## III. Recommendation

### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                                     |                                    |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input checked="" type="checkbox"/> | Change to base FTE allocation      |
|                                     | Change to fees (unit price)       |                                     | Change to revenues (volume change) |
|                                     | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital)    |

### Recommendation

It is recommended that the City of Greater Sudbury invest in the informal trail, enhancing it to meet City of Greater Sudbury and Accessibility for Ontarians with Disabilities Act (AODA) standards. It is further recommended that once built, the City of Greater Sudbury include the new piece of trail as part of its maintenance program of non-motorized recreational trails.

### How does this align with Council's Strategic Plan?

|   |  |
|---|--|
| Asset Management and Service Excellence | Business Attraction, Development and Retention                     |
| Climate Change                          | Economic Capacity and Investment Readiness                         |
| Housing                                 | <input checked="" type="checkbox"/> Creating a Healthier Community |

The project would represent an investment in infrastructure to support community recreation with a focus on quality of life. Non-motorized recreational trails provide recreational opportunities for residents to participate in healthy lifestyles. The trail would also provide a multimodal transportation alternative in the community.



## IV. Impact Analysis

### Qualitative Implications

The investment would bring the trail up to City of Greater Sudbury and AODA standards while improving walkability in the neighbourhood. Parks Services would require additional part-time hours to maintain the trail on an on-going basis.

### Quantifiable Implications

It is estimated that a capital investment of \$130,000 would be required to realign and bring the existing informal trail up to City of Greater Sudbury and AODA standards. The estimate includes required materials, labour and signage and is based on unit price schedules for trail development. Once developed, additional operational dollars in the amount of \$6,300 annually would be required to inspect and maintain the trail.

### Operating Revenue - Incremental

#### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              |          |                |             |             |             |             |             |
|              |          |                |             |             |             |             |             |
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Operating Expenditures - Incremental

#### Detail

| Description               | Duration | Funding Source | 2020 \$           | 2021 \$             | 2022 \$     | 2023 \$     | 2024 \$     |
|---------------------------|----------|----------------|-------------------|---------------------|-------------|-------------|-------------|
| Contribution to Capital   | One-Time | Tax Levy       | \$ 130,000        | \$ (130,000)        |             |             |             |
| Ground Maintenance Trails | On-going | Tax Levy       | \$ 556            |                     |             |             |             |
| Salaries & Benefits       | On-going | Tax Levy       | \$ 5,744          |                     |             |             |             |
|                           | On-Going |                | \$ 6,300          | \$ -                | \$ -        | \$ -        | \$ -        |
|                           | One-Time |                | \$ 130,000        | \$ (130,000)        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>              |          |                | <b>\$ 136,300</b> | <b>\$ (130,000)</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Impact to Capital

Capital dollars in the amount of \$130,000 would be required in 2020 to realign and upgrade existing trail. Work would include materials (granular A & B, signage, culverts) and contract services.

### FTE Table

| Position                    | Bargaining Unit | Duration     | Permanent / Part Time | 2020              | 2021                | 2022           | 2023           | 2024           |
|-----------------------------|-----------------|--------------|-----------------------|-------------------|---------------------|----------------|----------------|----------------|
| Parks Services Trail Person | OW              | On-going     | PT Hours              | 150               |                     |                |                |                |
|                             |                 |              |                       |                   |                     |                |                |                |
|                             |                 | Permanent    |                       | -                 | -                   | -              | -              | -              |
|                             |                 | PT Hours     |                       | 150               | -                   | -              | -              | -              |
| <b>Net Impact</b>           |                 |              |                       | <b>2020 \$</b>    | <b>2021 \$</b>      | <b>2022 \$</b> | <b>2023 \$</b> | <b>2024 \$</b> |
|                             |                 | On-Going     |                       | \$ 6,300          | \$ -                | \$ -           | \$ -           | \$ -           |
|                             |                 | One-Time     |                       | \$ 130,000        | \$ (130,000)        | \$ -           | \$ -           | \$ -           |
|                             |                 | <b>Total</b> |                       | <b>\$ 136,300</b> | <b>\$ (130,000)</b> | <b>\$ -</b>    | <b>\$ -</b>    | <b>\$ -</b>    |





### Implementation

Parks Services would coordinate with Infrastructure Services to ensure that access would still be maintained to their requirements. Work would commence in the Spring/Summer of 2020.

### Advantages/Disadvantages

| Advantages  | Disadvantages   |
|---|---|
| <ul style="list-style-type: none"> <li>Improved walkability in the neighbourhood</li> <li>Trail upgraded to City of Greater Sudbury and Accessibility for Ontarians with Disabilities Act (AODA) standards</li> <li>Resolves the encroachment issue with the adjacent private property</li> </ul> | <ul style="list-style-type: none"> <li>Additional costs of realigning, formalizing and maintaining trail</li> </ul> |

### V. Alternatives

#### Alternatives Considered

| Solution Options  | Advantages/Disadvantages   | Financial Impact   |
|---|--|--|
| Continue to treat as an informal trail and service road only. | Would still require realignment where the existing informal trail encroaches private property. | Capital dollars still required to realign (approximately \$26,000) |



## Business Case for Service Level Change

**Request/Project Name:** Development of Additional Universal Programs & Access to Community Space (Affordable Access to Recreation Strategy)

**Department:** Community Development

**Division:** Leisure Services

**Council Resolution (if applicable):** CC2018-176

### I. Executive Summary

#### Overview of Proposal

At the June 26, 2018 City Council meeting, Council received a report titled "Affordable Access to Recreation Strategy". The report outlined a number of strategies to provide affordable access to recreation for City of Greater Sudbury residents. One example of an existing program is the Feel Free to Swim initiative. The following universal programs were recommended:

##### Feel Free to Skate

Building on the success of the Feel Free to Swim program, it is recommended that user fees associated with public skating, adult skating and parent & tot skating programs be eliminated. The City of Greater Sudbury will provide a minimum of one skating program at each of the community arenas on a weekly basis. The established Skate Exchange program, hosted by both the City of Greater Sudbury and Public Health Sudbury & Districts, mitigates the barrier of access to equipment.

##### Expansion of the Saturday Morning Sports Program

Through the 2018 Budget Process, Council approved funding in the amount of \$12,000 annually for the Percy Playground Sports Program. This program provides a weekly drop-in opportunity for children and youth to learn fundamental movement skills and get an introduction to a variety of sports. As part of the program, children and youth in the area have opportunities to learn and play sports such as hockey, football and basketball with instruction provided by local sporting clubs at no charge. This program also builds on the success of the Feel Free to Have a Ball funded program that the City of Greater Sudbury hosted in 2014-2015. The recommendation is for six (6) additional sites.

##### Introduction of Two New No-Cost Family Festivals

Council has approved annual funding for Snow Day in the amount of \$15,000 through prior budget deliberations. It is recommended that two additional no-cost family events be introduced, one in the spring and the other in the fall. These events could be rotated to other regional parks across the City of Greater Sudbury. The events would feature seasonal activities for families at no cost. Activities would include seasonal sports, entertainment, free transit, games and crafts modeled after the success of Snow Day.

##### Access to Community Space

One of the principles under the City of Greater Sudbury's conceptual framework for affordable access strategies is to maximize the utilization of underutilized facilities. It is recommended that the City of Greater Sudbury's Indoor Walking Program at community halls be expanded to community halls located at the Capreol, Chelmsford, Onaping and McClelland Community Centres. It is also recommended that the City of Greater Sudbury provide access to underutilized facilities to organized accessibility, seniors and older adult organizations offering no-cost and low-cost programming.

The full Affordable Access to Recreation Strategy report can be found here:

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=16&id=1243>

### II. Background

#### Current Service Level

The Feel Free to Feel Fit program provides free public swimming once per week at municipal pool locations. Since the program's inception in 2009, there have been approximately 10,000 participants taking part annually.

Older Adults (individuals age 65 and over) are offered free public skating. The City of Greater Sudbury also provides discounted access to public swimming, public skating and downhill skiing on Family Day. These rates are captured in the City's Miscellaneous User Fee By-Law. During the 2016-2017 skating season, 158 Older Adult season skating passes were issued.

The City of Greater Sudbury also has a number of facilities and recreation opportunities that are universal and free-of-charge including access to 55 outdoor rinks, the Ramsey Lake Skating Path, Queens Skating Oval, 7 supervised beaches, 10 splash pads, 173 kilometers of non-motorized trails, 8 skate parks and 5 youth drop-in centres. As per the Miscellaneous User Fee By-Law, the City of Greater Sudbury allows any non-profit group to use meeting rooms and community halls at no charge for the purposes of a meeting. In addition, non-profit groups are entitled to one free community hall rental per calendar year for an event that is outside the definition of a meeting (fundraisers, dances, holiday events, large scale events related to tournaments or other leisure activities).

#### Drivers for Proposed Course of Action

Resolution CS2013-36 directed that a municipal policy on affordable access to recreation be developed. The City of Greater Sudbury 2019-2027 Strategic Plan identified creating a healthier community as a priority. Under this initiative, the objectives are to invest in community recreation with a focus on quality of life and advanced population health agenda.



### III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                                     |                                    |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   |                                     | Change to base FTE allocation      |
|                                     | Change to fees (unit price)       | <input checked="" type="checkbox"/> | Change to revenues (volume change) |
|                                     | Investment in project (Operating) |                                     | Investment in project (Capital)    |

#### Recommendation

The following rationale for universal recreation programming from Parks and Recreation Ontario's Policy Development and Implementation Guide for Communities demonstrates the importance of universal programs:

"Ideally, all types of recreation would be available to everyone at no cost. This is unrealistic today and the negative, unintentional consequence of rising user fees has been marginalization of those who cannot afford these fees. Evidence-based research provides a strong argument for the sector to reverse this trend. The goal is to identify those program opportunities which align with the social determinants of health and quality of life indicators, and those that support positive social and physical development and provincial policy priorities. These are the kinds of publicly-funded programs that constitute an essential, core activity and should be available to everyone to ensure the healthy development of individuals and to enhance the overall quality of life within the community. As an essential service, these programs must be funded 100% and offered at no cost so that financial status does not determine who does and who does not participate."

#### How does this align with Council's Strategic Plan?

|   |  |
|---|--|
| Asset Management and Service Excellence | Business Attraction, Development and Retention                     |
| Climate Change                          | Economic Capacity and Investment Readiness                         |
| Housing                                 | <input checked="" type="checkbox"/> Creating a Healthier Community |

This business case supports City of Greater Sudbury's 2019-2027 Strategic Plan's objective of creating a healthier community focus on Quality of Life, advancing the Population Health Priority of Play Opportunities. The recommended strategies for affordable access to recreation ensure that all residents have the opportunity to enjoy programs and services designed to improve the health and well-being of youth, families and seniors.

### IV. Impact Analysis

#### Qualitative Implications

The recommended additional universal programs provide no cost opportunities to participate in recreation and leisure activities, increasing quality of life for residents and improving utilization of City of Greater Sudbury programs and services.

#### Quantifiable Implications

The estimated annual impact for the Feel Free to Skate program would be \$20,000 due to foregone public skating revenues. Expansion of the Saturday Morning Sports Program to six additional sites has an estimated cost of \$72,000. The estimated annual budget required for the introduction of two new family events is \$30,000 annually. The estimated cost impact of providing additional access to community space is \$7,500 annually.

#### Operating Revenue - Incremental

##### Detail

| Description    | Duration | Revenue Source | 2020 \$          | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|----------------|----------|----------------|------------------|-------------|-------------|-------------|-------------|
| Public Skating | On-going | User Fees      | \$ 20,000        |             |             |             |             |
|                |          |                |                  |             |             |             |             |
|                | On-Going |                | \$ 20,000        | \$ -        | \$ -        | \$ -        | \$ -        |
|                | One-Time |                | \$ -             | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>   |          |                | <b>\$ 20,000</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

#### Operating Expenditures - Incremental

##### Detail

| Description            | Duration | Funding Source | 2020 \$           | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|------------------------|----------|----------------|-------------------|-------------|-------------|-------------|-------------|
| Wages & Benefits       | On-going | Tax Levy       | \$ 52,759         |             |             |             |             |
| Materials and Supplies | On-going | Tax Levy       | \$ 32,500         |             |             |             |             |
| Winter Carnival        | On-going | Tax Levy       | \$ 30,000         |             |             |             |             |
|                        | On-Going |                | \$ 115,259        | \$ -        | \$ -        | \$ -        | \$ -        |
|                        | One-Time |                | \$ -              | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>           |          |                | <b>\$ 115,259</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |



## FTE Table

| Position           | Bargaining Unit | Duration | Permanent / Part Time | 2020  | 2021 | 2022 | 2023 | 2024 |
|--------------------|-----------------|----------|-----------------------|-------|------|------|------|------|
| Program Instructor | OW              | On-going | PT Hours              | 2,520 |      |      |      |      |
| Junior Maintenance | NMGT            | On-going | PT Hours              | 309   |      |      |      |      |
| Permanent          |                 |          |                       | -     | -    | -    | -    | -    |
| PT Hours           |                 |          |                       | 2,829 | -    | -    | -    | -    |

  

| Net Impact | 2020 \$    | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|------------|------------|---------|---------|---------|---------|
| On-Going   | \$ 135,259 | \$ -    | \$ -    | \$ -    | \$ -    |
| One-Time   | \$ -       | \$ -    | \$ -    | \$ -    | \$ -    |
| Total      | \$ 135,259 | \$ -    | \$ -    | \$ -    | \$ -    |

## Implementation

Communications will be required to promote new universal programs if approved. It is anticipated that upon approval, the program could launch by April 2020.

## Advantages/Disadvantages

| Advantages  | Disadvantages  |
|---|--|
| <ul style="list-style-type: none"> <li>Removes barriers to participation in recreation programs and services</li> <li>Improves quality of life for residents</li> <li>Increases utilization of City of Greater Sudbury recreation programs and services</li> <li>Enables opportunities for Population Health</li> </ul> | <ul style="list-style-type: none"> <li>Lost revenue associated with public skating and facility rentals</li> <li>Additional costs associated with new universal programs and events</li> </ul> |

## V. Alternatives

### Alternatives Considered

| Solution Options  | Advantages/Disadvantages  | Financial Impact |
|---|---|------------------|
| Status Quo - Continuing to provide the existing universal programs offered. | The "Affordable Access to Recreation Strategy" report outlines a number of universal programs and initiatives that the City of Greater Sudbury already provides. Maintaining status quo does not advance population health in our community, particularly in the priority area of play. | None             |
| Seek Corporate Sponsorships to fund new universal programs.                 | The City of Greater Sudbury has been challenged in securing corporate sponsorship of programs and services. Sponsorship is inconsistent. Corporate sponsorships would be best suited to expand and support the City of Greater Sudbury's efforts.                                       | None             |



# Business Case for Service Level Change

**Request/Project Name:** Implement 2020 Downtown Sudbury Community Improvement Plan

**Department:** Growth and Infrastructure

**Division:** Planning Services Division

**Council Resolution (if applicable):** PL2019-130

## I. Executive Summary

### Overview of Proposal

This business case recommends that \$128,317 be invested to fund the 8 applications received as part of the 2019 Greater Sudbury Community Improvement Plan Intake Period. Applications received include proposals to improve 7 facades and the creation of 4-5 new residential units. If approved, these incentives would achieve a number of Council's planning objectives for Downtown Sudbury, including revitalizing the core, increasing the residential population of the downtown, creating and retaining employment opportunities, growing the municipal assessment base, taking advantage of existing infrastructure and enhancing the quality of the public realm.

## II. Background

### Current Service Level

The Downtown Sudbury Community Improvement plan (DSCIP) came into effect in 2017. The DSCIP has a number of financial incentive programs designed to revitalize Downtown Sudbury.

In February, 2018, staff received direction to undertake an annual intake process to implement the CIPs. Eligible and complete applications received during the annual intake process are to be presented to Council for its consideration as part of the annual budget process. The City received 8 complete and eligible applications as part of the 2019 Intake Period.

### Drivers for Proposed Course of Action

There are a number of strategic elements that are driving this request for investment.

1. Corporate Strategic Plan: Business Attraction, Development and Retention pillar.
2. Downtown Master Plan: Refocus incentive programs to match key planning outcomes: new residential, office and retail. Create a per-unit grant program. Increase residential population downtown.
3. Downtown Sudbury Community Improvement Plan: Revitalize downtown Sudbury; increase residential population; grow assessment; enhance quality of public realm.
4. Council approval of 2018 Intake Process (CC2018-50): implement annual deadline to add certainty to the process; bring financial requests forward through the annual budget exercise.
5. Planning Committee direction to develop a business case for 2019 Intake applicants

## III. Recommendation

### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                          |                                    |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input type="checkbox"/>            | Change to base operating budget   | <input type="checkbox"/> | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | <input type="checkbox"/> | Change to revenues (volume change) |
| <input checked="" type="checkbox"/> | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital)    |

### Recommendation

Council directed staff to implement the CIPs through an annual intake period. Funding the applications received would be considered as part of the annual budget process.

As part of the 2019 intake period, the City received 8 complete and eligible applications, for a total financial request of \$128,317. Staff is recommending that the entirety of the request be approved. If approved, this investment would implement Council's Strategic Plan and the Downtown Master Plan. The applications help achieve the following planning objectives: revitalizing the core; increasing the residential population of the downtown; creating and retaining employment opportunities; growing the municipal assessment base; taking advantage of existing infrastructure; and enhancing the quality of the public realm.



## How does this align with Council's Strategic Plan?

|   |   |  |
|---|---|--|
| Asset Management and Service Excellence | X | Business Attraction, Development and Retention |
| Climate Change                          |   | Economic Capacity and Investment Readiness     |
| Housing                                 |   | Creating a Healthier Community                 |

Investing in the Downtown Sudbury CIP aligns directly with the six pillars of Council's 2019-2027 Strategic Plan. Specifically, the Business Attraction Development and Retention pillar includes item 2.4, which requires the City to "Revitalize our Town Centres, nodes and corridors with Public Investment that Supports and Leverages Private Investment."

## IV. Impact Analysis

### Qualitative Implications

If approved, this investment would help achieve a number of qualitative planning outcomes, including revitalizing the core and enhancing the quality of the public realm.

### Quantifiable Implications

If approved, this \$128,317 investment would help achieve a number of quantitative planning outcomes, resulting in an increase of financial incentives provided in Downtown Sudbury. It would help stimulate a private sector investment of \$455,034, representing a public-to-private investment ratio of 1:2.5. Together, the applications propose 7 new façades for Downtown Sudbury, and approximately 4-5 new residents units. If approved in its entirety, this investment would require that new expenses be incurred by the City of Greater Sudbury over a period of one year. Setting aside \$128,317 represents a 0.05% increase to the overall tax levy in 2020.

### Operating Revenue - Incremental

#### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              |          |                |             |             |             |             |             |
|              |          |                |             |             |             |             |             |
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Operating Expenditures - Incremental

#### Detail

| Description     | Duration | Funding Source | 2020 \$           | 2021 \$             | 2022 \$     | 2023 \$     | 2024 \$     |
|-----------------|----------|----------------|-------------------|---------------------|-------------|-------------|-------------|
| 2019 CIP Intake | One-Time | Tax Levy       | \$ 128,317        | \$ (128,317)        |             |             |             |
|                 |          |                |                   |                     |             |             |             |
|                 | On-Going |                | \$ -              | \$ -                | \$ -        | \$ -        | \$ -        |
|                 | One-Time |                | \$ 128,317        | \$ (128,317)        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>    |          |                | <b>\$ 128,317</b> | <b>\$ (128,317)</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### FTE Table

| Position | Bargaining Unit | Duration  | Permanent / Part Time | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------|-----------------|-----------|-----------------------|------|------|------|------|------|
|          |                 |           |                       |      |      |      |      |      |
|          |                 |           |                       |      |      |      |      |      |
|          |                 | Permanent |                       | -    | -    | -    | -    | -    |
|          |                 | PT Hours  |                       | -    | -    | -    | -    | -    |

| Net Impact   | 2020 \$           | 2021 \$             | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|-------------------|---------------------|-------------|-------------|-------------|
| On-Going     | \$ -              | \$ -                | \$ -        | \$ -        | \$ -        |
| One-Time     | \$ 128,317        | \$ (128,317)        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> | <b>\$ 128,317</b> | <b>\$ (128,317)</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |



### Implementation

If approved, the City would prepare and enter into agreements with the proponents, setting out terms such as when grants will be paid out, timelines for completion, etc.

There is a medium-to-high likelihood that the projects will proceed as proposed. As mentioned above, the individual agreements would include sunset clauses to have work completed by a certain date. The majority of the incentives are back-loaded, meaning that the monies are provided only once the work is completed. The risk is considered to be low. However, the desired planning outcomes in approving these requests (revitalizing the core, increasing the residential population, etc.) are dependent on the applicants undertaking the proposed improvements.

### Advantages/Disadvantages

| Advantages   | Disadvantages   |
|--|---|
| <ul style="list-style-type: none"> <li>Aligns with Council Strategic Plan</li> <li>Redevelopment and rejuvenation of downtown core</li> <li>Additional residential units in downtown CIP area</li> <li>Grows assessment base.</li> </ul> | <ul style="list-style-type: none"> <li>Perception that public funds are being provided to private land owners</li> <li>Outcomes are dependent on private owners undertaking the improvements</li> </ul> |

### V. Alternatives

#### Alternatives Considered

| Solution Options   | Advantages/Disadvantages   | Financial Impact   |
|--|--|--|
| Do not fund Community Improvement Plans  | Advantage: No budget impact; Disadvantages: Intake process demonstrated opportunities. This would represent lost opportunities in revitalization of Downtown. Perception of having a plan without resources.   | No financial Impact  |
| Provide funding based on program objectives. Council may choose to only fund certain programs in Community Improvement Plans. For example, and similar to 2018, Council can choose to fund Façade Improvement and Residential Incentive Programs only. | Advantages: Some redevelopment in downtown Sudbury is realized. Lesser impact on municipal budget. Focused outcomes realized (e.g. revitalization of core, increase of residential population). If Residential Incentive Program is chosen, it could be seen as year 2 of a 3-year residential incentive program as contemplated in Downtown Master Plan and Downtown CIP (program was funded as part of 2017 and 2018 Intakes).<br>Disadvantages: creates uncertainty in CIP process. Full benefits of CIP programs are not realized. Some projects may be dependent on more than one incentive program to be viable. | Façade Improvement: \$78K;<br>Building Fees: \$2K;<br>Residential Program: \$30K;<br>Feasibility: \$15K; |



## Business Case for Service Level Change

**Request/Project Name:** Increase Annual Funding for Northern Ontario Railway Museum & Heritage Centre

**Department:** Community Development

**Division:** Children and Citizen Services

**Council Resolution (if applicable):** CC2019-259

### I. Executive Summary

#### Overview of Proposal

The Northern Ontario Railroad Museum and Heritage Centre (NORMHC) is an incorporated nonprofit organization and registered charity focused on the preservation of historical artifacts that pay tribute to the heritage of Northern Ontario and the history of the lumber, mining and railroading industries. NORMHC has always been and continues to be operated, independent of the City, by a volunteer Board of Directors supported by a paid Executive Director and paid summer students. Current funding comes mostly from memberships, donations, grants and fundraising events. In 2018, NORMHC attracted more than 16,000 visitors, up from 11,000 in 2016, and has added new attractions each year, including the Terror Train at Halloween, and these are the result of capital grants and strong community partnerships.

The museum has indicated that it requires total annual dedicated funding of \$150,000, including the revenue from the Millennium Centre Bunk House, which has been approximately \$40,000 annually for the past five years. The current grant to the NORMHC is \$3,570 so this business case would therefore commit \$106,430.

### II. Background

#### Current Service Level

The Northern Ontario Railway Museum and Heritage Centre (NORMHC) is an incorporated non-profit organization which operates a museum and exhibit attraction in Capreol. The group operates from the historic "Station Master's House" as well as the "Heritage Centre" which is the former Town Hall and Fire Station. Operating costs for the buildings are the responsibility of NORMHC while the physical structures are maintained by the City of Greater Sudbury. NORMHC receives operational funding through the NORMHC Foundation (the Foundation), which operates the Millennium Centre Bunk House and leases rooms to CN Rail for crew quarters. The City has entered into a lease agreement with the Northern Ontario Railway Museum Heritage Corporation for operation of the bunk houses located on the second floor of the Millennium Centre. The agreement is in over holding and has been since 2009. As per the lease, the City is responsible for Capreol Millennium Centre capital requirements. The foundation sub-leases the space to CN. The foundation received income of \$399,302 in 2018. The City receives \$152,570/year as per the terms of the lease agreement. Originally, the foundation received \$360,000 from CN and there was a cost sharing of 58% (NORMHC/42% CGS) of the funds received. The lease revenue the City receives has not increased. The City, through the GSDC, has provided funding for operations and projects at NORMHC in previous years - \$37,357 in 2011 and \$50,000 in 2012. In addition, NORMHC has received CGS event support grants of \$1,250 in 2017 and \$1,200 in 2018.

#### Drivers for Proposed Course of Action

The Northern Ontario Railway Museum and Heritage Centre has had considerable success increasing visitation and community impact in the last decade. The organization is at a crossroads, with a change in leadership and an aging volunteer base. In order to continue the momentum that has been developed, NORMHC is seeking sustainable funding to ensure that there are staff in place to ensure that the attraction is open and welcoming for visitors.

### III. Recommendation

#### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                          |                                    |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input type="checkbox"/> | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/>            | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital)    |

#### Recommendation

The change requested for Council's consideration is a net municipal contribution of \$150,000 per year to NORMHC operations.

#### How does this align with Council's Strategic Plan?

|   |                                     |  |
|---|-------------------------------------|--|
| Asset Management and Service Excellence | <input type="checkbox"/>            | Business Attraction, Development and Retention |
| Climate Change                          | <input type="checkbox"/>            | Economic Capacity and Investment Readiness     |
| Housing                                 | <input checked="" type="checkbox"/> | Creating a Healthier Community                 |

The NORMHC is an increasingly important secondary attraction in the City of Greater Sudbury. It provides a diversionary experience for local citizens and adds to the collective of potential experiences for visitors. It effectively illustrates the history of Capreol and the broader Greater Sudbury community.





#### IV. Impact Analysis

##### Qualitative Implications

Sustained operational funding should allow for long-term planning and consistent service at the NORMHC. Over time, visitor numbers should increase.

##### Quantifiable Implications

The business case represents an increased tax burden of \$106,430. As this is a grant to an outside agency, there is no direct measurement of services available, though regular reporting will provide an indication of success

##### Operating Revenue - Incremental

###### Detail

| Description  | Duration | Revenue Source | 2020 \$ | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------|----------|----------------|---------|---------|---------|---------|---------|
|              | On-Going |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
|              | One-Time |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b> |          |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |

##### Operating Expenditures - Incremental

###### Detail

| Description  | Duration | Funding Source | 2020 \$    | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------|----------|----------------|------------|---------|---------|---------|---------|
| NORMHC Grant | On-going | Tax Levy       | \$ 106,430 |         |         |         |         |
|              | On-Going |                | \$ 106,430 | \$ -    | \$ -    | \$ -    | \$ -    |
|              | One-Time |                | \$ -       | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b> |          |                | \$ 106,430 | \$ -    | \$ -    | \$ -    | \$ -    |

##### FTE Table

| Position          | Bargaining Unit | Duration  | Permanent / Part Time | 2020           | 2021           | 2022           | 2023           | 2024           |
|-------------------|-----------------|-----------|-----------------------|----------------|----------------|----------------|----------------|----------------|
|                   |                 | Permanent |                       | -              | -              | -              | -              | -              |
|                   |                 | PT Hours  |                       | -              | -              | -              | -              | -              |
| <b>Net Impact</b> |                 |           |                       | <b>2020 \$</b> | <b>2021 \$</b> | <b>2022 \$</b> | <b>2023 \$</b> | <b>2024 \$</b> |
| <b>On-Going</b>   |                 |           |                       | \$ 106,430     | \$ -           | \$ -           | \$ -           | \$ -           |
| <b>One-Time</b>   |                 |           |                       | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           |
| <b>Total</b>      |                 |           |                       | \$ 106,430     | \$ -           | \$ -           | \$ -           | \$ -           |

##### Implementation

The grant to NORMHC will be increased by the amount above so that it comes to \$110,000. Staff recommends that a contribution agreement, with deliverables and reporting requirements, be established prior to the grant being transferred in 2020. Staff further recommends that a detailed report on the lease and financial performance of the Millennium Centre Bunkhouses be brought to Finance and Administration Committee as a condition prior to this grant being included in the 2021 Budget.

##### Advantages/Disadvantages

| Advantages   | Disadvantages   |
|--|---|
| <ul style="list-style-type: none"> <li>Creates stability for the NORMHC which is an important asset for tourism and the Capreol community</li> </ul> | <ul style="list-style-type: none"> <li>Recommended increase represents 50% of total current CGS museums budget.</li> <li>There is no existing museum strategy or master plan to provide guidance on additional investments</li> </ul> |

#### V. Alternatives

##### Alternatives Considered

| Solution Options   | Advantages/Disadvantages  | Financial Impact |
|--|---|------------------|
| Ad additional FTE to CGS Museums Section to provide primary support for NORMHC | Allows better integration with overall CGS initiatives in Museums and Heritage Resources. / Reduces flexibility for NORMHC and does not address other operational needs directly. | \$ 80,000.00     |



## Business Case for Service Level Change

**Request/Project Name:** Create a Green Development Subsidy for New Construction projects of Multi & Non-Residential Buildings

**Department:** Corporate Services

**Division:** Asset Services

**Council Resolution (if applicable):** OP2019-11

### I. Executive Summary

#### Overview of Proposal

This business case recognizes sustainability as a key feature of all buildings that can provide substantial community benefits and contribute to larger environmental goals. It recommends incentives for Green Development Initiatives for new construction of multi-residential and non-residential buildings.

The proposed budget of \$100,000 in incentives would be a one-time subsidy, up to a maximum of \$5,000 per project based on one or more of the following:

1. 100% of the maximum \$5,000 subsidy for all approved green building certification such as LEED, BOMA BEST, Green Globes etc. or similar acceptable certification requirements and/or its zero carbon standard in accordance with Canada Green Building Council (CaGBC). A zero-carbon building is one that is highly energy-efficient and produces onsite, or procures, carbon-free renewable energy in an amount sufficient to offset the annual carbon emissions associated with operations.
2. 20% up to a maximum of \$5,000 of approved and awarded green initiatives grant, for energy efficiency initiatives such as Independent Electricity System Operator (IESO) rebate, Federation of Canadian Municipalities (FCM), Natural Resources Canada (NRCAN), etc.
3. \$0.01 / kWh up to a maximum of \$5,000 based on annual generation capacity for renewable (solar) energy generation systems. This applies to new constructions of solar projects built as an addition to new or existing buildings. The one-time grant will be paid once the project is completed and the submittal of annual production capacity is verified by an engineer.

### II. Background

#### Current Service Level

The City of Greater Sudbury does not currently offer any incentives for green development of new buildings. This incentive is completely new. Other communities such as the Town of Caledon have offered similar financial incentives for various green initiatives such as Solar and LEED classifications by giving rebates. The City of London and the City of Ottawa, under their green building promotion programs, offer in-kind incentives of knowledge transfer, capacity building and staff training. The City of Toronto offers an Energy Retrofit Loans program with low-interest loans to help building owners improve the energy efficiency of all buildings. The financing is up to 100% of project costs, at a rate equal to the City of Toronto's cost of borrowing, with repayment terms up to 20 years.

#### Drivers for Proposed Course of Action

This action request is driven by climate change. The City has recently declared a "Climate Emergency". This initiative would help to mitigate the impact of climate change, indicating the City's intention to make action on climate change a strategic priority to support ecological sustainability. Sustainability and green development initiatives are key features to all buildings that can provide substantial community benefits and contribute to larger environmental goals.

### III. Recommendation

#### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                          |                                    |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input type="checkbox"/> | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/>            | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital)    |

#### Recommendation

It is recommended that a \$100,000 subsidy be created for new construction projects of multi-residential and non-residential buildings, if one or any combination of the three requirements outlined in the Executive Summary above are met. The applicant will receive a one-time subsidy of up to \$5,000 per project. This subsidy will be issued after the documentation is provided to illustrate that the project has these requirements constructed and operational.

#### How does this align with Council's Strategic Plan?

|                                     |   |                          |  |
|-------------------------------------|---|--------------------------|--|
| <input type="checkbox"/>            | Asset Management and Service Excellence | <input type="checkbox"/> | Business Attraction, Development and Retention |
| <input checked="" type="checkbox"/> | Climate Change                          | <input type="checkbox"/> | Economic Capacity and Investment Readiness     |
| <input type="checkbox"/>            | Housing                                 | <input type="checkbox"/> | Creating a Healthier Community                 |

This action request is in line with the City's Strategic Plan section 3. Climate Change. It supports ecological sustainability and helps develop and strengthen strategies and policies to mitigate the impact of climate change. With the recent "Climate Emergency" declaration, indicating the City's intention to take action on climate change, a strategic priority exists to support ecological sustainability.



#### IV. Impact Analysis

##### Qualitative Implications

1. Increased citizen satisfaction
2. Positive reputation for the City
3. Encourages climate change action by the community as a whole

##### Quantifiable Implications

Up to \$100,000 annual subsidy funded through the tax levy

##### Operating Revenue - Incremental

###### Detail

| Description  | Duration | Revenue Source | 2020 \$ | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------|----------|----------------|---------|---------|---------|---------|---------|
|              |          |                |         |         |         |         |         |
|              | On-Going |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
|              | One-Time |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b> |          |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |

##### Operating Expenditures - Incremental

###### Detail

| Description              | Duration | Funding Source | 2020 \$    | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------------------|----------|----------------|------------|---------|---------|---------|---------|
| Grants-Green Initiatives | On-going | Tax levy       | \$ 100,000 |         |         |         |         |
|                          | On-Going |                | \$ 100,000 | \$ -    | \$ -    | \$ -    | \$ -    |
|                          | One-Time |                | \$ -       | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b>             |          |                | \$ 100,000 | \$ -    | \$ -    | \$ -    | \$ -    |

##### FTE Table

| Position          | Bargaining Unit | Duration  | Permanent / Part Time | 2020           | 2021           | 2022           | 2023           | 2024           |
|-------------------|-----------------|-----------|-----------------------|----------------|----------------|----------------|----------------|----------------|
|                   |                 |           |                       |                |                |                |                |                |
|                   |                 | Permanent |                       | -              | -              | -              | -              | -              |
|                   |                 | PT Hours  |                       | -              | -              | -              | -              | -              |
| <b>Net Impact</b> |                 |           |                       | <b>2020 \$</b> | <b>2021 \$</b> | <b>2022 \$</b> | <b>2023 \$</b> | <b>2024 \$</b> |
| On-Going          |                 |           |                       | \$ 100,000     | \$ -           | \$ -           | \$ -           | \$ -           |
| One-Time          |                 |           |                       | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           |
| <b>Total</b>      |                 |           |                       | \$ 100,000     | \$ -           | \$ -           | \$ -           | \$ -           |

##### Implementation

Implemented in the 2020 Budget and onward as per council direction. The implementation of this subsidy is proposed to be run by the Energy Office. Press releases by communications explaining the pre-requisites and post-requisites of the program and release date by January 2020.  
The proposed budget of \$100,000 in incentives would be a one-time subsidy, up to a maximum of \$5,000 per project based on one or more of the requirements outlined in the Executive Summary above.

##### Advantages/Disadvantages

| Advantages   | Disadvantages   |
|--|---|
| <ul style="list-style-type: none"> <li>• Taking action on climate change</li> <li>• Encourages a culture of energy conservation</li> <li>• In line with City's Strategic Plan on Climate change</li> <li>• Using existing grant programs makes for quick and easy verification without added costs for additional personnel</li> <li>• Using existing grant programs ensures good quality of materials for the projects</li> </ul> | <ul style="list-style-type: none"> <li>• Does not include single residential projects</li> <li>• Does not include the retrofits on existing buildings residential/commercial</li> </ul> |



## V. Alternatives

### Alternatives Considered

| Solution Options   | Advantages/Disadvantages  | Financial Impact |
|--|---|------------------|
| Expand the program to include single residential and retrofit projects to existing buildings   | More impact on Climate Change / Will require more personnel to measure and authenticate the projects  | TBD              |
| Status Quo   | No impact on Tax levy / Will not be following the City's Strategic plan for Climate Change  | No Impact        |
| Energy Retrofit Loans program with low-interest loans to help building owners improve the energy efficiency of all buildings with financing up to 100% of project cost, at a rate equal to the City of Sudbury's cost of borrowing, with repayment terms up to 20 years. | More eligible green projects expected / will require more personnel to measure and authenticate the projects hence will require larger liability and risk | TBD              |



# Business Case for Service Level Change

**Request/Project Name:** Provide Human League Association Emergency Funding

**Department:** Community Development

**Division:** Leisure Services Division

**Council Resolution (if applicable):** CC2019-254

## I. Executive Summary

### Overview of Proposal

The Human League Association is a not-for-profit organization based in the City of Greater Sudbury. The association was developed in October of 1996 by like-minded individuals who believed that all children should be given an equal opportunity to participate in and enjoy physical activity and healthy, nutritious meals. The association is home to the Breakfast Club for Kids, which provides local children a nutritious breakfast each school day. The association's PLAY Program provides access to extracurricular activities for children of low-income situations.

The Human League Association's Board of Directors recently made the decision to suspend all current programs due to a lack of funding. The association's office has been closed and clients who have historically accessed services are being referred to other community agencies. The Board of Directors is in the process of securing funding in order to reintroduce programs and services.

This business case considers one-time emergency funding to the Human League Association in the amount of \$50,000 as directed by Council Resolution CC2019-254. The funding would allow the association to retain support staff in order to administer programs and services.

## II. Background

### Current Service Level

In 2018, the City provided annual grants totaling \$738,932 to:

- 37 Neighbourhood Associations
- 9 Seniors Active Living Centres
- 16 Community Action Networks
- 6 Community Centres
- 3 Special Event Organizers
- 2 Youth Centres
- 8 Community Organizations

The Human League Association has not received operational support from the City of Greater Sudbury. The Association has applied for and received HCI event-based funding in the past.

### Drivers for Proposed Course of Action

The Human League Association relies on fund-raising events and strategies to cover administration and operational costs. The association recently lost a key source of fund-raising (Break-Open Ticket Nevada licensing) which has impacted its ability to pay operational costs. The lack of funding has led the Board of Directors to halt operations and suspend current programs offered.

## III. Recommendation

### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                          |                                    |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input type="checkbox"/> | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/>            | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital)    |

### Recommendation

The recommendation is to provide a one-time community grant to the Human League Association for \$50,000 to assist with operational costs to allow the association to deliver programs and services.

### How does this align with Council's Strategic Plan?

|                          |   |                                     |  |
|--------------------------|---|-------------------------------------|--|
| <input type="checkbox"/> | Asset Management and Service Excellence | <input type="checkbox"/>            | Business Attraction, Development and Retention |
| <input type="checkbox"/> | Climate Change                          | <input type="checkbox"/>            | Economic Capacity and Investment Readiness     |
| <input type="checkbox"/> | Housing                                 | <input checked="" type="checkbox"/> | Creating a Healthier Community                 |

This business case supports City of Greater Sudbury's 2019–2027 Strategic Plan's objective of creating a healthier community focus on Quality of Life, advancing the Population Health Priority of Play Opportunities. The Human League Association provides programs for affordable access to recreation and food security, ensuring all residents have the opportunity to enjoy programs and services designed to improve the health and well-being of youth, families and seniors.



## IV. Impact Analysis

### Qualitative Implications

The proposed financial support will ensure that individuals requiring support for food security and play opportunities have access to needed services. In 2018, the association received over 300 applications for funding, and sponsored 250 children within Greater Sudbury to participate in recreation. Over \$34,000.00 was spent on registration fees and equipment by the association.

### Quantifiable Implications

The business case recommendation is to provide a one-time \$50,000 community grant in 2020 to the Human League Association.

### Operating Revenue - Incremental

#### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Operating Expenditures - Incremental

#### Detail

| Description                             | Duration | Funding Source | 2020 \$          | 2021 \$            | 2022 \$     | 2023 \$     | 2024 \$     |
|---|----------|----------------|------------------|--------------------|-------------|-------------|-------------|
| Annual Grant - Human League Association | One-Time | Tax Levy       | \$ 50,000        | \$ (50,000)        |             |             |             |
|   | On-Going |                | \$ -             | \$ -               | \$ -        | \$ -        | \$ -        |
|   | One-Time |                | \$ 50,000        | \$ (50,000)        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>                            |          |                | <b>\$ 50,000</b> | <b>\$ (50,000)</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### FTE Table

| Position | Bargaining Unit | Duration  | Permanent / Part Time | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------|-----------------|-----------|-----------------------|------|------|------|------|------|
|          |                 | Permanent |                       | -    | -    | -    | -    | -    |
|          |                 | PT Hours  |                       | -    | -    | -    | -    | -    |

| Net Impact   | 2020 \$          | 2021 \$            | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|------------------|--------------------|-------------|-------------|-------------|
| On-Going     | \$ -             | \$ -               | \$ -        | \$ -        | \$ -        |
| One-Time     | \$ 50,000        | \$ (50,000)        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> | <b>\$ 50,000</b> | <b>\$ (50,000)</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Implementation

If approved, a grant would be issued to the Human League Association with an accompanying grant agreement outlining terms and conditions for use of the funds. It is also recommended that if funding is approved, the association would be required to provide a plan which demonstrates how the City of Greater Sudbury's support will ensure for sustainable operations moving forward.

### Advantages/Disadvantages

| Advantages  | Disadvantages   |
|---|---|
| <ul style="list-style-type: none"> <li>Funding ensures the Human League Association can provide programs and services to clients</li> </ul> | <ul style="list-style-type: none"> <li>May be establishing expectations and precedent for other similar organizations for municipal support</li> <li>One time funding may not lead to long-term sustainability</li> </ul> |

## V. Alternatives

### Alternatives Considered

| Solution Options   | Advantages/Disadvantages   | Financial Impact |
|--|--|------------------|
| Utilize Healthy Community Initiative (HCI) funds to support the Human League Association | In accordance with the HCI Fund Policy, operational expenses such as staffing costs are not eligible for HCI funding. Furthermore, the request for \$50,000 is beyond the recommended grant thresholds for a single or multi-ward application. | No Impact        |
| Status Quo   | The Human League Association may attempt to rely on other community agencies. Those agencies may not have the means or capacity to support additional clients.   | No Impact        |



# Business Case for Service Level Change

**Request/Project Name:** Provide Permanent Operational Funding for the Junction Creek Stewardship Committee

**Department:** Growth and Infrastructure

**Division:** Planning Services

**Council Resolution (if applicable):** FA2019-15A11

## I. Executive Summary

### Overview of Proposal

This business case recommends that the City provide the Junction Creek Stewardship Committee (JCSC) with \$40,000 in funding per year to allow it to effectively organize and carry out ongoing community programs and restoration activities to improve the natural ecosystem and undo the industrial damage along Sudbury's large urban waterway known as Junction Creek. The JCSC serves to coordinate citizen participation in environmental restoration activities and to increase public awareness and appreciation of Junction Creek by carrying out a variety of educational, community stewardship, and environmental and research programs.

## II. Background

### Current Service Level

Since 2007 the City of Greater Sudbury has provided the JCSC with annual funding as follows: 2007 (\$30,000), 2008 (\$30,000), 2009 (\$20,000), 2010 (\$25,000), 2011 (\$25,000), 2012 (\$25,000), 2013 (\$25,000), 2014 (\$30,000), 2015 (\$30,000), 2016 (\$30,000), 2017 (\$30,000), 2018 (\$30,000) and 2019 (\$40,000). During these years the JCSC has accomplished a number of tasks including water sampling, extensive fish study, environmental awareness, environmental restoration of creek banks and adjacent lands through tree and shrub planting, construction of 3 ponds to help improve the water retention capacity within the watershed, and community engagement initiatives aimed at increasing public awareness of the environmental and ecological value of Junction Creek. As a result of these continued restoration efforts, brook trout can now survive in Junction Creek. The JCSC has been collecting rigorous scientific data on biological, chemical and physical features since 2001, which was made available to the City's recent Junction Creek Subwatershed Study. All JCSC restoration programs rely heavily on volunteer engagement.

### Drivers for Proposed Course of Action

City of Greater Sudbury funding to the JCSC is not secured for 2020 and beyond. Without this funding, the environmental and community-based programs provided by the JCSC would need to be reduced substantially or compromised entirely moving forward. The Junction Creek Subwatershed Study will continue to highlight the importance of adequately managing the environmental resources of Junction Creek.

## III. Recommendation

### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                          |                                    |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input type="checkbox"/> | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/>            | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital)    |

### Recommendation

That the City of Greater Sudbury provide the JCSC \$40,000 in funding per year to continue and enhance the environmental and community based programs provided by the JCSC. As described in Section V below, this option represents a good investment.

### How does this align with Council's Strategic Plan?

|                          |   |                                     |  |
|--------------------------|---|-------------------------------------|--|
| <input type="checkbox"/> | Asset Management and Service Excellence | <input type="checkbox"/>            | Business Attraction, Development and Retention |
| <input type="checkbox"/> | Climate Change                          | <input type="checkbox"/>            | Economic Capacity and Investment Readiness     |
| <input type="checkbox"/> | Housing                                 | <input checked="" type="checkbox"/> | Creating a Healthier Community                 |

This business case aligns with City Council's vision of Greater Sudbury being a centre of excellence and opportunity, in this case regarding watershed environmental restoration. It aligns with Council's strategic objectives of climate change and a healthier community. If approved, the investment would further ecological sustainability.



## IV. Impact Analysis

### Qualitative Implications

Will lead to continued improvement of the Junction Creek watershed through volunteer-based restoration activities and through public education and raising awareness of the important services rendered by Junction Creek and its ecosystems for our community.

### Quantifiable Implications

The continued operational investment of \$40,000 will allow the JCSC to significantly increase their services within the watershed. This funding is expected to support the creation of new services (e.g. annual water quality report, annual biodiversity report, formal invasive species management plan) and increase existing services (e.g. clean-up activities would increase from 2 to 16 per year, bank stabilization activities would increase from 1 to 4 per year, community events would increase from 4 to 10, and outreach events would increase from 4 to 15).

### Operating Revenue - Incremental

#### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              |          |                |             |             |             |             |             |
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Operating Expenditures - Incremental

#### Detail

| Description  | Duration | Funding Source | 2020 \$          | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|------------------|-------------|-------------|-------------|-------------|
| Grants       | On-going | Tax Levy       | \$ 40,000        |             |             |             |             |
|              | On-Going |                | \$ 40,000        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -             | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ 40,000</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### FTE Table

| Position | Bargaining Unit | Duration  | Permanent / Part Time | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------|-----------------|-----------|-----------------------|------|------|------|------|------|
|          |                 |           |                       |      |      |      |      |      |
|          |                 | Permanent |                       | -    | -    | -    | -    | -    |
|          |                 | PT Hours  |                       | -    | -    | -    | -    | -    |

| Net Impact   | 2020 \$          | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|------------------|-------------|-------------|-------------|-------------|
| On-Going     | \$ 40,000        | \$ -        | \$ -        | \$ -        | \$ -        |
| One-Time     | \$ -             | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> | <b>\$ 40,000</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |





### Implementation

Grant would be transferred to the JCSC on an annual basis.

### Advantages/Disadvantages

| Advantages  | Disadvantages  |
|---|--|
| <ul style="list-style-type: none"> <li>Community-based, environmental program delivery that serves to improve the quality of Junction Creek watershed.</li> <li>Program undertaken under supervision of expert Committee members.</li> <li>Demonstrated ability to achieve positive outcomes for almost two decades.</li> <li>Existing network for funding and volunteer base.</li> </ul> | <ul style="list-style-type: none"> <li>Impact on tax levy</li> <li>Permanent funding sets precedents for other community groups</li> </ul> |

### V. Alternatives

#### Alternatives Considered

| Solution Options  | Advantages/Disadvantages  | Financial Impact                                 |
|---|---|--|
| Create an FTE position within the Environmental Planning Services Section to coordinate a similar community-based environmental program for the Junction Creek watershed. Operating expenses also required. | Ineligible to apply for federal, provincial and corporate funds available to the JCSC therefore limited leveraging ability.                             | approx. \$150,000 for FTE and operating expenses |
| Do not provide ongoing funding to the JCSC.   | JCSC would continue to provide services, albeit at a lower rate, and would not be able to realize many of the quantifiable implications included above. | None.  |



## Business Case for Service Level Change

**Request/Project Name:** Climate Change Adaptation Plan

**Department:** Growth & Infrastructure

**Division:** Planning Services

**Council Resolution (if applicable):** CC2019-151

### I. Executive Summary

#### Overview of Proposal

On May 28, 2019, Council passed Resolution CC2019-151, that "officially declare(s) a climate emergency to name and deepen our commitment to protecting our economy, our ecosystems, and our community from climate change." Item (g) of the Resolution directs staff to prepare a Business Case for consideration as part of the 2020 Budget that secures the resources required to develop a Climate Change Adaptation & Mitigation Plan. The mitigation portion of this Plan has been underway since 2017 and is scheduled for completion late in 2019. In fulfillment of Council direction recorded by Resolution CC2019-151, staff from the City's EarthCare Sudbury Program will proceed with the development of a Climate Change Adaptation Plan (CCAP) scheduled for completion in December 2020. The development of the CCAP will require hiring one temporary staff to assist the Coordinator of EarthCare Sudbury Program for several months.

### II. Background

#### Current Service Level

The Regional Municipality of Sudbury had been involved in ICLEI's Partners in Climate Protection Program since the late 1990s. Following amalgamation, the City of Greater Sudbury continued its involvement with this Program and subsequently developed the EarthCare Sudbury Local Action Plan in 2003 followed by the 2010 EarthCare Sudbury Action Plan. Both of these documents outline measures to help reduce greenhouse gas emissions. In 2006 and 2007, the City of Greater Sudbury was a key participant in a Laurentian University project funded by Natural Resources Canada (NRCAN) entitled "Promoting community sustainability through adaptive responses to socio-economic and risk assessments of the potential impact of climate change scenarios in a natural resource-based, mid-sized Canadian Shield Community: Greater Sudbury". In 2007 and 2008, the City of Greater Sudbury was a key participant in a NRCAN and Engineers Canada study entitled "Adapting to Climate Change – Canada's First National Engineering Vulnerability Assessment" (2008). In 2008, the City of Greater Sudbury was selected by ICLEI-Canada (International Council for Local Environmental Initiatives) as one of a handful of Canadian municipalities to participate in the Climate Adaptation Guidebook Pilot Project, which led to the release of "Changing Climate, Changing Communities: guide and workbook for municipal climate adaptation." In 2012, the City was selected as a case study for "Climate Change Planning: Case Studies from Canadian Communities", a document developed by Natural Resources Canada and the Canadian Institute of Planners, for which the City contributed information on its Hot Weather Response Plan. Since that time, various City divisions have been working on adapting services to the new realities of a changing climate.

#### Drivers for Proposed Course of Action

Council Resolution CC2019-151 officially declares a climate emergency for the City of Greater Sudbury to name and deepen our commitment to protecting our economy, our ecosystems and our community from climate change. Item (g) of the Resolution directs staff to prepare a Business Case for consideration as part of the 2020 Budget that secures the resources required to develop a Climate Change Adaptation & Mitigation Plan.

### III. Recommendation

#### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                          |                                    |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input type="checkbox"/>            | Change to base operating budget   | <input type="checkbox"/> | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | <input type="checkbox"/> | Change to revenues (volume change) |
| <input checked="" type="checkbox"/> | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital)    |

#### Recommendation

In fulfillment of Council direction recorded by Resolution CC2019-151, staff from the City's EarthCare Sudbury Program will proceed with the development of a Climate Change Adaptation Plan (CCAP) scheduled for completion in December 2020. The development of the CCAP will require hiring one temporary staff to assist the Coordinator of EarthCare Sudbury Program for several months.

#### How does this align with Council's Strategic Plan?

|                                     |   |                                     |  |
|-------------------------------------|---|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input type="checkbox"/>            | Business Attraction, Development and Retention |
| <input checked="" type="checkbox"/> | Climate Change                          | <input type="checkbox"/>            | Economic Capacity and Investment Readiness     |
| <input type="checkbox"/>            | Housing                                 | <input checked="" type="checkbox"/> | Creating a Healthier Community                 |

Asset Management and Service Excellence: Climate Change Adaptation Strategy would provide guidance as a consideration to help ensure asset service life optimization through the establishment of maintenance plans. Climate Change: Council Resolution CC2019-151 officially declares a climate emergency for the City of Greater Sudbury to name and deepen our commitment to protecting our economy, our ecosystems and our community from climate change. As such, the preparation of the Climate Change Adaptation Plan will: 1) support ecological sustainability and 2) build climate resiliency into existing programs. Creating a Healthier Community: Development of a Climate Change Adaptation Plan will support the investment in infrastructure to support community recreation with a focus on quality of life.



#### IV. Impact Analysis

##### Qualitative Implications

Completion of a Climate Change Adaptation Plan will facilitate a coordinated approach to climate change adaptation amongst the various City divisions. The Plan development process itself will help strengthen relationships and forge new ones among staff and with members of the community and community organizations.

##### Quantifiable Implications

Requirement for funds to cover wages and benefits for an Environmental Projects Assistant for a duration of 7 months in 2020 (wage and benefits). Project expenses will be funded through EarthCare Sudbury operational budget.

##### Operating Revenue - Incremental

###### Detail

| Description  | Duration | Revenue Source | 2020 \$ | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------|----------|----------------|---------|---------|---------|---------|---------|
|              |          |                |         |         |         |         |         |
|              | On-Going |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
|              | One-Time |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b> |          |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |

##### Operating Expenditures - Incremental

###### Detail

| Description         | Duration | Funding Source | 2020 \$   | 2021 \$     | 2022 \$ | 2023 \$ | 2024 \$ |
|---------------------|----------|----------------|-----------|-------------|---------|---------|---------|
| Salaries & Benefits | One-Time |                | \$ 34,200 | \$ (34,200) |         |         |         |
|                     |          |                |           |             |         |         |         |
|                     | On-Going |                | \$ -      | \$ -        | \$ -    | \$ -    | \$ -    |
|                     | One-Time |                | \$ 34,200 | \$ (34,200) | \$ -    | \$ -    | \$ -    |
| <b>Total</b>        |          |                | \$ 34,200 | \$ (34,200) | \$ -    | \$ -    | \$ -    |

##### FTE Table

| Position                        | Bargaining Unit | Duration  | Permanent / Part Time | 2020           | 2021           | 2022           | 2023           | 2024           |
|---------------------------------|-----------------|-----------|-----------------------|----------------|----------------|----------------|----------------|----------------|
| Environmental Project Assistant | IW              | One-Time  | PT Hours              | 1,064          | (1,064)        |                |                |                |
|                                 |                 |           |                       |                |                |                |                |                |
|                                 |                 | Permanent |                       | -              | -              | -              | -              | -              |
|                                 |                 | PT Hours  |                       | 1,064          | (1,064)        | -              | -              | -              |
| <b>Net Impact</b>               |                 |           |                       | <b>2020 \$</b> | <b>2021 \$</b> | <b>2022 \$</b> | <b>2023 \$</b> | <b>2024 \$</b> |
| On-Going                        |                 |           |                       | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           |
| One-Time                        |                 |           |                       | \$ 34,200      | \$ (34,200)    | \$ -           | \$ -           | \$ -           |
| <b>Total</b>                    |                 |           |                       | \$ 34,200      | \$ (34,200)    | \$ -           | \$ -           | \$ -           |



## Implementation

Given the considerable work already undertaken by various divisions in matters relating to climate change adaptation and past climate change adaptation efforts, it is anticipated that the plan will be ready by the end of 2020. Plan development assumes collaboration with staff from various divisions within CGS.

## Advantages/Disadvantages

| Advantages   | Disadvantages  |
|--|--|
| <ul style="list-style-type: none"> <li>Plan would bring a coordinated approach to CGS divisions and community for services and actions aimed at climate change adaptation.</li> <li>Less costly than retaining a consultant to develop the adaptation plan.</li> <li>Likely to build greater collaboration amongst staff than if consultant develops plan.</li> <li>Divisions more likely to implement plan if they have a role in its development.</li> </ul> | <ul style="list-style-type: none"> <li>One-year budget increase for wages to fund temporary position.</li> </ul> |

## V. Alternatives

### Alternatives Considered

| Solution Options  | Advantages/Disadvantages  | Financial Impact    |
|---|---|---------------------|
| Do not develop a climate change adaptation plan.                                      | Disadvantage:<br>1. Lost opportunity to develop a more coordinated approach to climate change adaptation among City divisions and with community partners and potentially achieve process efficiencies.<br>2. Might neglect to include adaptation strategies for a sector or issue not currently being addressed. | N/A                 |
| Retain a consultant to assist in the development of a climate change adaptation plan. | Advantage: Free up some staff time for other initiatives.<br>Disadvantages: More costly due to consultant having to familiarize themselves with the background information and current level of adaptation initiatives underway at CGS.   | Est. min. \$100,000 |



# Business Case for Service Level Change

**Request/Project Name:** Provide Annual Support for Kivi Park

**Department:** Community Development

**Division:** Leisure Services

**Council Resolution (if applicable):** CS2019-15

## I. Executive Summary

### Overview of Proposal

Kivi Park is a unique facility with both municipal parkland and private recreational land in the same location. Kivi Park has been made possible through the contributions of the Clifford and Lily Fielding Charitable Foundation (Foundation), with over \$3 million invested in the capital investments and operating costs of the park since its inception. A report entitled "Kivi Park Update" was presented at the September 16, 2019, Community Services Committee meeting. The report outlined the significant costs incurred by the Clifford and Lily Fielding Foundation associated with maintaining a park the size and scope of Kivi (approximately \$200,000 annually). Foundation representatives identified that a more sustainable operating model was required, which would include user fees. The report recommended municipal support to ensure that Kivi Park remains a sustainable facility and to aid park operators in keeping user fees affordable. One form of support recommended was for the City to provide a grant equivalent to the property tax liability associated with privately owned lands of Kivi Park. The approximate annual property taxes for privately owned Kivi Park lands are \$13,862 (based on 2018). Full report available at: <http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=2&id=1357>.

## II. Background

### Current Service Level

#### Current Annual Grant Support

In 2018, the City provided annual grants totaling \$738,932 to:

- 37 Neighbourhood Associations
- 9 Seniors Active Living Centres
- 16 Community Action Networks
- 6 Community Centres
- 3 Special Event Organizers
- 2 Youth Centres
- 8 Community Organizations

#### City of Greater Sudbury Costs and Operating Responsibilities

As part of the 2018 budget process, annual operating costs to support Kivi Park operations in the amount of \$38,500 were approved. The costs are associated with the additional maintenance required for park features on City property as well as additional maintenance associated with maintaining the newly developed parking lot, general site maintenance and waste collection.

The City is responsible for the operation and maintenance of the outdoor rink, sport fields, field house (in coordination with the Neighbourhood Association), parking lots and basketball court, all of which are on City property.

At the Community Services Committee of September 16, 2019 Council approved redirecting funds received through Contract CDD17-287 (Purchase of Service Agreement for Sports Equipment Rental Operations) and approves an annual grant to Kivi Park in the amount of \$25,000 to support the operations of Kivi Park.

### Drivers for Proposed Course of Action

The foundation has stated that costs relating to operating and maintaining Kivi Park are \$200,000 annually which they are not able to absorb on a move forward basis. A substantial part of these are costs associated with the maintenance of the trail network and the newly created skate path. Costs also include property taxes (\$13,862 annually), insurance (\$28,000 annually) and those associated with providing portable washrooms (\$10,000 annually).

Maintenance costs have been minimized through the dedication of volunteers and sponsor and donor support. To keep the operation of Kivi Park sustainable, the introduction of user fees has been deemed necessary. The rationale for supporting Kivi Park operations are to continue to ensure it remains a sustainable facility and to aid the foundation in keeping user fees affordable. There are a number of similar organizations locally that have user fees for trail and park access (e.g. cross country ski clubs).

## III. Recommendation

### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                                    |
|-------------------------------------|-----------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | Change to revenues (volume change) |
| <input type="checkbox"/>            | Investment in project (Operating) | Investment in project (Capital)    |



## Recommendation

Council has previously approved redirecting \$25,000 in funds received through Contract CDD17-287 (Purchase of Service Agreement for Sports Equipment Rental Operations) in the form of an annual grant to Kivi Park to support operations. The recommendation of this business case is to provide an annual grant equivalent to the property tax liability associated with privately owned lands of Kivi Park. The proposed annual community grant will continue to be issued annually during the term of the Purchase of Service Agreement.

## How does this align with Council's Strategic Plan?

|   |  |
|---|--|
| Asset Management and Service Excellence | Business Attraction, Development and Retention |
| Climate Change                          | Economic Capacity and Investment Readiness     |
| Housing                                 | X Creating a Healthier Community               |

Recommended support aligns with Council's Strategic Plan in the area of Creating a Healthier Community as it aligns with the Population Health Priorities of Compassionate City, Families and Play Opportunities. By supporting Kivi Park operations, the City will ensure that the park can be a sustainable operation and provide community recreation opportunities for residents.

## IV. Impact Analysis

### Qualitative Implications

Kivi Park has developed into a premier destination for sport, outdoor activity and adventure. Kivi Park has been home to numerous charitable community events and has been identified as Ontario's first training centre for Para-Nordic athletes. The Clifford and Lily Fielding Charitable Foundation has invested tremendously in the capital improvements and operations of the park over the past three years of development. At over 450 acres, Kivi Park is the community's largest park, 23 times larger than Bell Park. Municipal on-going support will ensure that the park remains sustainable and will allow park operators to keep any user fees introduced affordable.

### Quantifiable Implications

The business case recommends an increase in annual grants in the amount of \$13,862 (based on 2018 property taxes).

## Operating Revenue - Incremental

### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

## Operating Expenditures - Incremental

### Detail

| Description         | Duration | Funding Source | 2020 \$          | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|---------------------|----------|----------------|------------------|-------------|-------------|-------------|-------------|
| Annual Grant - Kivi | On-going | Tax Levy       | \$ 13,862        |             |             |             |             |
|                     | On-Going |                | \$ 13,862        | \$ -        | \$ -        | \$ -        | \$ -        |
|                     | One-Time |                | \$ -             | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>        |          |                | <b>\$ 13,862</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

## FTE Table

| Position          | Bargaining Unit | Duration  | Permanent / Part Time | 2020             | 2021           | 2022           | 2023           | 2024           |
|-------------------|-----------------|-----------|-----------------------|------------------|----------------|----------------|----------------|----------------|
|                   |                 | Permanent |                       | -                | -              | -              | -              | -              |
|                   |                 | PT Hours  |                       | -                | -              | -              | -              | -              |
| <b>Net Impact</b> |                 |           |                       | <b>2020 \$</b>   | <b>2021 \$</b> | <b>2022 \$</b> | <b>2023 \$</b> | <b>2024 \$</b> |
| <b>On-Going</b>   |                 |           |                       | \$ 13,862        | \$ -           | \$ -           | \$ -           | \$ -           |
| <b>One-Time</b>   |                 |           |                       | \$ -             | \$ -           | \$ -           | \$ -           | \$ -           |
| <b>Total</b>      |                 |           |                       | <b>\$ 13,862</b> | <b>\$ -</b>    | <b>\$ -</b>    | <b>\$ -</b>    | <b>\$ -</b>    |



### Implementation

If approved, a grant would be issued to the foundation with an accompanying grant agreement outlining terms and conditions for use of the funds.

### Advantages/Disadvantages

| Advantages  | Disadvantages   |
|---|---|
| <ul style="list-style-type: none"> <li>Additional support to Kivi Park would reduce the amount of user fees needed to be collected by the foundation, ensuring the facility remains accessible and affordable for residents.</li> </ul> | <ul style="list-style-type: none"> <li>Increased impact to tax levy.</li> <li>May be establishing expectations and precedent for other similar organizations for municipal support</li> </ul> |

### V. Alternatives

#### Alternatives Considered

| Solution Options                       | Advantages/Disadvantages   | Financial Impact   |
|--|--|--------------------|
| Status Quo                             | Would likely require the foundation to charge increased fees for facility access to cover operational costs.   | No tax levy impact |
| City take over operations of Kivi Park | The success of Kivi Park has been its ability to maintain the facility with the support of volunteers and corporate sponsors. It's likely that the park would cost significantly more than the existing \$200,000 operational budget if it were a municipal operation. | Tax levy impact    |



## Business Case for Service Level Change

**Request/Project Name:** Implement 2020 Town Centre Community Improvement Plan

**Department:** Growth and Infrastructure

**Division:** Planning Services Division

**Council Resolution (if applicable):** PL2019-129

### I. Executive Summary

#### Overview of Proposal

This business case recommends that \$25,344 be invested to fund the application received for 17-19 Main Street in Chelmsford. The application consists of the creation of 3 new residential units. If approved, these incentives would achieve a number of Council's planning objectives for the City's Town Centres, including: revitalizing the town centres; increasing the residential population of the town centres; creating and retaining employment opportunities; growing the municipal assessment base; taking advantage of existing infrastructure; and, enhancing the quality of the public realm.

In April of 2018, the City was allocated \$172,487 under the Province's Main Street Revitalization Initiative. Council directed staff to allocate \$162,487 of this Provincial funding to the Town Centre CIP, which had a previously existing balance of \$77,922 of which \$15,350 had been previously allocated. Staff then undertook an expression of interest process, which resulted in 8 applications to the program with a total request of \$176,905 in funding. This funding would leverage approximately \$675,810 in private investment. The total amount requested in Town Centre applications received in 2019 exceeds the amount of funding currently available for the Town Centre CIP. Approval of this business case would permit all of the Town Centre Applications received in 2019 to be approved.

### II. Background

#### Current Service Level

The Town Centre Community Improvement Plan (TCCIP) came into effect in 2012, and was amended in 2018. The TCCIP has a number of financial incentive programs designed to revitalize the City's Town Centres. CIPs are managed by the Planning Services Division.

In 2012, Council allocated \$125,000 to fund the Town Centre CIP initiative. The programs are administered by Planning Services staff, taking the lead in receiving and processing the applications with input and assistance from other departments (i.e. Building Services, Tax, Finance) and final approval received from Council. The City has received a complete and eligible application which would exceed the amount of remaining Town Centre CIP funding.

#### Drivers for Proposed Course of Action

There are a number of strategic elements that are driving this request for investment.

1. Corporate Strategic Plan: Business Attraction, Development and Retention pillar.
2. Town Centre Community Improvement Plan: Revitalize the City's Town Centres, increase residential population, grow assessment and enhance quality of public realm.
3. Council approval of applications under the Main Street Revitalization Initiative: build on momentum generated through the approval of 9 TCCIP applications.
4. Planning Committee direction to develop a business case for 17-19 Main Street, Chelmsford.

### III. Recommendation

#### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                          |                                    |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input type="checkbox"/>            | Change to base operating budget   | <input type="checkbox"/> | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | <input type="checkbox"/> | Change to revenues (volume change) |
| <input checked="" type="checkbox"/> | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital)    |

#### Recommendation

Council allocated \$125,000 to the Town Centre Community Improvement Plan. An application has been received which exceeds the remaining available funding.

Staff have received an application for the redevelopment of 17-19 Main Street in Chelmsford in the amount of \$71,523. The application included a request for \$36,514 under the Tax Increment Equivalent Grant Program, \$6,209 under the Planning and Building Permit Fee Rebate Program and \$28,800 under the Residential Incentive Program. This amount exceeds the existing balance by \$25,344. Staff is recommending that the request for the additional \$25,344 be approved. If approved, this investment would implement Council's Strategic Plan. The application helps achieve the following planning objectives: revitalizing the City's Town Centres; increasing the residential population of the City's Town Centres; creating and retaining employment opportunities; growing the municipal assessment base; taking advantage of existing infrastructure; and enhancing the quality of the public realm.





#### How does this align with Council's Strategic Plan?

|   |   |  |
|---|---|--|
| Asset Management and Service Excellence | X | Business Attraction, Development and Retention |
| Climate Change                          |   | Economic Capacity and Investment Readiness     |
| Housing                                 |   | Creating a Healthier Community                 |

Investing in the Town Centre CIP aligns directly with the six pillars of Council's 2019-2027 Strategic Plan. Specifically, the Business Attraction Development and Retention pillar includes item 2.4, which requires the City to "Revitalize our Town Centres, nodes and corridors with Public Investment that Supports and Leverages Private Investment."

#### IV. Impact Analysis

##### Qualitative Implications

If approved, this investment would help achieve a number of qualitative planning outcomes, including revitalizing the City's Town Centres and enhancing the quality of the public realm.

##### Quantifiable Implications

If approved, this \$25,344 investment would help achieve a number of quantitative planning outcomes, resulting in an increase of financial incentives provided in Greater Sudbury's Town Centres. It would help stimulate a private sector investment of \$464,400, representing a public to private investment ratio of 1:5.5. The application proposes the creation of 3 new residential units. If approved, this investment would require that new expenses be incurred by the City of Greater Sudbury over a period of five years. Setting aside \$25,344 represents a 0.01% increase to the overall tax levy in 2020.

#### Operating Revenue - Incremental

##### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              |          |                |             |             |             |             |             |
|              |          |                |             |             |             |             |             |
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

#### Operating Expenditures - Incremental

##### Detail

| Description     | Duration | Funding Source | 2020 \$         | 2021 \$         | 2022 \$         | 2023 \$         | 2024 \$         |
|-----------------|----------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Town Centre CIP | One-Time | Tax Levy       | \$ 6,758        | \$ 6,758        | \$ 6,758        | \$ 2,534        | \$ 2,534        |
|                 |          |                |                 |                 |                 |                 |                 |
|                 | On-Going |                | \$ -            | \$ -            | \$ -            | \$ -            | \$ -            |
|                 | One-Time |                | \$ 6,758        | \$ 6,758        | \$ 6,758        | \$ 2,534        | \$ 2,534        |
| <b>Total</b>    |          |                | <b>\$ 6,758</b> | <b>\$ 6,758</b> | <b>\$ 6,758</b> | <b>\$ 2,534</b> | <b>\$ 2,534</b> |

#### FTE Table

| Position          | Bargaining Unit | Duration  | Permanent / Part Time | 2020            | 2021            | 2022            | 2023            | 2024            |
|-------------------|-----------------|-----------|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                   |                 |           |                       |                 |                 |                 |                 |                 |
|                   |                 |           |                       |                 |                 |                 |                 |                 |
|                   |                 | Permanent |                       | -               | -               | -               | -               | -               |
|                   |                 | PT Hours  |                       | -               | -               | -               | -               | -               |
| <b>Net Impact</b> |                 |           |                       | <b>2020 \$</b>  | <b>2021 \$</b>  | <b>2022 \$</b>  | <b>2023 \$</b>  | <b>2024 \$</b>  |
| On-Going          |                 |           |                       | \$ -            | \$ -            | \$ -            | \$ -            | \$ -            |
| One-Time          |                 |           |                       | \$ 6,758        | \$ 6,758        | \$ 6,758        | \$ 2,534        | \$ 2,534        |
| <b>Total</b>      |                 |           |                       | <b>\$ 6,758</b> | <b>\$ 6,758</b> | <b>\$ 6,758</b> | <b>\$ 2,534</b> | <b>\$ 2,534</b> |



## Implementation

If approved, the City would prepare and enter into agreements with the proponent, setting out terms such as when grants will be paid out, timelines for completion, etc.

There is a medium-to-high likelihood that the projects will proceed as proposed. As mentioned above, the individual agreements would include sunset clauses to have work completed by a certain date. The majority of the incentives are back-loaded, meaning that the monies are provided only once the work is completed. The risk is considered to be low.

However, the desired planning outcomes in approving these requests (revitalizing the town centres, increasing the residential population, etc.) are dependent on the applicants undertaking the proposed improvements.

## Advantages/Disadvantages

| Advantages   | Disadvantages   |
|--|---|
| <ul style="list-style-type: none"> <li>Aligns with Council's Strategic Plan</li> <li>Redevelopment and rejuvenation of the Chelmsford Town Centre</li> <li>Additional residential units in the Chelmsford Town Centre</li> <li>Grows assessment base and taxation</li> </ul> | <ul style="list-style-type: none"> <li>Perception that public funds are being provided to private land owners</li> <li>Outcomes are dependent on private owners undertaking the improvements</li> </ul> |

## V. Alternatives

### Alternatives Considered

| Solution Options   | Advantages/Disadvantages  | Financial Impact   |
|--|---|--|
| Do not fund Community Improvement Plans  | Advantage: No budget impact; Disadvantages: Intake process demonstrated opportunities. This would represent lost opportunities in revitalization of Town Centres. Perception of having a plan without resources.  | No financial Impact  |
| Provide funding based on program objectives. Council may choose to only fund certain programs in Community Improvement Plans. For example, and similar to the 2018 Downtown Sudbury CIP Intake, Council can choose to fund Façade Improvement and Residential Incentive Programs Only. | Advantages: Some redevelopment in town centres is realized. Lesser impact on municipal budget. Focused outcomes realized (e.g. revitalization of core and town centres, increase of residential population). Disadvantages: creates uncertainty in CIP process. Full benefits of CIP programs are not realized. Some projects may be dependent on more than one incentive program to be viable. | Façade Improvement Program: \$15,000;<br>Residential Program: \$85K; |



# Business Case for Service Level Change

**Request/Project Name:** Additional Labour Resources for Capital Project Delivery

**Department:** Growth & Infrastructure

**Division:** Engineering Services

**Council Resolution (if applicable):** FA2019-15A1

## I. Executive Summary

### Overview of Proposal

The workload for Engineering Services has expanded due to increased quantity and complexity of capital projects and increased participation in operational activities that require engineering support. In addition, community and stakeholder expectations are requiring a higher level of communication and public engagement; therefore, there is an increased need for part-time hours for Engineering Services to ensure that the level of service is met.

## II. Background

### Current Service Level

At the current level of service, Engineering Services can deliver:  
The tendering and administration of 40 Capital Contracts at a construction value of \$75M.  
The internal design, contract administration, and inspection of 25 Capital Contracts at a construction value of \$45M.

### Drivers for Proposed Course of Action

Continual increase in capital investment requires additional resources for management, design, engineering, field inspection, quality assurance, utility locates, and administration to ensure City infrastructure is sustainable, supports economic growth, and represents value for money. Other drivers include: revisions to the Construction Act (prompt payment), additional requirements of trade agreements and increased participation in operational activities (i.e. street sweeping, capital maintenance program).

Relying less on external resources reduces the administrative burden on the project teams. Currently, internal staff are required to focus their efforts on the capital program to ensure successful delivery, where their focus should be on other areas of the work plan, such as future years' capital program delivery, asset management and operational programs.

## III. Recommendation

### Categorize your specific request (mark an 'X' for all that apply):

|                          |                                   |                                     |                                    |
|--------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input type="checkbox"/> | Change to base operating budget   | <input type="checkbox"/>            | Change to base FTE allocation      |
| <input type="checkbox"/> | Change to fees (unit price)       | <input type="checkbox"/>            | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital)    |

### Recommendation

Increasing the allocation for part-time hours in the operating budget for Engineering Services will allow Engineering Services to retain more staff for inspections and other project delivery-related services on a part-time basis to address the expanded workload due to increased quantity and complexity of Capital Projects. Additional investments in Engineering Services will result in reduced costs for contract services, and fewer staff hours from other operating divisions that assist with capital project delivery from time to time.

### How does this align with Council's Strategic Plan?

|                                     |   |                                     |  |
|-------------------------------------|---|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input type="checkbox"/>            | Business Attraction, Development and Retention |
| <input type="checkbox"/>            | Climate Change                          | <input checked="" type="checkbox"/> | Economic Capacity and Investment Readiness     |
| <input type="checkbox"/>            | Housing                                 | <input type="checkbox"/>            | Creating a Healthier Community                 |

This aligns with Council's Strategic Plan by optimizing the assets service life and ensuring cost-effective service delivery.



## IV. Impact Analysis

### Qualitative Implications

This change will allow Engineering Services to have a more sustainable program within the resources available. It will enhance the quality and quantity of the capital program. The long-term goal of this plan is to increase customer satisfaction (i.e. improved roads, engagement, etc.), improved reputation (i.e. public feels that the City is receiving value for money), and a sustainable project delivery model that ensures the City's infrastructure can support growth and development.

### Quantifiable Implications

The recommendation is an increase to part time wages and benefits of estimated at \$342,000 with portions recovered from Water/Wastewater. The total amount will be funded from the capital budget without affecting the identified projects by directing funding allocated to external consultants to internal resources. Historically, part-time hours have been overspent. The over-expenditures have been funded from various operating reallocations and reallocations from the work plan.

The requested amount equals 11,005 hours and will assist in delivering the new capital program and existing projects in progress.

### Operating Revenue - Incremental

#### Detail

| Description  | Duration | Revenue Source | 2020 \$             | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|---------------------|-------------|-------------|-------------|-------------|
| Roads        | On-going | Capital        | \$ (222,652)        |             |             |             |             |
| Water        | On-going | Capital        | \$ (75,789)         |             |             |             |             |
| Wastewater   | On-going | Capital        | \$ (43,259)         |             |             |             |             |
|              |          |                |                     |             |             |             |             |
|              | On-Going |                | \$ (341,700)        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -                | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ (341,700)</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Operating Expenditures - Incremental

#### Detail

| Description        | Duration | Funding Source | 2020 \$           | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------------|----------|----------------|-------------------|-------------|-------------|-------------|-------------|
| Wages and Benefits | On-going | Capital        | \$ 341,700        |             |             |             |             |
|                    |          |                |                   |             |             |             |             |
|                    | On-Going |                | \$ 341,700        | \$ -        | \$ -        | \$ -        | \$ -        |
|                    | One-Time |                | \$ -              | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>       |          |                | <b>\$ 341,700</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Impact to Capital

The following programs/projects will fund this business case and utilize internal resources rather than external consultants:

- Roads - Arterial Program - \$222,652 (Brady Street, Notre Dame, Walford, Skead Road, Ramsey Lake Road, Valleyview, Hill Street and Auger)
- Water - Preliminary Design for Future Projects (Engineering, Geotech Surveys) - \$75,789
- Wastewater - Preliminary Design for Future Projects (Engineering, Geotech Surveys) - \$43,259

### FTE Table

| Position        | Bargaining Unit | Duration  | Permanent / Part Time | 2020   | 2021 | 2022 | 2023 | 2024 |
|-----------------|-----------------|-----------|-----------------------|--------|------|------|------|------|
| Part-time Hours | IW              |           | PT Hours              | 11,005 |      |      |      |      |
|                 |                 |           |                       |        |      |      |      |      |
|                 |                 | Permanent |                       | -      | -    | -    | -    | -    |
|                 |                 | PT Hours  |                       | 11,005 | -    | -    | -    | -    |

| Net Impact   | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|-------------|-------------|-------------|-------------|-------------|
| On-Going     | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| One-Time     | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

**Implementation**

If approved, the additional part-time hours will be used to deliver the capital budget, including additional inspection hours.

**Advantages/Disadvantages**

| Advantages  | Disadvantages   |
|---|---|
| <ul style="list-style-type: none"> <li>• Reduced allocation for external professional services, particularly related to inspection of capital projects in progress.</li> <li>• Reduced allocation of resources from operating divisions that are normally not directly involved in capital project delivery.</li> </ul> | <ul style="list-style-type: none"> <li>• Increased operating cost.</li> <li>• There is a risk of not finding qualified staff on a part time basis.</li> </ul> |

**V. Alternatives****Alternatives Considered**

| Solution Options  | Advantages/Disadvantages   | Financial Impact |
|---|--|------------------|
| Status Quo  | <p>No impact to capital budget.</p> <p>Internal resource constraints that negatively affect the preparation and delivery of future years' capital projects as resources are consumed by current capital budget work.</p> <p>Additional resources are required to deliver expanded capital program for detailed engineering, contract administration and field inspection.</p> <p>External consultants are used to cover resource shortfalls.</p> | None             |
| Use more external resources for detailed engineering, contract administration and field inspection. | <p>No impact to capital budget.</p> <p>External resources require use of capital funds at a higher cost than using internal resources, and they require additional administration/supervision.</p> <p>Additional resources are required to deliver expanded capital program for detailed engineering, contract administration and field inspection.</p>  | None             |



## Business Case for Service Level Change

**Request/Project Name:** Enhanced Spreader Laid Patching Program

**Department:** Growth & Infrastructure

**Division:** Linear Infrastructure Services

**Council Resolution (if applicable):**

### I. Executive Summary

#### Overview of Proposal

The City's Linear Infrastructure Services Division delivers the mill & pave program in two ways: contracted work (large spreader patches) and internal work (small patch repair). Both methods are well established in the city. The contracted portion, also referred to as Large Spreader Laid Patches, has been used to remove dips, cracks and areas of potholes on paved roads. In recent years, a large portion of available funds has been allocated to patch the arterial road network such as the Kingsway, LaSalle Boulevard, Regent Street, Lorne Street, MR 55 and MR 80. The more money spent to mill & pave poor sections of pavement in the summer results in less pothole patching at that location. The program also minimizes traffic delays, improves vehicular ride quality and prolongs the life of the road. It is recommended that one-time funding of \$1,000,000 be added to the operating budget to continue to yield these positive results.

### II. Background

#### Current Service Level

The 2019 operating budget for mill & pave is presently \$629,827. This budget is utilized to contract Large Spreader Laid Patches that cannot be completed by city crews. Remaining potholes are patched using small contractors and city crews as required.

#### Drivers for Proposed Course of Action

In 2016, and again in 2018, the top-of-mind issue for citizens is the condition of municipal roads. The Metroline 2018 Citizen Satisfaction survey polled residents about 23 services provided by the municipality. Road conditions ranked number one in importance and the lowest in citizen satisfaction. The proportion of Greater Sudbury residents who expressed road conditions as a top concern increased from 70% in 2016 to 78% in 2018. The 2017 Citizen Budget also identified a desire to increase the Roads Maintenance budget.

### III. Recommendation

#### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                          |                                    |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input type="checkbox"/> | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | <input type="checkbox"/> | Change to revenues (volume change) |
| <input checked="" type="checkbox"/> | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital)    |

#### Recommendation

A funding enhancement to the mill & pave program will target the worst areas for potholes in the roads network. This should result in less money being spent on winter pothole patching, reduced traffic interruptions, and reduced pothole related claims.

#### How does this align with Council's Strategic Plan?

|                                     |   |                          |  |
|-------------------------------------|---|--------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input type="checkbox"/> | Business Attraction, Development and Retention |
| <input type="checkbox"/>            | Climate Change                          | <input type="checkbox"/> | Economic Capacity and Investment Readiness     |
| <input type="checkbox"/>            | Housing                                 | <input type="checkbox"/> | Creating a Healthier Community                 |

The proposed mill & pave budget enhancement will satisfy the Asset Management and Service Excellence metric in the 2019-2027 Strategic Plan. The specific initiative is to improve road quality to ensure that there is a defined Pavement Condition Index standard for both arterial and local roads. In 2016, and again in 2018, the top of mind issue for citizens is the condition of municipal roads. The Metroline 2018 Citizen Satisfaction survey identified road conditions as a top concern, up from 70% in 2016 to 78% in 2018.



#### IV. Impact Analysis

##### Qualitative Implications

The mill & pave program helps focus available funds to specific areas of road repair. These areas are typically identified by Road Operations Managers who have specific knowledge of problem areas throughout the City. By targeting the worst areas for potholes in the road network, managers will be better able to reallocate City resources to activities other than pothole patching (i.e. winter ditching), avoid traffic interruptions and improve ride quality.

##### Quantifiable Implications

The city will see an increase to the operating budget for \$1,000,000 (one-time) for enhancements to the Spreader Laid Patching program.

##### Operating Revenue - Incremental

###### Detail

| Description  | Duration | Revenue Source | 2020 \$ | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------|----------|----------------|---------|---------|---------|---------|---------|
|              | On-Going |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
|              | One-Time |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b> |          |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |

##### Operating Expenditures - Incremental

###### Detail

| Description                 | Duration | Funding Source | 2020 \$      | 2021 \$        | 2022 \$ | 2023 \$ | 2024 \$ |
|-----------------------------|----------|----------------|--------------|----------------|---------|---------|---------|
| Asphalt Patching - Contract | One-Time | Tax Levy       | \$ 1,000,000 | \$ (1,000,000) |         |         |         |
|                             | On-Going |                | \$ -         | \$ -           | \$ -    | \$ -    | \$ -    |
|                             | One-Time |                | \$ 1,000,000 | \$ (1,000,000) | \$ -    | \$ -    | \$ -    |
| <b>Total</b>                |          |                | \$ 1,000,000 | \$ (1,000,000) | \$ -    | \$ -    | \$ -    |

##### FTE Table

| Position | Bargaining Unit | Duration  | Permanent / Part Time | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------|-----------------|-----------|-----------------------|------|------|------|------|------|
|          |                 | Permanent |                       | -    | -    | -    | -    | -    |
|          |                 | PT Hours  |                       | -    | -    | -    | -    | -    |

| Net Impact   | 2020 \$      | 2021 \$        | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------|--------------|----------------|---------|---------|---------|
| On-Going     | \$ -         | \$ -           | \$ -    | \$ -    | \$ -    |
| One-Time     | \$ 1,000,000 | \$ (1,000,000) | \$ -    | \$ -    | \$ -    |
| <b>Total</b> | \$ 1,000,000 | \$ (1,000,000) | \$ -    | \$ -    | \$ -    |

##### Implementation

The contract is tendered for summer work. There are several paving contractors that have successfully completed this contract in years past. The city's inspection staff are experienced as well in managing this contract. This program will continue to be a success.

##### Advantages/Disadvantages

| Advantages  | Disadvantages  |
|---|--|
| <ul style="list-style-type: none"> <li>Improve citizen satisfaction</li> <li>Avoid traffic interruptions caused by pothole repairs</li> </ul> | <ul style="list-style-type: none"> <li>Increased cost to the Tax Levy</li> <li>Enhancement may be considered a minor investment compared to a required investment as identified in the 2012 Financial Planning for Municipal Roads, Structures and Related Infrastructure</li> </ul> |

#### V. Alternatives

##### Alternatives Considered

| Solution Options | Advantages/Disadvantages  | Financial Impact |
|------------------|---|------------------|
| Status Quo       | <ul style="list-style-type: none"> <li>No financial impact</li> <li>Does not improve citizen satisfaction / quality of roads</li> <li>Potential increase in the number of potholes (increased risks - claims) which will make it difficult to achieve compliance with minimum maintenance standards.</li> </ul> | None             |



## Business Case for Service Level Change

**Request/Project Name:** Advance the Valley East Twin Pad Multipurpose Sports Complex

**Department:** Community Development

**Division:** Leisure Services Division

**Council Resolution (if applicable):**

### I. Executive Summary

#### Overview of Proposal

At the September 16, 2019 Community Services Committee meeting, a report titled "Valley East Twin Pad Multipurpose Sports Complex" was presented. The report provided a recommended site design and program elements for the proposed facility to be located on the Howard Armstrong Recreation Centre property. The approved facility program elements include:

- Twin Pad Arena (NHL size rinks each with 400-seat capacity)
- Eight change rooms and one referee change room per ice surface
- Gymnasium (multipurpose sports programming such as indoor soccer training, pickleball, roller hockey, exercise classes, etc.)
- Heated viewing area
- Café/Restaurant/Concessions
- Public Concourse/Lobby
- Support Spaces

Approved site design elements included:

- Main Entrance off Elmview Drive across from Wilfred Street
- Proposed facility situated north of existing small soccer fields in the southwest corner of existing green space
- Proposed facility does not disturb the existing recreational infrastructure (soccer fields, beach volleyball courts, play equipment)
- 8 to 10 acres of the green space located at the north end of the property is required to construct the proposed facility
- Orientation allows for better access to green space which would see improvements to exist

Total estimated project cost is \$28.4M excluding financing cost (\$14.7M). Estimated construction cost \$22.8M, design & contract administration \$2.1M and contingency of \$3.5M for design, tender escalation & change orders.

The report indicated that the project would be considered through a business case as part of the 2020 budget deliberations. Full report:

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=1357>

### II. Background

#### Current Service Level

The 2013 Arena Renewal Strategy established a market-specific demand target that reflected the City's unique geography and arena utilization profiles at that point in time.

To identify needs at a city-wide level, the target was set at one ice pad per 405 youth registrants. During the 2018-2019 season there was a total of 5,892 participants. Based on the recommended target of one pad per 405 registrants, there is a city-wide demand for 14.5 rinks, indicating a surplus of approximately 1.5 pads.

As part of the City's participation in the Municipal Benchmarking Network Canada (MBNCanada) partnership, the City has comparator information about the number of indoor ice pads operated by municipalities. The average number of operational indoor ice pads per 100,000 population is 5.14 among the 16 reporting municipalities. The City of Greater Sudbury operates 9.91 ice pads per 100,000 population.

#### Drivers for Proposed Course of Action

The City's arena infrastructure is aging and in need of capital reinvestment. This is particularly true of the existing arena infrastructure in the Valley East area. The Centennial Community Centre and Arena is 48 years old and the Raymond Plourde Arena is 46 years old. The business case also recommends closing Side #1 of the Capreol Community Centre and Arena which is 60 years old. Many of the City's arenas were designed for a different era and lack amenities common in modern facilities, such as additional dressing rooms, accessible washrooms and warm viewing areas. Updated Building Condition Assessments (BCAs) were completed on area facilities in 2018. The BCAs provide an overall condition assessment for each facility, as well as opinions of probable repair costs required in the immediate term (1 to 5 years) and long term (6 to 10 years). Figures represent the estimated cost to maintain facilities in a good state of repair and do not include costs associated with enhancements or building improvements (modernization of spaces or full accessibility improvements). An estimated \$9.3M of capital funds are required to maintain the facilities over the next 10 years.

### III. Recommendation

**Categorize your specific request (mark an 'X' for all that apply):**

|                                     |                                   |                                     |                                    |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input checked="" type="checkbox"/> | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | <input type="checkbox"/>            | Change to revenues (volume change) |
| <input type="checkbox"/>            | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital)    |





### Recommendation

The recommendation is to construct the proposed Valley East Twin Pad Multipurpose Sports Complex and decommission the Centennial Community Centre and Arena, the Raymond Plourde Arena and arena pad #1 of the Capreol Community Centre.

### How does this align with Council's Strategic Plan?

|          |   |  |
|----------|---|--|
| <b>X</b> | Asset Management and Service Excellence | Business Attraction, Development and Retention |
|          | Climate Change                          | Economic Capacity and Investment Readiness     |
|          | Housing                                 | <b>X</b> Creating a Healthier Community        |

Asset Management and Service Excellence – This project demonstrates how new assets can improve service delivery and costs, while using zones within the City's large geography to make existing services available while retiring old, costly, uneconomic assets. Overall reduction of single pad from ice pad inventory.

Creating a Healthier Community – This project would represent an investment in infrastructure which supports community recreation with a focus on quality of life.

## IV. Impact Analysis

### Qualitative Implications

Previous Council reports have included the following rationale for twin or multi-pad arena development:

- One-Stop Shopping: The creation of a destination where residents can conveniently access recreation and other civic and social services (e.g. libraries, aquatic centres, older adult services, municipal information), making it particularly attractive for time-pressed individuals and multi-generational households.
- Sports Development and Tourism: Arena users may benefit from co-located spaces that allow for dry-land training (e.g. fitness spaces or gymnasiums), tournaments or banquets (e.g. multiple ice pads, community halls).
- Operational Efficiency: Multipurpose facilities allow for efficient use of resources for facility operation through the economies of scale that are generated by sharing overhead costs such as staffing, utilities and maintenance.

Furthermore, the Howard Armstrong Recreation Centre property is an ideal location for a new twin pad sports complex for the following reasons:

- There are 28 acres of parkland on the site, providing room for the recreation complex, ample parking and complementary benefits. The site is municipally owned thereby reducing overall development costs.
- The Howard Armstrong Recreation Centre is the municipality's largest indoor pool and fitness centre. It is also the site of the Valley East Public Library and Citizen Service Centre.
- The addition of a twin pad arena will make this site a convenient one stop destination for multi-generational households. Residents would have a choice of accessing municipal services through the Citizen Service Centre, borrowing materials from the library, exercising in the pool and fitness facilities at the Howard Armstrong Recreation Centre, or skating and hockey in the new twin pad arena.
- Outdoors, the Howard Armstrong Recreation Centre has a variety of recreational opportunities with soccer fields, a basketball court, a splash pad and hiking trails. The project proposal includes the upgrading of existing informal trails to Accessibility for Ontarians with Disability Act (AODA) standards and the addition of an outdoor skating loop enhancing leisure opportunities for residents.
- Existing arenas in the area are in need of major capital investments over the next 10 years to remain viable, making them logical candidates for decommissioning or repurposing.

### Quantifiable Implications

The proposed Valley East Twin Pad Multipurpose Sports Complex has an estimated total cost of \$28.4M excluding financing cost (\$14.7M). Estimated construction cost \$22.8M, design & contract administration \$2.1M and contingency of \$3.5M for design, tender escalation & change orders. The projected net operating cost for the complex would be \$202,929. Decommissioning the Centennial Community Centre and Arena, Raymond Plourde Arena and arena pad #1 of the Capreol Community Centre would result in 10-year capital savings of \$9,301,815 and annual operating savings of \$521,294. This would realize ongoing net operating savings of \$318,365. Total borrowing costs on the principal amount of \$27,807,295 would be \$14,753,933 with an anticipated interest rate of 3% over a 30-year term. Borrowing costs may vary based on market interest rate and municipal credit rating. Senior levels of government funding would minimize the tax levy impact. Additional funding would be required for furnishing and equipment.

### Operating Revenue - Incremental

#### Detail

| Description                  | Duration | Revenue Source | 2020 \$     | 2021 \$               | 2022 \$               | 2023 \$     | 2024 \$              |
|------------------------------|----------|----------------|-------------|-----------------------|-----------------------|-------------|----------------------|
| LTD Debt Financing- Twin pad | One-Time | Debt           |             | \$ (5,788,460)        | \$ (5,220,960)        | \$ -        | \$ 11,009,420        |
|                              | On-Going |                | \$ -        | \$ -                  | \$ -                  | \$ -        | \$ -                 |
|                              | One-Time |                | \$ -        | \$ (5,788,460)        | \$ (5,220,960)        | \$ -        | \$ 11,009,420        |
| <b>Total</b>                 |          |                | <b>\$ -</b> | <b>\$ (5,788,460)</b> | <b>\$ (5,220,960)</b> | <b>\$ -</b> | <b>\$ 11,009,420</b> |



## Operating Expenditures - Incremental

### Detail

| Description                       | Duration        | Funding Source | 2020 \$           | 2021 \$             | 2022 \$             | 2023 \$           | 2024 \$                |
|-----------------------------------|-----------------|----------------|-------------------|---------------------|---------------------|-------------------|------------------------|
| Contribution to Capital- Twin Pad | One-Time        | Levy           | \$ 567,500        | \$ 5,220,960        | \$ 5,220,960        | \$ -              | \$ (11,009,420)        |
| LTD Debt Repayment - 30 yrs. term | On-going        | Levy           |                   | \$ 767,500          | \$ 325,604          | \$ 325,604        |                        |
| Twin Pad Operating Cost           | On-going        | Levy           |                   |                     |                     |                   | \$ 202,929             |
| Raymond Plourde Arena             | On-going        | Levy           |                   |                     |                     |                   | \$ (207,755)           |
| Centennial Arena                  | On-going        | Levy           |                   |                     |                     |                   | \$ (199,989)           |
| Capreol Arena Pad # 1             | On-going        | Levy           |                   |                     |                     |                   | \$ (113,550)           |
|                                   | <b>On-Going</b> |                | \$ -              | \$ 767,500          | \$ 325,604          | \$ 325,604        | \$ (318,365)           |
|                                   | <b>One-Time</b> |                | \$ 567,500        | \$ 5,220,960        | \$ 5,220,960        | \$ -              | \$ (11,009,420)        |
| <b>Total</b>                      |                 |                | <b>\$ 567,500</b> | <b>\$ 5,988,460</b> | <b>\$ 5,546,564</b> | <b>\$ 325,604</b> | <b>\$ (11,327,785)</b> |

### Impact to Capital

Yes, it will add a new project to the capital budget. Estimated cash flows were based on contract administration, detail design fees and construction phases. It is anticipated that \$567,500, \$5,788,460, \$11,009,420 and \$11,009,415 will be spent in 2020, 2021, 2022 and 2023 respectively. Estimated detail design cost is approximately 6%-8% of the total project cost.

### FTE Table

| Position                           | Bargaining Unit | Duration         | Permanent / Part Time | 2020              | 2021              | 2022              | 2023              | 2024                |
|------------------------------------|-----------------|------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Arena Maintenance Person Lead Hand | OW              | On-going         | Permanent             |                   |                   |                   |                   | (1)                 |
| Arena Maintenance Person           | OW              | On-going         | Permanent             |                   |                   |                   |                   | (2)                 |
|                                    |                 | <b>Permanent</b> |                       | -                 | -                 | -                 | -                 | (3)                 |
|                                    |                 | <b>PT Hours</b>  |                       | -                 | -                 | -                 | -                 | -                   |
| <b>Net Impact</b>                  |                 |                  |                       | <b>2020 \$</b>    | <b>2021 \$</b>    | <b>2022 \$</b>    | <b>2023 \$</b>    | <b>2024 \$</b>      |
| <b>On-Going</b>                    |                 |                  |                       | \$ -              | \$ 767,500        | \$ 325,604        | \$ 325,604        | \$ (318,365)        |
| <b>One-Time</b>                    |                 |                  |                       | \$ 567,500        | \$ (567,500)      | \$ -              | \$ -              | \$ -                |
| <b>Total</b>                       |                 |                  |                       | <b>\$ 567,500</b> | <b>\$ 200,000</b> | <b>\$ 325,604</b> | <b>\$ 325,604</b> | <b>\$ (318,365)</b> |

### Implementation

Upon project approval, the City would determine the best model to proceed with (traditional design-bid-build, design/build, etc). Additional community consultation on design elements may be required. Traditional project timelines call for 6 to 8 months of design and construction documents (which would include further public consultation) and 18 months for construction.

### Advantages/Disadvantages

| Advantages   | Disadvantages   |
|--|---|
| <ul style="list-style-type: none"> <li>The project represents needed investment in recreation infrastructure while retiring aged, inefficient facilities</li> <li>The project reduces the supply of ice pads in Greater Sudbury to match existing and future demands.</li> <li>Multi-purpose facilities allow for efficient use of resources for facility operation through the economies of scale.</li> <li>The project has been identified as an eligible project for Investing in Canada Infrastructure Program funding (Community, Culture and Recreation Funding Stream)</li> </ul> | <ul style="list-style-type: none"> <li>Increased tax levy implications as a result of capital investment.</li> <li>The City has received petitions from community members requesting not to proceed with the proposed project and to maintain existing arena facilities.</li> </ul> |

## V. Alternatives

### Alternatives Considered

| Solution Options      | Advantages/Disadvantages   | Financial Impact  |
|-----------------------|--|---|
| Status Quo            | <ul style="list-style-type: none"> <li>Continue to face significant challenges with aging infrastructure in arena facilities.</li> <li>Existing facilities lack current amenities and efficiencies of new builds and would require significant capital dollars to retrofit.</li> </ul> | None  |
| ICIP Funding Realized | If the project receives provincial and federal funding under the ICIP funding program, the capital funds required by the City are significantly reduced (municipal contribution under ICIP is 26.67%)  | Reduces municipal capital and finance costs to approximately \$11.58M with borrowing cost |



# Business Case for Service Level Change

**Request/Project Name:** Increase Security for Downtown City Facilities

**Department:** Security and Bylaw

**Division:** Corporate Services

**Council Resolution (if applicable):** N/A

## I. Executive Summary

### Overview of Proposal

Security and By-law staff are recommending a service level enhancement to provide mobile security response at the Greater Sudbury Downtown Transit Hub and for all City of Greater Sudbury facilities and properties within the Downtown core. This incorporates facilities and properties associated with Transit, Parks, Arenas, Libraries and Housing. It is recommended that the provision of a mobile response unit be brought in-house under Corporate Services within the Security and By-law Division. This proposal recommends additional Municipal Law Enforcement Officers (MLEO)/Security that are mobile and able to respond to a variety of City facilities to provide additional support to deployed static post guards or where uniformed security is not part of the service delivery. The proposed service level will consist of two (2) MLEOs providing a combination of mobile security and bylaw enforcement services for sixteen (16) hours per day, between the hours of 8:30 a.m. and 12:30 a.m. Enforcing municipal by-laws (Transit By-law, Smoking By-law, Traffic and Parking), provincial legislation (Trespass to Property Act) and federal legislation (Criminal Code) MLEOs will provide a broader authority to regulate behaviours on City property within the Downtown core and on board City Transit buses. A MLEO can enforce a number of violations by way of issuing a Part I Offence Notice under the Provincial Offences Act. This business case addresses the hours of operation for City services/facilities to better reduce the existing service gap where police are not able to quickly and regularly respond to non-criminal requests for service. This recommendation is scalable and can support the use of MLEOs for mobile response to other City of Greater Sudbury properties outside of the Downtown core, where there is currently no response beyond police. The net annual investment required for this service level enhancement is \$432,513.

## II. Background

### Current Service Level

Security services at the Downtown Transit Hub are provided by a contractor. This is a static post that does not allow dispatch to another location. On July 9, 2018, the Community Services Committee approved additional hours of contracted uniform security at the Transit Terminal in order to ensure two guards are on site between 6 a.m. and 12:30 a.m., seven days a week. Static post security is provided at Tom Davies Square by a contractor. There are five (5) uniformed guards on shift during hours that the facility is open to the public, reducing to two (2) in evening hours until 11 p.m., finally reducing to one (1) security guard while the building is secured overnight. The service delivery for contract security involves actively providing customer service and monitoring for anti-social behaviour (via surveillance cameras or in person). When detected, guards are expected to provide a response that ensures adherence to regulations that are in place to support the continuation of service delivery for a variety of City and Provincial services. All guards enforce the Trespass to Property Act on behalf of the City with limited authority provided under the City of Greater Sudbury Trespass to Property Act Policy. The City of Greater Sudbury hosts surveillance cameras at most City facilities, with live monitor for Tom Davies Square, 199 Larch and the Transit Terminal. When responding to security incidents ranging from physical violence, drug use, disturbances, open alcohol, trespass and threats, there exists a real threat where incidents may escalate quickly. In response, security guards are directed to monitor and report to police rather than intervening to stop the offence. This is not the most effective approach to address a number of disturbances. At Mackenzie Library, contracted security have been put in place to attend the library to provide support while Library staff vacate and secure the facility at closing. This unbudgeted service is in place for \$26.00/half hour and was well received by staff and patrons of the library. At three Sudbury Housing locations that are proximate to the Downtown Core (720 Bruce, 1920 Paris and 166 Louis) two (2) contracted guards are deployed in pairs for a total of 80hrs per week with an additional 40hrs per week being added to 720 Bruce. Within Leisure Services, specific City Parks host security in the summer months through a contract provider with a specific mobile deployment in place. Arenas host security only for special events.

### Drivers for Proposed Course of Action

Aligning with system improvements being made within the Transit Action Plan, this recommended service level enhancement responds to ongoing concerns raised by the public and Transit employees about the perceived safety at the terminal and on buses. It is recommended to support a strategy to increase ridership for the transit service. Incidents of assault, drug/alcohol use, fare evasion and disruptive behaviours on buses and at the terminal directly relate to a fiscal cost to the municipality. The MTO confirms that "actual and perceived lack of safety at transit stops, stations and platforms can result in lost ridership, stigmatization and lower revenue. Vandalism and crime also cause damaged equipment, lost workdays, and compensation payments, and affect employee health and morale." This recommendation is based on the need to minimize risk of injury to the public, internal/contracted staff and passengers. There has been a consistently high volume of serious security incidents occurring at the terminal with an average of 65 high-risk incidents occurring per month YTD in 2019. This is an increase from 2017 and 2018. Specific to the transit terminal, up to July 2019, there have been 41 arrests made on site by police. The severity of incidents at the terminal and on transit buses has left a perception that the service is not safe. Receiving significant media attention was an incident in May 2017 where a transit operator was injured when a male suspect assaulted him with a knife on board the bus, and further the event of April 01, 2018, when a man armed with two knives was shot by police inside the transit terminal after making attempts to access a security office and later charging at police. These incidents have gravely impacted the perception that the service and terminal area is safe, and if left unchecked, will negatively impact ridership, employee engagement and trust in the municipality. Finally, the transit terminal and the downtown core have experienced an increase in intravenous drug use to the extent that it has received significant public and media attention. Supporting police and addiction service providers with education and deterrence, a higher caliber, proactive deterrence is required for a consistent time period to address concerns of drug use and sales and needle discarding within City facilities and parks. Finally, transit has seen a sharp increase in short fare rides, which negatively impacts revenue and further places a bus operators in a high risk situation if they challenge a rider who intentionally does not pay. A short fare could be \$0 paid toward a fare, or \$.05 short; unfortunately, there are no means to separate the data. Nonetheless, in 2017 Transit reported approximately 48,000 short fare rides, while in the last 6 months of 2017 and the first 6 months of 2018, this number increased to 60,000. Whether on a bus, or at the transit terminal, MLEOs have the authority to arrest, issue fines or trespass someone from all City of Greater Sudbury facilities. Their authorization to do so comes from various forms of legislation, including the Criminal Code of Canada, the Trespass to Property Act and a variety of City by-laws. With a higher level of training for use of force and an increased ability to enforce legislation, this service will better address risks to staff and residents creating a safe working environment, conducive to requirements within the Occupational Health and Safety Act.



## III. Recommendation

**Categorize your specific request (mark an 'X' for all that apply):**

|                                     |                                   |                                     |                                    |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input checked="" type="checkbox"/> | Change to base FTE allocation      |
|                                     | Change to fees (unit price)       |                                     | Change to revenues (volume change) |
|                                     | Investment in project (Operating) |                                     | Investment in project (Capital)    |

### Recommendation

The recommended service level increase provides additional support to contracted security guards that are deployed at specific locations when dealing with higher level incidents that may not be a high priority for police. Further, where uniformed security is not part of the service level delivery at a City facility or property, this increase provides staff with two (2) highly trained and professional Municipal Law Enforcement Officers (MLEO) to provide a response to security concerns in the City facility. Where MLEOs possess a number of additional legal authorities for enforcement, a responding contract security guard does not have the authority to issue a ticket. Whether on board a bus, at a library, in a park or at the transit terminal, MLEOs have the authority to arrest (under Trespass to Property Act), issue fines or trespass someone from all City of Greater Sudbury facilities. Their authorization to do so comes from various forms of legislation, including the Criminal Code of Canada, the Trespass to Property Act and a variety of City by-laws. With a higher level of training for skills such as first aid, tactical communication and use of force, coupled with an increased ability to enforce legislation, this service will better address risks to staff and residents, creating a safe working environment, conducive to requirements within the Occupational Health and Safety Act. A uniformed MLEO on a bus creates a safe environment for riders and bus operators. The response to inappropriate behaviour or fare evasion with fines and trespass orders sends a clear message that this behaviour will not be tolerated. Partnering with police for investigations will further the positive collaboration that has already begun in order to support an overall commitment to safety and security in the downtown core. The result of transit staff feeling safe at work will increase employee engagement; there will be a reduction in lost time injuries and absences, further benefiting the service. When public trust in the service increases, there will be an associated increase to ridership and revenue. This recommended service level enhancement is consistent with service levels offered in other large municipalities such as York, Mississauga and Ottawa.

### How does this align with Council's Strategic Plan?

|                                     |   |                                     |  |
|-------------------------------------|---|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | <input checked="" type="checkbox"/> | Business Attraction, Development and Retention |
|                                     | Climate Change                          |                                     | Economic Capacity and Investment Readiness     |
|                                     | Housing                                 | <input checked="" type="checkbox"/> | Creating a Healthier Community                 |

This recommendation aligns with the strategic initiative for Asset Management and Service Excellence. Specifically, "1.5 Demonstrate Innovation and Cost-Effective Service Delivery" (B) confirms Council's will to "implement the Transit Action Plan in 2019 and continue efforts to expand ridership through innovative and responsive system improvements". The Transit Action Plan confirms that "recommendations of the Downtown transit Area Working Group should be implemented to improve safety and security within Greater Sudbury Transit services, including on board buses and at stops and Mobility Hubs. Further recommending a Transit Bylaw and Municipal Transit Bylaw Officers, the Transit Action Plan confirms that "these officers can support operators and passengers by enforcing the rules and regulations governing the use of the Transit system by issuing offence notices to those contravening the By-law, thereby providing a deterrent to undesirable behaviour at terminals, as well as vehicles". Further, when considering the positive impact that increased security in the Downtown core will have on neighbouring business, this recommendation aligns with the strategic initiative of Business Attraction, Development and Retention and Council's will to "Revitalize Downtown Sudbury with Public Investment that Supports and Leverages Private Investment". With an intent to assist in the promotion and revitalization of the Downtown, there is alignment with Council's initiative to create a Healthier Community. More specifically, a perception that downtown City facilities are safe supports Council's will to "promote Greater Sudbury as a great northern lifestyle alternative for workers regardless of where the company they work for is located".

## IV. Impact Analysis

### Qualitative Implications

This change will achieve a safer environment at applicable City facilities and properties, therefore minimizing risk and exposure to the municipality and its employees. In conjunction with all other service improvements at transit, this service level increase will improve the public perception of transit services and increase employee morale and engagement. As there is a positive link between employee engagement and customer satisfaction, this change will align with system improvements made at Transit and have a positive impact on ridership as riders receive high level customer service, and perceptions align with the point that city services/facilities are overall safe. Aligning with the main principles of crime prevention through environmental design (natural surveillance, natural access control and territorial reinforcement), increased ridership and participation services will result in an increased territorial reinforcement for transit, libraries and parks. Successful territorial reinforcement applications include providing amenities in communal areas as a way to encourage activity and use. The amenity in this case is a highly regarded City service/facility that is viewed to be a safe place. "Territorial reinforcement has been described as an umbrella strategy that encompasses natural surveillance and access control. Used properly, natural surveillance and access control can help people to develop a sense of ownership about a space regardless of whether or not they own it. Territoriality often results in challenging behaviour." All encompassed, this service level will reduce exposure to fear, crime, loss and liability, further minimizing risk and exposure for the City of Greater Sudbury.

### Quantifiable Implications

The financial impacts of this initiative will be additional costs in the areas of full time equivalents (FTEs), part-time hours and operating budget. There will be an increase in revenue associated with Part I and II (parking) infractions being issued. Providing two (2) mobile enforcement officers, for 365 days a year, results in a total of 11,680 hours of labour. The complementing model of service would see the addition of two (2) FTEs and 8,026 part-time hours. This results in an increase of annual salary costs of \$349,652 along with an increase to benefits of \$71,861. Annual operating costs of \$25,000 are forecasted to cover costs for training (use of force, emergency first aid, tactical communication) uniforms (includes protective vests) equipment (phone, handcuffs) and a vehicle. Annual increases in fine revenue are based on tickets issued under a proposed transit by-law, Parks Bylaw, Smoking Bylaw. Assuming an average fine amount of \$150 per offence notice an annual forecast of \$7,000 would be conservative at approximately 47 tickets issued annually (less than one per week). An annual increase in revenue from Part II (parking) offences is estimated at \$7,000. With an average fine amount of \$25 per offence notice this would be the result of approximately 280 tickets issued annually (less than one per day). It is assumed that increased enforcement abilities both at the terminal and on board buses will positively impact revenue loss associated with fare evasion, and increased fare revenues could be realized through increased ridership.



### Operating Revenue - Incremental

#### Detail

| Description          | Duration        | Revenue Source | 2020 \$     | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|----------------------|-----------------|----------------|-------------|---------|---------|---------|---------|
| Fines                | On-going        |                | \$ (7,000)  |         |         |         |         |
| Parking Fines & Fees | On-going        |                | \$ (7,000)  |         |         |         |         |
|                      | <b>On-Going</b> |                | \$ (14,000) | \$ -    | \$ -    | \$ -    | \$ -    |
|                      | <b>One-Time</b> |                | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b>         |                 |                | \$ (14,000) | \$ -    | \$ -    | \$ -    | \$ -    |

### Operating Expenditures - Incremental

#### Detail

| Description         | Duration        | Funding Source | 2020 \$    | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|---------------------|-----------------|----------------|------------|---------|---------|---------|---------|
| Salaries & Benefits | On-going        |                | \$ 421,513 |         |         |         |         |
| Operating Expense   | On-going        |                | \$ 25,000  |         |         |         |         |
|                     | <b>On-Going</b> |                | \$ 446,513 | \$ -    | \$ -    | \$ -    | \$ -    |
|                     | <b>One-Time</b> |                | \$ -       | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b>        |                 |                | \$ 446,513 | \$ -    | \$ -    | \$ -    | \$ -    |

### FTE Table

| Position                                | Bargaining Unit | Duration         | Permanent / Part Time | 2020  | 2021 | 2022 | 2023 | 2024 |
|---|-----------------|------------------|-----------------------|-------|------|------|------|------|
| Junior Bylaw Enforcement Officer-Mobile | IW              | On-going         | <b>Permanent</b>      | 2     |      |      |      |      |
| Junior Bylaw Enforcement Officer-Mobile | IW              | On-going         | <b>PT Hours</b>       | 8,026 |      |      |      |      |
|   |                 | <b>Permanent</b> |                       | 2     | -    | -    | -    | -    |
|   |                 | <b>PT Hours</b>  |                       | 8,026 | -    | -    | -    | -    |

| Net Impact      | 2020 \$    | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|-----------------|------------|---------|---------|---------|---------|
| <b>On-Going</b> | \$ 432,513 | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>One-Time</b> | \$ -       | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b>    | \$ 432,513 | \$ -    | \$ -    | \$ -    | \$ -    |

### Implementation

Once approved, Staff would be required to develop a job description for Mobile Response Officer and work with HR for approval. To post for permanent and part-time positions and interview candidates, staff would require 60 days to complete the process and allow for start dates. Once onboarded, Staff would reserve 30 days for job specific training (use of force, first aid, tactical communication) and post assignment. Management would collaborate with Fleet Services to procure a marked enforcement vehicle capable of safely holding a suspect in the event of an off site arrest and until such time that police can attend to retrieve the suspect. Staff would recommend a total of 120 days for the implementation of an internal mobile service. This initiative would require synergies with Senior Management from Community Development and Communications to effectively communicate service level enhancements to residents that utilize applicable services. Once in place, staff would collaborate with police to provide for a very active presence within the Downtown and specific to Transit buses in order to highlight the focus on safety and act as a deterrence.



## Advantages/Disadvantages

| Advantages   | Disadvantages   |
|--|---|
| <ul style="list-style-type: none"> <li>• The ability to recruit and retain high caliber employees for security as opposed to the current challenges where there is limited staffing control</li> <li>• Reduces the gap between security and police and what can be effectively handled before being escalated to police collaboration</li> <li>• Initiative is scalable in order to provide a security response to issues at libraries, pools, parks and further offers an enforcement response if violations under Bylaw are noted</li> <li>• Provides support to City staff that currently deal with issues beyond their scope of work when considering incidents of documented drug use, drug paraphernalia and associated unpredictable behaviours of intoxicated clients</li> <li>• An ability to issue Part I Offence Notices in order to deter behaviour on buses and at the transit terminal will create a safe environment for staff and riders and will positively impact the overall perceived level of safety in the downtown core</li> <li>• Addresses a safety concern raised by transit operators and discussed by the Transit Task Force</li> <li>• Will positively impact the reputation of City of Greater Sudbury Services and may result in increased patronage within the Downtown core; further positively impacting transit ridership and employee engagement.</li> </ul> | <ul style="list-style-type: none"> <li>• An internal service is more costly than a contracted service, with the City having higher per-hour wages and associated operating costs</li> <li>• More forward approach to stopping offensive behaviours creates possible health and safety risks, which will have to be managed by existing management.</li> </ul> |

## V. Alternatives

### Alternatives Considered

| Solution Options  | Advantages/Disadvantages  | Financial Impact  |
|---|---|---|
| Utilize contract security guards for mobile response units as opposed to MLEO's | <p>Advantage: the overall cost is reduced. A mobile response model will be in place to support a response to security incidents at City facilities.</p> <p>Disadvantages: control over the quality of guards is a challenge outside of meeting the minimum requirements of a contract. Guards are paid less per hour and the loyalty and ownership for the position is less than an internal employee. Contract guards would require specific delegation of authority to issue offence notices under Bylaw. Challenges have been experienced within the municipality when contractors are issuing offence notices under Bylaw as noted in previous animal control contract.</p> | Additional cost to the levy, but less costly than the business case. (Difference of \$50,593) |



# Business Case for Service Level Change

**Request/Project Name:** Implement an Electronic Road Patrol Program

**Department:** Growth & Infrastructure

**Division:** Linear Infrastructure Services

**Council Resolution (if applicable):**

## I. Executive Summary

### Overview of Proposal

The City's Linear Infrastructure Services division currently utilizes a manual, paper-based approach for road patrols. The existing approach is not integrated with the City's work management system (Cityworks) nor does it allow staff to readily confirm search records to ensure compliance. In April 2019, the Auditor General completed a Performance Audit of Road Infrastructure Maintenance Processes. One of the recommendations contained within the report was to "assess the feasibility of using hand-held units to record inspections and repairs of potholes". The proposed solution will allow staff to modernize the approach used for road patrols and better address compliance issues in a timely fashion. Alongside the recommended electronic road patrol system, it is recommended that the City hires two permanent road patrol forepersons.

## II. Background

### Current Service Level

The City uses a manual, paper based approach for road patrols. These patrols are not integrated into the City's work management or GIS systems. This complicates the search records for both the operating departments as well as Risk Management, which utilizes these records as one of the supporting documents for claims and litigation.

### Drivers for Proposed Course of Action

The driver for the proposed course of action is efficiency. It is recommended to change now to become more efficient and respond to issues (potholes, claims, lawsuits, etc.) in a more timely fashion. Built-in auditing and reporting functionality will allow the City to remain compliant with minimum maintenance standards and accessibility legislation.

## III. Recommendation

### Categorize your specific request (mark an 'X' for all that apply):

|   |   |
|---|---|
| <input checked="" type="checkbox"/> Change to base operating budget | <input checked="" type="checkbox"/> Change to base FTE allocation |
| <input type="checkbox"/> Change to fees (unit price)                | <input type="checkbox"/> Change to revenues (volume change)       |
| <input type="checkbox"/> Investment in project (Operating)          | <input type="checkbox"/> Investment in project (Capital)          |

### Recommendation

It is recommended to implement an electronic road patrol system. The data collected on deficiencies will allow staff to properly prioritize and expedite repair of infrastructure. The software includes time-saving reports and dashboards which show when roads need to be patrolled based on their designated patrol frequency and date of last patrol. The recommended software helps manage asset deficiencies and identifies issues so that the City can plan accordingly for repair before they become a liability.

### How does this align with Council's Strategic Plan?

|   |  |
|---|--|
| <input checked="" type="checkbox"/> Asset Management and Service Excellence | Business Attraction, Development and Retention |
| <input type="checkbox"/> Climate Change                                     | Economic Capacity and Investment Readiness     |
| <input type="checkbox"/> Housing  | Creating a Healthier Community                 |

The proposed software will satisfy the Asset Management and Service Excellence metric in the 2019-2027 Strategic Plan. The specific initiative is to improve road quality to ensure that there is a defined Pavement Condition Index standard for both arterial and local roads. In 2016, and again in 2018, the top of mind issue for citizens is the condition of municipal roads. The Metroline 2018 Citizen Satisfaction survey identified road conditions as a top concern, up from 70% in 2016 to 78% in 2018. The recommended software will better help the City prioritize and manage the City's infrastructure.



## IV. Impact Analysis

### Qualitative Implications

The proposed will help the City prioritize and manage the City's infrastructure, which in turn will improve citizen satisfaction. The software may be integrated with the City's current Geocortex, Cityworks and AVL software. The recommended system will provide enhanced service levels in road and winter patrols for the following activities:

- Potholes
- Cracking
- Drainage issues
- Bridge deck discontinuity
- Street signs
- Winter sidewalk patrol
- Winter event patrols

### Quantifiable Implications

The proposed software and electronic road patrol implementation includes operating costs of approximately \$274,000 which includes salaries and benefits for two full-time positions as well as the annual operating costs of the software, vehicles and fuel. There are capital costs associated as well, which total \$82,000. This amount includes the purchase of the two vehicles as well as the purchase of handheld units. There will be potential savings with respect to claims and other Risk Management expenses, however this is difficult to estimate, therefore the potential cost savings were omitted. These savings would flow into the Insurance Reserve Fund, meaning these savings would not be a tax levy saving.

### Operating Revenue - Incremental

#### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              |          |                |             |             |             |             |             |
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Operating Expenditures - Incremental

#### Detail

| Description          | Duration | Funding Source | 2020 \$           | 2021 \$            | 2022 \$     | 2023 \$     | 2024 \$     |
|----------------------|----------|----------------|-------------------|--------------------|-------------|-------------|-------------|
| Salaries & Benefits  | On-going | Tax Levy       | \$ 227,387        |                    |             |             |             |
| Fleet & Fuel         | On-going | Tax Levy       | \$ 20,400         |                    |             |             |             |
| Software Maintenance | On-going | Tax Levy       | \$ 25,000         |                    |             |             |             |
| Hardware             | One-Time | Tax Levy       | \$ 12,000         | \$ (12,000)        |             |             |             |
| Vehicles             | One-Time | Tax Levy       | \$ 70,000         | \$ (70,000)        |             |             |             |
|                      | On-Going |                | \$ 272,787        | \$ -               | \$ -        | \$ -        | \$ -        |
|                      | One-Time |                | \$ 82,000         | \$ (82,000)        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>         |          |                | <b>\$ 354,787</b> | <b>\$ (82,000)</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Impact to Capital

This business case requires the purchase of two light duty vehicles.

### FTE Table

| Position          | Bargaining Unit | Duration  | Permanent / Part Time | 2020              | 2021               | 2022           | 2023           | 2024           |
|-------------------|-----------------|-----------|-----------------------|-------------------|--------------------|----------------|----------------|----------------|
| Road Patrollers   | NMGT            | On-going  | Permanent             | 2                 |                    |                |                |                |
|                   |                 | Permanent |                       | 2                 | -                  | -              | -              | -              |
|                   |                 | PT Hours  |                       | -                 | -                  | -              | -              | -              |
| <b>Net Impact</b> |                 |           |                       | <b>2020 \$</b>    | <b>2021 \$</b>     | <b>2022 \$</b> | <b>2023 \$</b> | <b>2024 \$</b> |
| <b>On-Going</b>   |                 |           |                       | \$ 272,787        | \$ -               | \$ -           | \$ -           | \$ -           |
| <b>One-Time</b>   |                 |           |                       | \$ 82,000         | \$ (82,000)        | \$ -           | \$ -           | \$ -           |
| <b>Total</b>      |                 |           |                       | <b>\$ 354,787</b> | <b>\$ (82,000)</b> | <b>\$ -</b>    | <b>\$ -</b>    | <b>\$ -</b>    |





### Implementation

The implementation will occur in 2020, with dependence on synergies with CMMS and other systems. The software has not yet been evaluated for fit with Cityworks and GIS in depth. The individuals hired are intended to be road patrollers which will include customer service duties such as responding to citizen requests.

### Advantages/Disadvantages

| Advantages  | Disadvantages  |
|---|--|
| <ul style="list-style-type: none"> <li>• Eliminates manual tracking and filing of paper patrol records</li> <li>• Increases speed and accuracy when searching for patrol records with respect to claims and/or litigation</li> <li>• Enhanced asset maintenance planning with scheduled routes</li> <li>• Recommended by Auditor General's report</li> <li>• Enhanced customer service</li> </ul> | <ul style="list-style-type: none"> <li>• Increased cost to the tax levy</li> <li>• Synergies with current systems not yet evaluated</li> </ul> |

### V. Alternatives

#### Alternatives Considered

| Solution Options | Advantages/Disadvantages   | Financial Impact |
|------------------|--|------------------|
| Status Quo       | <ul style="list-style-type: none"> <li>- No financial impact</li> <li>- Does not improve citizen satisfaction / quality of roads</li> <li>- Does not solve the issue of manual tracking of patrol records</li> </ul> | None             |



## Business Case for Service Level Change

**Request/Project Name:** Undertake the Strategic Land Use Planning - Nodes and Corridors Phase 2

**Department:** Growth and Infrastructure

**Division:** Planning Services Division

**Council Resolution (if applicable):**

### I. Executive Summary

#### Overview of Proposal

This business case proposes a one-time \$300,000 increase to the Planning Services Division operating budget to undertake Phase 2 of the Nodes and Corridors Strategy. Staff proposes that The Kingsway be the next Corridor Plan and Strategy and that Valley East be the next Nodes Study, as identified in the City's Nodes and Corridors Strategy from September 2016.

The Kingsway Corridor Plan and Strategy will examine issues, opportunities and constraints to transform The Kingsway into a complete street, improve the quality and character of the public realm and built form along the Kingsway, from Lloyd Street to Levesque Street. The study will result in the creation of new land use planning policies and regulation, as well as guidelines and standards for future public / private investment along the corridor.

The Valley East node study would lead to the development of a new Community Improvement Plan (CIP). CIPs engage the public to identify community priorities and public realm improvements. This proposal would allow the City to secure dedicated funding to achieve the priorities set out in Community Improvement Plans (CIPs), and to realize the City's Nodes and Corridors Strategy. The City has leveraged both provincial and federal funding for these nodes and corridors studies and can be expected to do so in the future.

The City's Nodes and Corridors Strategy, adopted in November 2016, helps revitalize and better connect our Downtown, the Town Centres, strategic core areas and corridors of the City. The Strategy's goal is to help create new and distinctive corridors and centres, all featuring mixed uses, public realm improvements and public transit. The City's recently-adopted Official Plan establishes the groundwork of this strategy by recognizing the Downtown, Town Centres, post-secondary education and other major institutions as nodes, and mixed use arterials as corridors. The first Phase of the Nodes and Corridors Strategy consisted of the LaSalle Boulevard Corridor Plan and Strategy, and the Chelmsford Community Improvement Plan. Both are currently in the implementation stage.

### II. Background

#### Current Service Level

The Community and Strategic Planning section currently oversees the development of a full range of planning studies. Staff is currently implementing Phase 1 of the Nodes and Corridors Strategy which focused on LaSalle Boulevard and the Chelmsford Town Centre. The Nodes and Corridors Strategy, adopted in November 2016, originally contemplated a 7-year schedule of study.

#### Drivers for Proposed Course of Action

Since the adoption of the Nodes and Corridors Strategy in 2016, the City has:

- Adopted the framework of the strategy in the official plan;
- Undertaken a Transit Action Plan;
- Adopted a new Development Charges By-law that provides rebates in nodes and corridors;
- Completed the LaSalle Boulevard Corridor Plan and Strategy, currently in its implementation phase;
- Completed the Chelmsford Community Improvement Plan, currently in its implementation phase;

With these advancements, the business case would allow the City to continue the momentum generated by the LaSalle Corridor Study and Chelmsford Community Improvement Plan and apply the knowledge gained to the other areas identified in the Nodes and Corridors Strategy.

### III. Recommendation

**Categorize your specific request (mark an 'X' for all that apply):**

|                          |                                   |                                     |                                    |
|--------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input type="checkbox"/> | Change to base operating budget   | <input type="checkbox"/>            | Change to base FTE allocation      |
| <input type="checkbox"/> | Change to fees (unit price)       | <input type="checkbox"/>            | Change to revenues (volume change) |
| <input type="checkbox"/> | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital)    |

#### Recommendation

The Planning Services Division recommends that one-time funding of \$300,000 be set aside and to develop new long-range policies and plans for The Kingsway and Valley East per the City's Official Plan and Nodes and Corridors Strategy.



#### How does this align with Council's Strategic Plan?

|   |   |  |
|---|---|--|
| Asset Management and Service Excellence | X | Business Attraction, Development and Retention |
| Climate Change                          |   | Economic Capacity and Investment Readiness     |
| Housing                                 |   | Creating a Healthier Community                 |

Undertaking Phase II of the Nodes and Corridors Strategy aligns directly with the six pillars of Council's 2019-2027 Strategic Plan. Specifically, the Business Attraction, Development and Retention pillar includes item 2.4A, which requires the City to "Complete the existing nodes and corridors strategy to ensure that strategic centres and corridors are ready for investment that complements transit and active transportation strategies."

#### IV. Impact Analysis

##### Qualitative Implications

These studies would involve public consultation to determine community priorities for investment in the public realm within the node and corridor. The goal of such plans is to create positive change by leveraging public sector capital and creating an impact in terms of revitalization which is multiplied many times over after the initial public investment. Corridor studies typically recommend strategies to create new housing and employment opportunities, to improve the pedestrian environment, to improve the streetscape, etc. Node studies typically lead to the development of a Community Improvement Plan. These studies can also lead to recommended changes to land use planning policy and regulation.

##### Quantifiable Implications

Planning Services Division estimates expenditures in the \$300,000 range, over a 15-month period in line with past nodes and corridors studies.

#### Operating Revenue - Incremental

##### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

#### Operating Expenditures - Incremental

##### Detail

| Description                   | Duration | Funding Source | 2020 \$           | 2021 \$             | 2022 \$            | 2023 \$     | 2024 \$     |
|-------------------------------|----------|----------------|-------------------|---------------------|--------------------|-------------|-------------|
| Phase 2 - Nodes and Corridors | One-Time | Tax Levy       | \$ 240,000        | \$ (180,000)        | \$ (60,000)        |             |             |
|                               | On-Going |                | \$ -              | \$ -                | \$ -               | \$ -        | \$ -        |
|                               | One-Time |                | \$ 240,000        | \$ (180,000)        | \$ (60,000)        | \$ -        | \$ -        |
| <b>Total</b>                  |          |                | <b>\$ 240,000</b> | <b>\$ (180,000)</b> | <b>\$ (60,000)</b> | <b>\$ -</b> | <b>\$ -</b> |

##### Impact to Capital

The business case would approve the Phase 2 of the nodes and corridors project. This project would involve the contracting of Planning and Engineering services to undertake a corridor study of the Kingsway and a node study of Valley East, resulting in a total one time expense of \$300,000 (estimated cash flow timing is \$240,000 in 2020 and \$60,000 in 2021).

#### FTE Table

| Position          | Bargaining Unit | Duration  | Permanent / Part Time | 2020              | 2021                | 2022               | 2023           | 2024           |
|-------------------|-----------------|-----------|-----------------------|-------------------|---------------------|--------------------|----------------|----------------|
|                   |                 | Permanent |                       | -                 | -                   | -                  | -              | -              |
|                   |                 | PT Hours  |                       | -                 | -                   | -                  | -              | -              |
| <b>Net Impact</b> |                 |           |                       | <b>2020 \$</b>    | <b>2021 \$</b>      | <b>2022 \$</b>     | <b>2023 \$</b> | <b>2024 \$</b> |
| <b>On-Going</b>   |                 |           |                       | \$ -              | \$ -                | \$ -               | \$ -           | \$ -           |
| <b>One-Time</b>   |                 |           |                       | \$ 240,000        | \$ (180,000)        | \$ (60,000)        | \$ -           | \$ -           |
| <b>Total</b>      |                 |           |                       | <b>\$ 240,000</b> | <b>\$ (180,000)</b> | <b>\$ (60,000)</b> | <b>\$ -</b>    | <b>\$ -</b>    |



## Implementation

Likelihood: Medium to High: Some recommendations of the study can be implemented as early as 2021 (e.g. policy, regulation change). The timing of other recommendations (e.g. capital improvements) would be prioritized by Council.

Assumptions: Planning Services will lead the project, undertake all land use planning work, as well as community and stakeholder outreach. All other relevant departments will be engaged to actively participate in the study.

Constraints: Time, technical complexity, multiple perspectives and expectations.

## Advantages/Disadvantages

| Advantages  | Disadvantages   |
|---|---|
| <ul style="list-style-type: none"><li>Aligns with Council Strategic Plan</li><li>Builds on momentum of recently completed nodes and corridors studies</li><li>Builds in community input on future capital planning</li><li>Complements contemplated developments in Valley East and on the Kingsway</li></ul> | <ul style="list-style-type: none"><li>Cost</li><li>Risk of raising false expectations in the community if recommended capital improvements are not realized</li></ul> |

## V. Alternatives

### Alternatives Considered

| Solution Options   | Advantages/Disadvantages   | Financial Impact    |
|--|--|---------------------|
| Do not provide one time funding.                         | Advantage: no impact on budget. Disadvantage: Delay in implementing Council's strategic plan, and nodes and corridors strategy.    | No financial Impact |
| Provide ongoing funding for Nodes and Corridors Studies. | Advantage: provides consistent source of funding. Staff can anticipate and plan for future phases of nodes and corridors strategy. | \$300,000 ongoing   |



# Business Case for Service Level Change

**Request/Project Name:** Implementation of the Sudbury and Area - Rural and Northern Immigration Pilot Program

**Department:** Economic Development

**Division:**

**Council Resolution (if applicable):**

## I. Executive Summary

### Overview of Proposal

The City of Greater Sudbury has been selected as one of 11 communities across Canada to participate in the Rural and Northern Immigration Pilot Program (RNIP), a new program of Immigration, Refugees and Citizenship Canada (IRCC) and modeled on the Atlantic Pilot Program. For qualified newcomers with confirmed job offers, the program will provide a "fast track" to becoming Permanent Residents, while at the same time helping to confront Greater Sudbury's labour shortages due to youth outmigration, declining birth rates and aging population. The goals of this program are to retain newcomers as long-term residents in the community and to help employers address the current skills shortage and overcome a key barrier to business growth.

The selection of Greater Sudbury as one of the pilot participants does not include any funding. Administration of this program will require coordination by a Business Development Officer -- Human Capital (BDO) to: design, administer, and report on the program to Immigration, Refugees, Citizenship Canada (IRCC); work with prospective employers to ensure employer readiness to welcome newcomers; assist with attracting and recruiting prospective candidates from overseas or foreign nationals already within Canada; engage with community partners to assist with settlement, ensuring the provision of settlement and integration activities and mentoring; and report on relevant data to IRCC.

## II. Background

### Current Service Level

The Rural and Northern Immigration Pilot program (RNIP) is a new program that aims to address labour shortages in Greater Sudbury. The RNIP is proposed over three years, with the possibility of extension beyond 2022. There is currently no staff assigned to this program as it did not exist previously. The current staff complement of the Economic Development division includes a Local Immigration Partnership (LIP) Coordinator, which is a funded position; however, administration of the RNIP program is outside of the scope of work for this position according to the funding agreement. Current staff capacity does not include resources for a dedicated position to administer the RNIP program and its objectives and deliverables.

### Drivers for Proposed Course of Action

The City of Greater Sudbury was approved by the federal government as a community for the Northern and Rural Pilot Program in June 2019. The program is anticipated to launch in the fall of 2019, with the first newcomers arriving in early 2020. Significant preparatory work is required to finalize the Memorandum of Understanding with IRCC, define and draft relevant documents for program administration, recruit employers to participate, coordinate settlement services, and start international recruitment.

Staff recommends the creation of a temporary position to roll out, administer, and report on the RNIP. The position recommended is Business Development Officer - Human Capital. An additional position is required as current staff capacity does not include resources for a dedicated position to administer the RNIP program and its objectives and deliverables.

## III. Recommendation

### Categorize your specific request (mark an 'X' for all that apply):

|   |                                   |                                    |
|---|-----------------------------------|------------------------------------|
|   | Change to base operating budget   | Change to base FTE allocation      |
|   | Change to fees (unit price)       | Change to revenues (volume change) |
| x | Investment in project (Operating) | Investment in project (Capital)    |

### Recommendation

Demographic changes have a direct impact on the supply side of the economy through their influence on the labour force. Population aging and a declining share of working-age people can seriously restrain future economic development. With the aging workforce and retiring Baby Boomers, Greater Sudbury is facing severe labour shortages. Increased efforts are required to improve the community's ability to attract and retain immigrants to Greater Sudbury.

The Business Development Officer -- Human Capital for the Rural and Northern Immigration Pilot Program, along with the related operational funding, are key to the successful attraction and retention of newcomers in the community. This approach is preferred due to the successes that have resulted from the targeted efforts of the City's previous Primary Healthcare Provider/Physician Recruitment Program. With a dedicated staff resource and program dollars, the community saw a significant number of new physicians setting up practice in Greater Sudbury and achieved the goals of that effort. This approach is focused and well-resourced in order to contribute to stable long term success.



## How does this align with Council's Strategic Plan?

|   |   |  |
|---|---|--|
| Asset Management and Service Excellence | x | Business Attraction, Development and Retention |
| Climate Change                          | x | Economic Capacity and Investment Readiness     |
| Housing                                 |   | Creating a Healthier Community                 |

The responsibilities for this position align well with Council's 2019-2027 strategic plan under Strategic Objectives for "Economic Capacity and Investment Readiness", specifically as part of 4.7: "Launch New Initiatives to Attract and Retain More Newcomers for Integration into New Economic Development Partnerships and Opportunities" as well as Action 4.7A: "Encourage migrants from other countries and other parts of Canada to settle here, tie immigration to talent attraction efforts, and continue to recognize the economic and cultural strength of the local Francophone community". This project also advances goals under Strategic Objectives for "Business Attraction, Development and Retention, regarding item 2.3, "Strengthen Business and Development Processes and Services to Support Business Growth" and 2.1, "Build Economic Development Initiatives to Support Existing Businesses".

Also worth noting is its alignment with the City's Community Economic Development Strategic Plan From the Ground Up 2015-2025 (FTGU), wherein a number of goals identified development of Greater Sudbury's labour force as a priority. The overarching goal is to create 10,000 net new jobs in the community by 2025; however, the community is currently faced with the reality that regardless of whether these jobs are created, there are currently no people to fill them. At a high level, FTGU also touches on workforce in multiple sectors as well as community diversity and welcome, including the mining supply & services sector, the tourism sector, health and life sciences and education. All these sectors are facing skills shortages.

## IV. Impact Analysis

### Qualitative Implications

The requested funding will permit the following: the design and administration of the Rural and Northern Immigration Pilot Program, working with prospective employers to ensure they are utilizing existing community resources (working with employment service providers, seeking Indigenous partnerships, working with Post-secondary institutions on student placements, etc.), attracting and recruiting prospective candidates in Canada or abroad, working collaboratively with settlement partners to ensure that newcomers have access to required settlement services, and working with the Sudbury Local Immigration Partnership coordinator to identify gaps in settlement services. As the applicant for the pilot program, IRCC expects that there will be dedicated municipal resources to support the program roll-out and administration for the duration of the program. It is a great opportunity for long-term community growth.

### Quantifiable Implications

Return on CGS investment in this position and program includes: increasing the number of newcomers who choose Greater Sudbury, increasing the population and tax base, ensuring businesses have the skills and workers they need to grow their businesses and consequently, increasing the tax base.

In year 1, the Sudbury RNIP will be permitted to welcome 100 primary applicants through the pilot specifically. Spouses and dependents of primary applicants will also receive Permanent Residency. In theory, assuming each primary applicant has a family of four, this could mean 600 newcomers through the RNIP. As per the agreement with IRCC, the Economic Development department is expected to ensure that settlement services are provided. Current bilingual settlement services are funded to provide assessments for approximately 160 individuals, and francophone settlement services are funded for approximately 160 individuals as well (total of 320). Each settlement service agency already maxes out these allocations by September of each fiscal year. Consequently, we will be responsible for ensuring that the RNIP families are settled. This is not possible with existing resources.

Business Development Officer - Human Capital - \$117,985 (Salary and Wages)

Materials and Supplies - \$77,432 (Welcome packages)

Professional and Consultant Fees - \$16,000 (assistance with navigating immigration programs)

### Operating Revenue - Incremental

#### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Operating Expenditures - Incremental

#### Detail

| Description                      | Duration | Funding Source | 2020 \$           | 2021 \$     | 2022 \$     | 2023 \$             | 2024 \$     |
|----------------------------------|----------|----------------|-------------------|-------------|-------------|---------------------|-------------|
| Contract Wages - BDO-Immigration | One-Time | Tax Levy       | \$ 117,985        |             |             | \$ (117,985)        |             |
| Materials and Supplies           | One-Time | Tax Levy       | \$ 52,000         |             |             | \$ (52,000)         |             |
| Professional and Consultant Fees | One-Time | Tax Levy       | \$ 16,000         |             |             | \$ (16,000)         |             |
|                                  | On-Going |                | \$ -              | \$ -        | \$ -        | \$ -                | \$ -        |
|                                  | One-Time |                | \$ 185,985        | \$ -        | \$ -        | \$ (185,985)        | \$ -        |
| <b>Total</b>                     |          |                | <b>\$ 185,985</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ (185,985)</b> | <b>\$ -</b> |



## FTE Table

| Position                                   | Bargaining Unit | Duration  | Permanent / Part Time | 2020  | 2021 | 2022 | 2023    | 2024 |
|--|-----------------|-----------|-----------------------|-------|------|------|---------|------|
| Business Development Officer - Immigration | NMGT            | One-Time  | Part Time             | 1,827 |      |      | (1,827) |      |
|  |                 | Permanent |                       | -     | -    | -    | -       | -    |
|  |                 | PT Hours  |                       | -     | -    | -    | -       | -    |

| Net Impact | 2020 \$    | 2021 \$ | 2022 \$ | 2023 \$      | 2024 \$ |
|------------|------------|---------|---------|--------------|---------|
| On-Going   | \$ -       | \$ -    | \$ -    | \$ -         | \$ -    |
| One-Time   | \$ 185,985 | \$ -    | \$ -    | \$ (185,985) | \$ -    |
| Total      | \$ 185,985 | \$ -    | \$ -    | \$ (185,985) | \$ -    |

## Implementation

The GSDC Board has approved funding through the Community Economic Development grant to fund the position and project expenses for the period of September 2019 to December 2019. If approved, additional City funding described here would allow the continuation of this work for 2020 as the important first year of a three-year project until end of December 2022. Additional funding is being requested from other funders to provide additional support services to employers for the full period of the pilot. The funding requested from CGS will allow for the implementation and roll-out of the Pilot Program over its duration. The Business Development Officer -- Human Capital for the RNIP will work collaboratively with the Economic Development department staff, particularly the Sudbury Local Immigration Partnership (LIP) Coordinator, who coordinates the settlement service partners in Greater Sudbury.

This position is intended to be extended over the three years of the pilot program and beyond, depending on the program performance/results and the availability of resources to support.

## Advantages/Disadvantages

| Advantages   | Disadvantages  |
|--|--|
| <ul style="list-style-type: none"> <li>Dedicated staffing enables faster mobilization of community resources</li> <li>Responding to timelines of federal program to be in place as of November 1, 2019 to start receiving newcomers early 2020</li> <li>Important signal of the City's support for the pilot to federal and provincial funders and other partners</li> <li>Enables the City to leverage the existing Local Immigration Partnership, the recent designation as a Welcoming City for Francophone Newcomers and other community resources to build City's competitive advantage as a preferred destination for newcomers</li> </ul> | <ul style="list-style-type: none"> <li>Contract position reliant on continuation of federal program and performance of pilot initiative. Low-risk as a contract approach.</li> </ul> |

## V. Alternatives

## Alternatives Considered

| Solution Options          | Advantages/Disadvantages   | Financial Impact |
|---------------------------|--|------------------|
| Reallocate existing staff | <p>Resulting in lower service levels and less capacity to advance other projects, including business outreach and support for other workforce and economic development efforts.</p> <p>Risk that the City will not be able to meet the timelines and expectations of the federal pilot program as part of the MOU with Immigration, Refugees &amp; Citizenship Canada (IRCC)</p> | None             |



## Business Case for Service Level Change

**Request/Project Name:** Addition of a Cyber Security Officer

**Department:** Corporate Services

**Division:** Information Technology

**Council Resolution (if applicable):**

### I. Executive Summary

#### Overview of Proposal

This is a proposal to add a dedicated Cyber Security position to proactively assure the Security of the City's information and systems. This will improve upon the City's current approach to addressing cyber security.

The City currently has staff who monitor the information systems and implement measures to control security as part of their overall roles in maintaining these systems. The City also periodically hires external third parties to test its security. However, cyber-attacks on municipalities increased in number and complexity in the past year and the recommendation is that the City improve its protections by having a cyber security professional on staff to guide and improve upon our security measures.

This change will build upon what we are already doing by adding a cyber security professional with the specific knowledge and experience to implement what is called a Cyber Security Framework to plan best practice technological, people and process controls, to develop and deliver on annual improvements as part of a security plan and to report to City management and Council.

The impact will be a higher level of cyber security assurance, lower probability of an attack and reduced duration and impact if an attack were to occur.

### II. Background

#### Current Service Level

There are three points to highlight with regards to our current state.

First, the City has no one staff member dedicated to and proactively responsible for cyber security. Monitoring security trends, implementing protective measures, monitoring security events and reacting to security incidents are included with other IT team operational activities.

Second, the IT team has worked well so far to implement protective practices and technologies, including employing third party vendors to perform vulnerability assessments to suggest improvements.

Third, there is a need to add to our current practices based on internationally recognized security standards and build annual security plans, but in our current situation using existing operational staff, we risk doing this too slowly. IT Team members recognize that we have reached the point where what needs to be done to address cyber security will outstrip our capacity, and the team is requesting a dedicated security resource.

#### Drivers for Proposed Course of Action

Cyber security risk is increasing. A simple measure of risk is the combination of probability and impact; both rose in the past year.

With regards to probability, in the past year 5 Ontario municipalities (Stratford, Midland, Ottawa, Wasaga Beach and Burlington) experienced costly cyber attacks that severely impacted the City's operations. This is not limited to Ontario: municipalities across Canada and the US are seeing a similar ramp-up. Other City organizations such as Health Sciences North have also experienced these attacks.

With regards to impact, the City of Baltimore did a good job of calculating the full extent of a recent attack. They included lost or delayed revenue and the cost to restore city systems, and they reported an \$18.2M cost. Scaling the Baltimore example to the City of Greater Sudbury (our budget is approximately 20% of Baltimore's), if we saw a similar attack it could cost an estimated \$3.6M. As further evidence of the high cost of cyber attacks, the Chartered Professional Association (CPA) Canada reported the average cost for Canadian companies at \$6.1M for 2017.

Also the federal government says, "Every organization should have at least one cyber security point of contact" in their report, Fundamentals of Cyber Security for Canada's Critical Infrastructure Community, <https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/2016-fndmntls-cybr-scrty-cmmnty/index-en.aspx>.

Further, the Municipal Benchmark Network Canada has initiated a new measure that will compare cyber security expenditures and staffing across municipalities, indicating that other municipalities view this as an important investment.





### III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                                     |                                    |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input checked="" type="checkbox"/> | Change to base FTE allocation      |
|                                     | Change to fees (unit price)       |                                     | Change to revenues (volume change) |
|                                     | Investment in project (Operating) |                                     | Investment in project (Capital)    |

#### Recommendation

This is a proposal to add a Cyber Security Officer position, a cyber security professional, to proactively assure and improve the security of the City's information and systems.

This responds directly to the increasing frequency and complexity of cyber attacks by enabling the City to improve its security measures.

This is recommended over other alternatives listed below for two reasons, the first is that an in-house cyber security professional will work more efficiently with and grow the cyber security knowledge of City staff, and second as the alternatives below show, hiring a cyber security consultant would be more expensive.

#### How does this align with Council's Strategic Plan?

|                                     |   |  |
|-------------------------------------|---|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | Business Attraction, Development and Retention |
|                                     | Climate Change                          | Economic Capacity and Investment Readiness     |
|                                     | Housing                                 | Creating a Healthier Community                 |

Adding a dedicated Cyber Security Officer will reduce the City's information and technology security vulnerability thereby addressing priority 1.5 D under the Asset Management and Service Excellence pillar. That priority is stated as, "Maximize the benefits of technology in the City's service delivery processes, in accordance with the City's IT Strategy, to improve the service experience for citizens, customers, and employees".

The Cyber Security Officer role will specifically address this priority by first, reducing the probability and impact of a security incident, thereby improving the reliability of technology used in service delivery. Second, the new role will enhance the service experience for citizens, customers and employees by providing assurance that their data is secure.

Further, the Cyber Security Officer will lead the execution of the strategic activity already listed in the City's IT Strategic Plan called, 'Security Improvement'.

### IV. Impact Analysis

#### Qualitative Implications

This change will provide an assurance to citizens, Council and the community that the City is continuously, proactively monitoring cyber security threats and applying an industry standard cyber security framework.

This change will also enable the City to see how it measures up to the 'controls' (that is what security measures are called) within the framework.

This change will also ensure that any new technologies we bring into the City have these controls.

This change will assure that the City has documented proof that we follow the federal government's Fundamentals of Cyber Security for Canada's Critical Infrastructure Community (<https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/2016-fndmntls-cybr-scrty-cmmnty/index-en.aspx>).

#### Quantifiable Implications

Hiring a Cyber Security Officer will cost \$112,490, including benefits. Added to this is an annual consulting budget to cover tasks such as third party assessments, plus travel and training to maintain current knowledge. These additions equal \$40,000. The total amount of this request is therefore \$152,490 as shown below.

Note: Another way to look at cost is the potential cost that this position will avoid. Based solely on newspaper reported incidents in Ontario, 5 municipalities were hit in the past year, add to that the CPA Canada stated a 2017 average cost of \$6.1M (mentioned earlier) and there is high probability and potentially high cost of an attack.



## Operating Revenue - Incremental

### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              |          |                |             |             |             |             |             |
|              |          |                |             |             |             |             |             |
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

## Operating Expenditures - Incremental

### Detail

| Description                     | Duration | Funding Source | 2020 \$           | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|---------------------------------|----------|----------------|-------------------|-------------|-------------|-------------|-------------|
| Salaries & Benefits             | On-going |                | \$ 112,490        |             |             |             |             |
| Consultant & Assessment         | On-going |                | \$ 30,000         |             |             |             |             |
| Security Certification Training | On-going |                | \$ 6,000          |             |             |             |             |
| Travel                          | On-going |                | \$ 4,000          |             |             |             |             |
|                                 | On-Going |                | \$ 152,490        | \$ -        | \$ -        | \$ -        | \$ -        |
|                                 | One-Time |                | \$ -              | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>                    |          |                | <b>\$ 152,490</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

## FTE Table

| Position               | Bargaining Unit | Duration  | Permanent / Part Time | 2020 | 2021 | 2022 | 2023 | 2024 |
|------------------------|-----------------|-----------|-----------------------|------|------|------|------|------|
| Cyber Security Officer |                 | On-going  | Permanent             | 1    |      |      |      |      |
|                        |                 |           |                       |      |      |      |      |      |
|                        |                 | Permanent |                       | 1    | -    | -    | -    | -    |
|                        |                 | PT Hours  |                       | -    | -    | -    | -    | -    |

| Net Impact   | 2020 \$           | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|-------------------|-------------|-------------|-------------|-------------|
| On-Going     | \$ 152,490        | \$ -        | \$ -        | \$ -        | \$ -        |
| One-Time     | \$ -              | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> | <b>\$ 152,490</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

## Implementation

The plan for implementing the business case is:

- 1) Create a security officer job description with input from other municipalities (can occur prior to approval of this business case)
- 2) Post the position (upon approval of this business case)
- 3) Fill position (within two months of posting)
- 4) Establish an initial security plan (three months after the position is filled)
- 5) Act on the plan

One constraint is that we and our peer organizations in the City have experienced some difficulty recruiting senior technology staff, which this position would be. Cyber security positions are also in high demand. For those reasons, two months are allotted for recruitment. A contingency is to make this a development position for an existing staff and then recruit for a less senior position. Another contingency is to hire consulting services until the position is filled.



| Advantages/Disadvantages   |  |
|--|--|
| Advantages   | Disadvantages  |
| <ul style="list-style-type: none"><li>• Adherence to federally recommended standards for cyber security 'control'</li><li>• Reduce probability of a security incident by proactively reviewing the City's cyber security methods versus best practice Security Frameworks and implementing improvements to address gaps</li><li>• Reduce time to detect and address a security incident if it occurs, with more time dedicated to monitoring for events and documenting and practicing security incident response. Reducing response time can significantly reduce the cost of an attack</li><li>• An improved cyber security approach could lower our insurance rates</li></ul> | <ul style="list-style-type: none"><li>• The cost of implementing the Cyber Security Officer position defined in this business case</li><li>• Applying cyber security controls can in the short-term add a step in new technology roll-out but in the long-term avoid major disruptions (e.g. an extra step to classify a document as confidential can enable release restriction and tracking)</li><li>• Documenting and testing security responses will consume some time of other City staff. If done properly this will require a limited amount of time.</li></ul> |

V. Alternatives

Alternatives Considered

| Solution Options  | Advantages/Disadvantages  | Financial Impact |
|---|---|------------------|
| Continue as we are today; cyber security protection, monitoring and response will be included amongst the tasks and projects required to support and maintain the over 300 servers, 230 applications, 5000 devices and 3000 users the City has. | Advantage: No increase in cost or staffing<br>Disadvantage: Threats are increasing and our IT Team members are expressing the need to do more in order to keep up and if we do not keep up we increasingly become more vulnerable; we will not meet the guidance of the Federal government as cited previously; we risk an avoidable incident or a prolonged incident for which CPA Canada estimates an average cost of \$6.1M.   | \$ -             |
| Contract out this service   | Advantage: The City will not be committed to ongoing costs, however given the threat trends it is unlikely we would end this service. The City would not need to develop Cyber Security Officer-level expertise<br>Disadvantage: This will be more expensive. We are proposing full time work and security consultants are expensive: at about \$150 per hour, the expectation is a cost close the \$250,000. Also, the City will consume internal resource time for the interactions between consultant and City staff. Also, the City will not develop its own source of Cyber Security Officer-level knowledge | \$ 250,000.00    |



## Business Case for Service Level Change

**Request/Project Name:** Implementation of Tactical Paramedic Service

**Department:** Community Safety

**Division:** Paramedic Services

**Council Resolution (if applicable):**

### I. Executive Summary

#### Overview of Proposal

We are recommending the implementation of a Tactical Emergency Medical Support (TEMS) Unit for the City of Greater Sudbury. With specialized training and equipment, the paramedics that make up this unit will work with the Greater Sudbury Tactical Police Unit to provide enhanced medical support to police officers and the public during high risk incidents. The demand from law enforcement agencies to provide this service has been steadily increasing and TEMS is recognized as best practice. Many urban cities across Canada have already established units in their communities with violent crime continuing to rise. The development of this TEMS unit will provide critical life-saving medical treatment to police officers and the public sooner, improve inter-agency collaboration and working relationships, provide health and safety benefits to tactical police officers and demonstrate our commitment to service excellence.

### II. Background

#### Current Service Level

When the Greater Sudbury Police Services (GSPS) Tactical Unit requires emergency medical support at a high risk incident, the closest available paramedic unit is dispatched to that location. There are potential health and safety implications when paramedics attend these calls. First, communication is limited as both services operate on different radio networks that are not compatible. Paramedics are not always made aware of the details of the situation and potential risks they may encounter. Currently when paramedics are assigned to these calls they do not have sufficient details resulting in them possibly driving by an active scene or unknowingly parking in front of the incident, putting them at great risk. Second, front line paramedics do not have the tactical training or equipment necessary to operate in these types of environments. Currently, paramedics are not authorized to enter into the perimeter of an incident until cleared by police. Even at this point, the potential for harm exists. For example: violent situations, exposure to dangerous substances, toxic gases, large crowds, etc.

#### Drivers for Proposed Course of Action

Police Services has recently expressed an interest in assisting with the development of a Tactical Emergency Medical Support (TEMS) response unit for the City of Greater Sudbury.

In North America, TEMS has been recognized as being a best practice model for responding to high-risk, extended-duration law enforcement special operations. In Ontario specifically, inquiry reports from two high profile shootings in Ipperwash and Ottawa recommended the establishment of TEMS units.

The demand from law enforcement agencies for specially-trained paramedics to provide medical support during high-risk incidents and training has been continually increasing over the past 10 years. Large urban cities across Canada have already established TEMS units to support police organizations, including Toronto, Ottawa, Calgary, Edmonton, Peel and York Region. The need is being addressed in smaller communities as well. Earlier this year, Peterborough EMS signed an agreement with city police to deploy local tactical paramedics beginning this fall. Hastings County and Timmins also provide tactical medical support.

Violent crime continues to rise across Canada. Recent examples include the Toronto van attack in 2018, the 2017 attack on a Quebec mosque, and the 2014 shootout in Ottawa's parliament building. Large or small, the potential for high risk incidents exists in every community. The preparation we do now partnering with police to develop protocols and provide enhanced training and appropriate levels of personal protective gear, will improve outcomes for everyone and serve our community to the fullest extent.

Police Services requests Paramedic Services to attend to an incident they are involved with approximately twice a day. This equates to over 700 times a year. These requests by Police Services impact requests to Emergency Service Delivery and increase workload for Paramedic Services. In addition to this number of requests, the Police Tactical Unit was deployed 109 times.

### III. Recommendation

#### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                          |                                    |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input type="checkbox"/> | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/>            | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital)    |

#### Recommendation

We are recommending the implementation of a Tactical Emergency Medical Support Unit. We will select six paramedics to participate in specialized training. Once this training is complete, they will become an integral part of the police tactical unit. They will not only provide medical support during high risk incidents but also participate during training sessions. The recommendation addresses the key drivers listed above in a more substantial way.



#### How does this align with Council's Strategic Plan?

|   |   |  |
|---|---|--|
| Asset Management and Service Excellence |   | Business Attraction, Development and Retention |
| Climate Change                          |   | Economic Capacity and Investment Readiness     |
| Housing                                 | X | Creating a Healthier Community                 |

The implementation of this business case would substantially benefit the health and safety of our paramedics, the police tactical unit and the public involved in high risk incidents.

#### IV. Impact Analysis

##### Qualitative Implications

**Patient care during high risk incidents:** Having Tactical Medics with their specialized training and equipment, front line paramedics would no longer be required to wait until police have secured the scene or a patient has been evacuated to begin medical intervention. At the discretion of the Incident Commander, the Tactical Medic would be able to move into the inner perimeter of the scene and provide treatment to tactical police officers or citizens who may be involved right away. The importance of timely care cannot be understated. Particularly for the types of injuries typically sustained during these incidents, minutes can make a significant difference in health outcomes. Critical information necessary for proper care can sometimes be fragmented as the patient moves between care providers. This can be amplified in the chaotic and stressful tactical environment. With Tactical Medics providing direct hands-on care, at least one transition can be avoided.

**Collaboration:** Tactical Medics would be expected to train with the tactical police team as well. This will allow the paramedics to understand the tactical operational environment and equipment which will better inform how they provide medical support. This will improve working relationships leading to more effective and efficient responses. In addition, paramedics will have the opportunity to practice life-saving skills on a regular basis.

**Health and Safety:** The health and safety and quality of care of tactical police would also benefit from the described program. In addition to providing more timely and appropriate medical treatment, paramedics could also provide health status monitoring (for example, heart rate, blood pressure, hydration, etc.) for officers engaged in training and incidents.

**Employee Satisfaction:** This program may have an indirect benefit on employee engagement and retention. The field of tactical paramedicine is relatively new and exciting. Only a handful of tactical paramedic programs exist in Ontario and affording our paramedics the opportunity to learn new skills and expand their scope of practice, demonstrates our commitment to service excellence. Tactical Medics would become an important resource to their fellow paramedics as they would share their knowledge of issues such as personal safety, situational awareness that would lead to a safer work environment for our staff.

**Communication:** Tactical Medics will have direct communication capabilities with Police Services. This will allow the Tactical Medics to be fully briefed on what is happening in order to anticipate medical needs and reduce the current health and safety risks. The Tactical Medics will also be able to work with the Joint Emergency Services Operational Advisory Group (JESAOG) to develop standardized, coordinated and integrated approaches to emergency situations as outlined in JESAOG's mandate.

##### Quantifiable Implications

No additional FTEs will be required to provide this expanded support to Greater Sudbury Police Service. Once trained, Tactical Paramedics will be taken from regular deployment when requested for incidents or training with the GSPS Tactical Unit.

One-time costs will include instructor fees for program start up training and staffing backfill costs. Ongoing costs will include annual training of approximately 4 hours per month for each medic.

All enhanced personal protective equipment will be funded from the Paramedic Capital Reserve.

#### Operating Revenue - Incremental

##### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              |          |                |             |             |             |             |             |
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

#### Operating Expenditures - Incremental

##### Detail

| Description                           | Duration | Funding Source | 2020 \$           | 2021 \$             | 2022 \$     | 2023 \$     | 2024 \$     |
|---------------------------------------|----------|----------------|-------------------|---------------------|-------------|-------------|-------------|
| Start Up Training - Instructor Fees   | One-Time |                | \$ 4,250          | \$ (4,250)          |             |             |             |
| Start Up Training - Staffing Backfill | One-Time |                | \$ 55,000         | \$ (55,000)         |             |             |             |
| Personal Protective Equipment         | One-Time |                | \$ 80,000         | \$ (80,000)         |             |             |             |
| Annual Training - Staffing Backfill   | On-going |                | \$ 11,000         | \$ 10,000           |             |             |             |
|                                       | On-Going |                | \$ 11,000         | \$ 10,000           | \$ -        | \$ -        | \$ -        |
|                                       | One-Time |                | \$ 139,250        | \$ (139,250)        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>                          |          |                | <b>\$ 150,250</b> | <b>\$ (129,250)</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |



## Impact to Capital

The capital budget will be impacted by this program as the initial personal protective equipment purchase will be required. Useful life of equipment varies significantly, therefore replacement of the equipment will follow the capital budget process if required. All capital purchases are funded through the Paramedic Capital Reserve Fund which is funded 50% by the MOHLTC.

## FTE Table

| Position | Bargaining Unit | Duration  | Permanent / Part Time | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------|-----------------|-----------|-----------------------|------|------|------|------|------|
|          |                 |           |                       |      |      |      |      |      |
|          |                 |           |                       |      |      |      |      |      |
|          |                 | Permanent |                       | -    | -    | -    | -    | -    |
|          |                 | PT Hours  |                       | -    | -    | -    | -    | -    |

| Net Impact | 2020 \$    | 2021 \$      | 2022 \$ | 2023 \$ | 2024 \$ |
|------------|------------|--------------|---------|---------|---------|
| On-Going   | \$ 11,000  | \$ 10,000    | \$ -    | \$ -    | \$ -    |
| One-Time   | \$ 139,250 | \$ (139,250) | \$ -    | \$ -    | \$ -    |
| Total      | \$ 150,250 | \$ (129,250) | \$ -    | \$ -    | \$ -    |

## Implementation

Paramedic Services will hire an instructor to deliver the 3 day, in-class initial tactical medical training. GSPS will provide the initial and ongoing training to meet the tactical components they require.

Hiring for the Tactical Medic positions will be filled from within our current staffing model. A request for an expression of interest from our staff followed by testing for physical, medical and psychological aptitude will be conducted. All candidates will go through the same testing process. GSPS will assist in the hiring process as well.

Specialized PPE (for example, ballistic helmets and vests) will need to be purchased for each Tactical Medic. The PPE will be approved by GSPS prior to being purchased.

A Memorandum of Understanding (MOU) and Standard Operating Procedures (SOP's) for the tactical team will also need to be developed.

It is expected that this business case will take approximately 9 months to implement.

## Advantages/Disadvantages

| Advantages   | Disadvantages  |
|--|--|
| <ul style="list-style-type: none"> <li>Inter-agency collaboration between GSPS and Paramedic Services</li> <li>Opportunity for Paramedics to increase their skill set and knowledge</li> <li>Managing risk while enhancing service during high risk incidents</li> </ul> | <ul style="list-style-type: none"> <li>Increased resources required</li> <li>Potential scheduling and deployment challenges</li> </ul> |

## V. Alternatives

### Alternatives Considered

| Solution Options                         | Advantages/Disadvantages   | Financial Impact   |
|--|--|--|
| Status Quo                               | The numerous benefits outlined in this business case - timelier life-saving medical treatment to police officers and the public during high-risk incidents, improved inter-agency collaboration and working relationships, demonstrated commitment to service excellence - will not be realized.   | Nil  |
| Train all paramedics to a Tactical level | Training all 132 Paramedics to a Tactical level will have a significant financial impact. All Paramedics will have to be provided their own specialized PPE and must receive the initial medical training. Maintaining Tactical Medic level proficiency creates challenges for Paramedic Operations, as there are limited training opportunities with the Police Tactical Unit throughout the year. Paramedics will have to attend the training on their regular day off. Training on a regular day is paid at time and a half, creating an additional operating cost. In addition, having a larger number of paramedics trained will not help the team achieve the benefits of working in a smaller team environment. For example, the cohesiveness, camaraderie and trust. | Staff training \$400,000<br>Personal Protective Equipment \$1,300,000<br>Total = \$1,700,000 |



# Business Case for Service Level Change

**Request/Project Name:** Addition of a Tenant Relations Co-ordinator

**Department:** Community Development

**Division:** Housing Operations

**Council Resolution (if applicable):**

## I. Executive Summary

### Overview of Proposal

There has been a renewed focus on customer service and the tenant complaint process with the transition from Greater Sudbury Housing Corporation (GSHC) to the City of Greater Sudbury. A report outlining the process and timelines to respond to customer complaints, and deal with tenants' and tenant-led groups' requests, was developed and presented at the August 12th, 2019 Community Service Committee meeting. A new position for a Tenant Relations Co-ordinator is being requested to focus on engaging tenants, liaising with community groups and facilitating an increase in the services that can be offered in Greater Sudbury Housing Corporation buildings. This new position will work with tenants and community organizations to improve the quality of life for individuals residing in our social housing facilities. Housing is a strategic priority for this Council, and a Population Health Priority. As a result of these priorities and the City's Housing and Homelessness Plan, there is an increasing demand for staff to work with the tenants in order to fulfill program requirements for rent-geared-to-income subsidies and to reduce the tenant behaviours in our complexes that lead to evictions and homelessness.

## II. Background

### Current Service Level

The current service level provided by the Tenant Services section includes 3 Property Managers and 3 property management support workers who work in teams to deal with tenant complaints, legislated rent geared to income program requirements and landlord and tenant issues. Unlike other non-profit or coop housing providers the GSHG has a portfolio that is 100% rent geared to income rather than a mix of market and subsidized units. The GSHC has 1,848 rent geared to income units, with each property management team assigned a portfolio of over 600 subsidized units. Community Partners such as Social Planning Council, Noah Community Hub, Greater Sudbury Police and Ward CAN's have been working with tenants to establish tenant associations or tenant led groups on our larger properties. Community partners and tenant associations are working together to create an environment for positive change for our housing residents. The Director of Housing and Manager of Tenant Services have been participating in the monthly tenant meetings and attempting to address the issues raised by tenants. There are increasing demands for resources and support for programs as a result of the work of the community partners and tenant associations.

### Drivers for Proposed Course of Action

The change in the governance structure of Greater Sudbury Housing, the renewed focus on customer service and the increasing demands by tenants and tenant associations for consultation on changes to housing policies and procedures, along with the development of a tenant complaint process outlining the response times are drivers for the request for a new position to co-ordinate this work. Housing is experiencing an increase in tenant-related issues as a result of the City's opioid crisis, mental health and addiction issues, and an increase in transient behaviours such as squatters sleeping in hallways and stairwells. Tenants are encouraged to speak up and report drug-related and other issues for the safety and well-being of their housing communities. Population Health initiatives indicate the need to remove barriers to programs and services, and staff have been working with community partners to facilitate increased programming on our housing sites. This work requires someone to engage the tenants to find out their needs, link with community partners and organizations, and coordinate programming on our sites.

## III. Recommendation

### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                                     |                                    |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input checked="" type="checkbox"/> | Change to base FTE allocation      |
|                                     | Change to fees (unit price)       |                                     | Change to revenues (volume change) |
|                                     | Investment in project (Operating) |                                     | Investment in project (Capital)    |

### Recommendation

The recommended change is to develop a job description for a new non-union position to coordinate the work with community groups, engage and consult with tenants and assist with meeting timelines for complaints. This position will also be required to review security camera footage and complete investigations that arise from the complaint process. Designating a position to perform these functions will ensure a consistent approach is undertaken with tenants and tenant associations and assist housing staff to meet the timelines outlined in the tenant complaint process. This position will engage tenants and assist with moving the markers for Population Health. Having a position to facilitate tenant relations will allow current staff to be able to dedicate more time to assist our vulnerable tenants at risk of eviction with the potential to decrease eviction costs and bad debts.



## How does this align with Council's Strategic Plan?

|   |   |  |
|---|---|--|
|   | Asset Management and Service Excellence | Business Attraction, Development and Retention |
|   | Climate Change                          | Economic Capacity and Investment Readiness     |
| X | Housing                                 | Creating a Healthier Community                 |

Council's strategic plan includes housing as a priority. The Strategic Plan portrays Council's desire for all citizens, especially vulnerable populations, to have access to safe, affordable, attainable and suitable housing options. The Strategic Plan for housing includes strengthening local partnerships to address vulnerable populations and supporting tenant policies and programs that encourage self-direction and integration into the wider community. This position will assist with attaining both of those initiatives.

## IV. Impact Analysis

### Qualitative Implications

This change will assist with increased tenant engagement and facilitation of increased community partnerships which aims to provide our tenants with a sense of belonging within our communities, and in turn improves their quality of life and place. The outcomes will support Council's Population Health and Strategic Plan priorities for housing as well as the City's Housing and Homelessness Plan.

### Quantifiable Implications

The change is to add a new position to facilitate the focus on customer service, tenant engagement and management of the tenant complaint process. Each eviction that can be avoided results in housing not incurring costs for filing fees to the landlord and tenant board of \$175, sheriff eviction costs of \$320 plus maintenance and unit turnover costs of approx. \$2,000 and lost revenue during the turnover period. Reduction of these expenditures is considered cost avoidance and although eviction costs and damages may be charged back to the tenants, collection is limited.

### Operating Revenue - Incremental

#### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              |          |                |             |             |             |             |             |
|              |          |                |             |             |             |             |             |
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### Operating Expenditures - Incremental

#### Detail

| Description         | Duration | Funding Source | 2020 \$           | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|---------------------|----------|----------------|-------------------|-------------|-------------|-------------|-------------|
| Salaries & Benefits | On-going |                | \$ 105,206        |             |             |             |             |
|                     |          |                |                   |             |             |             |             |
|                     | On-Going |                | \$ 105,206        | \$ -        | \$ -        | \$ -        | \$ -        |
|                     | One-Time |                | \$ -              | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>        |          |                | <b>\$ 105,206</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

### FTE Table

| Position                     | Bargaining Unit | Duration  | Permanent / Part Time | 2020 | 2021 | 2022 | 2023 | 2024 |
|------------------------------|-----------------|-----------|-----------------------|------|------|------|------|------|
| Tenant Relations Coordinator | NMGT            | On-going  | Permanent             | 1    |      |      |      |      |
|                              |                 |           |                       |      |      |      |      |      |
|                              |                 | Permanent |                       | 1    | -    | -    | -    | -    |
|                              |                 | PT Hours  |                       | -    | -    | -    | -    | -    |

| Net Impact   | 2020 \$           | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|-------------------|-------------|-------------|-------------|-------------|
| On-Going     | \$ 105,206        | \$ -        | \$ -        | \$ -        | \$ -        |
| One-Time     | \$ -              | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> | <b>\$ 105,206</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |





### Implementation

Housing has received similar job descriptions from other service managers. A job competition will be held once the job description is developed and evaluated. The successful incumbent will work with existing staff, community partners and tenants to develop the work plan for 2020. If this business case is approved as part of the 2020 budget, a job competition can be held and filled within the first quarter of 2020.

### Advantages/Disadvantages

| Advantages   | Disadvantages  |
|--|--|
| <ul style="list-style-type: none"> <li>One of the aims of having a position dedicated to facilitate tenant relations and community partnerships is to preserve tenancies. This position can work with tenants and assist with tenant complaints with a goal of reducing evictions.</li> <li>Having a position to attract, co-ordinate and promote services provided by external agencies within our buildings would advance the goals of population health.</li> </ul> | <ul style="list-style-type: none"> <li>Increased expenditures on the levy</li> </ul> |

### V. Alternatives

#### Alternatives Considered

| Solution Options   | Advantages/Disadvantages  | Financial Impact                                    |
|--|---|---|
| Implement the new position as a pilot project. This would allow housing operations to hire on a temporary contract basis for one year and evaluate the success of the position | Advantage is that a temporary position or pilot project could be evaluated on outcomes produced prior to making permanent. Disadvantage is that contract positions may not attract the candidates with the desired skill sets required for the position to succeed. Possibility of higher turnover in position when it is not a permanent position. | Less costs of \$10,000 in benefit costs from above. |



## Business Case for Service Level Change

**Request/Project Name:** Addition of a Small Business Specialist for Regional Business Centre

**Department:** Economic Development

**Division:** Regional Business Centre

**Council Resolution (if applicable):**

### I. Executive Summary

#### Overview of Proposal

This proposal outlines a request for a change of one (1) additional permanent FTE and its associated wage of \$72,578 to be allocated to the Regional Business Centre for a Small Business Specialist (SBS). This position has been federally and provincially funded since 2007. This request will enable this position to be maintained beyond 2020 and will be important to maintain the City of Greater Sudbury's ongoing efforts to support new and existing businesses and foster entrepreneurship in our community.

### II. Background

#### Current Service Level

With this position in place, capacity has been built to provide business development and support services, resulting in new business startups and expansions in the community. The SBS supports new and existing businesses through in-depth consultations, community outreach and discussions related to regulations, marketing, market research, business plan development, startup and growth strategies. The SBS also organizes weekly seminars in the community to ensure that entrepreneurs have access to quality training opportunities to provide them with the tools they need to succeed in business.

#### Drivers for Proposed Course of Action

Although the Regional Business Centre has been in operation for more than 20 years, most of the positions are contracts, supported by government funding and partnership contributions. As a result of a significant reduction in federal and provincial government funding available for 2019-2022 due to changes in government priorities, the Regional Business Centre's staffing levels will be reduced from a team of 6 people in 2018 to 3 people as of 2020. The staffing reduction will leave the Regional Business Centre unable to maintain the level and quality of service that has been provided to entrepreneurs in the community. It will result in the elimination of services such as market research and community outreach as well as significantly reduce the Centre's capacity to support entrepreneurs in the development of their business plan impacting their ability to secure funding to start or grow their business.

### III. Recommendation

#### Categorize your specific request (mark an 'X' for all that apply):

|   |   |
|---|---|
| <input checked="" type="checkbox"/> Change to base operating budget | <input checked="" type="checkbox"/> Change to base FTE allocation |
| <input type="checkbox"/> Change to fees (unit price)                | <input type="checkbox"/> Change to revenues (volume change)       |
| <input type="checkbox"/> Investment in project (Operating)          | <input type="checkbox"/> Investment in project (Capital)          |

#### Recommendation

The proposed addition of an FTE and its associated wages will allow the Regional Business Centre to maintain a critical position within a team of 4 and will prevent any reduction of quality and service levels. By maintaining key permanent staff, future fluctuations in government funding would impact marketing and office expenses exclusively as opposed to reducing service levels.

Furthermore, given that this contract position has an incumbent already in place, the funding will ensure continuity of service through the retention of knowledge, competent and consistent staff which has proven to be critical in providing quality and trusted services to the business community.



#### How does this align with Council's Strategic Plan?

|   |   |  |
|---|---|--|
| Asset Management and Service Excellence | x | Business Attraction, Development and Retention |
| Climate Change                          |   | Economic Capacity and Investment Readiness     |
| Housing                                 |   | Creating a Healthier Community                 |

Current activities of the SBS align well with Council's strategic plan which identifies building economic development initiatives to support existing businesses, attract new businesses and foster entrepreneurship as a key action item.

The SBS is a knowledgeable, experienced and professional employee who supports new and existing businesses through in-depth consultations. Consultations with the SBS can take place at the Regional Business Centre or at the entrepreneur's place of business and can range from discussing regulations, marketing, market research and business plan development to discussing startup and growth strategies. Furthermore, the SBS is the lead on the Business Community Outreach Program which focuses on building relationships and following up with clients to provide additional support to startups and existing businesses. In 2018, the SBS conducted approximately 50% of the Centre's 479 consultations with entrepreneurs. (See Council's Strategic Plan Action 2.1C: "Work with existing employers to grow businesses by attracting new employees and supporting existing businesses".)

The SBS leverages the expertise of the 17 members of the Regional Business Centre Collaboration Network to establish skills development opportunities for entrepreneurs such as seminars, workshops and mentorship roundtables. The SBS ensures that entrepreneurs have access to weekly seminars from fall to spring as part of the Centre's regular programming as well as through the Starter Company Plus program. In 2018, the Regional Business Centre hosted 114 business seminars in the community. (See Council's Strategic Plan Action 2.1D: "Pilot large-scale entrepreneurship skills development and attraction strategy by leveraging the Regional Business Centre collaboration network and resources".)

With the anticipated launch of the proposed Downtown Business Incubator in 2020 (pending approved funding), the SBS would be housed at the incubator on a rotating basis with other economic development staff to provide additional support and coaching to incubator participants. The Incubator is not simply a new piece of commercial real estate offering discounted space to entrepreneurs, but rather a tailored program aimed at maximizing their likelihood of success. (See Council's Strategic Plan Action 2.1E: "Support the establishment of the Downtown Business Incubator, a physical space and associated programming to help new business startups launch and scale-up".)

#### IV. Impact Analysis

##### Qualitative Implications

The requested change in FTE allocation will maintain the following:

This position fosters entrepreneurship and increases the City's profile as a business friendly community by helping aspiring entrepreneurs and existing businesses navigate business startup procedures, regulations, business planning, market research and available resources. The SBS eases the entry into business or business expansion through step-by-step support.

Working directly with aspiring entrepreneurs and small business owners, this position reviews and critiques business plans, marketing plans, financial plans and funding applications to increase the probability of success in securing financing/funding to start or grow a business in our community. Clients of the SBS are more informed and better prepared to successfully approach financial institutions and government funders.

Understanding that it may be difficult for small business owners to get away from their business and visit the Tom Davies Square during operating hours, the community outreach activities lead by this position ensure that aspiring entrepreneurs and existing businesses across the vast geographical area of our municipality can access startup and expansion support services.

One of the goals identified in From the Ground Up, Greater Sudbury's Community Strategic Plan, is the development of "a robust entrepreneurship ecosystem". The plan states that in order for entrepreneurs to succeed in their ventures, they need access to the necessary resources. In addition to acting as a valuable one-on-one resource to guide entrepreneurs, the SBS provides access to continuous learning opportunities through the coordination and delivery of weekly seminars, workshops and roundtable discussion. These sessions provide aspiring entrepreneurs and business owners the opportunity to network with like-minded business people as well as learn from industry experts.

##### Quantifiable Implications

Return on CGS investment in this position includes the number of businesses started and expanded as well as the jobs created in Greater Sudbury as a result of activities of the SBS. The SBS accounts for approximately 40% of the Regional Business Centre's general activities and economic impact.

Based on historical results from the Regional Business Centre, the SBS's annual impact is estimated as follows for a financial contribution of \$72,829:

Businesses started: 24  
Businesses expanded: 2  
Jobs created: 38  
Consultations: 192



## Operating Revenue - Incremental

### Detail

| Description  | Duration | Revenue Source | 2020 \$ | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------|----------|----------------|---------|---------|---------|---------|---------|
|              |          |                |         |         |         |         |         |
|              |          |                |         |         |         |         |         |
|              | On-Going |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
|              | One-Time |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b> |          |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |

## Operating Expenditures - Incremental

### Detail

| Description           | Duration | Funding Source | 2020 \$   | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|-----------------------|----------|----------------|-----------|---------|---------|---------|---------|
| Salaries and Benefits | On-going | Tax Levy       | \$ 72,829 |         |         |         |         |
|                       |          |                |           |         |         |         |         |
|                       | On-Going |                | \$ 72,829 | \$ -    | \$ -    | \$ -    | \$ -    |
|                       | One-Time |                | \$ -      | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b>          |          |                | \$ 72,829 | \$ -    | \$ -    | \$ -    | \$ -    |

## FTE Table

| Position                  | Bargaining Unit | Duration  | Permanent / Part Time | 2020 | 2021 | 2022 | 2023 | 2024 |
|---------------------------|-----------------|-----------|-----------------------|------|------|------|------|------|
| Small Business Specialist | IW              | On-going  | Permanent             | 1    |      |      |      |      |
|                           |                 |           |                       |      |      |      |      |      |
|                           |                 | Permanent |                       | 1    | -    | -    | -    | -    |
|                           |                 | PT Hours  |                       | -    | -    | -    | -    | -    |

| Net Impact   | 2020 \$   | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------|-----------|---------|---------|---------|---------|
| On-Going     | \$ 72,829 | \$ -    | \$ -    | \$ -    | \$ -    |
| One-Time     | \$ -      | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b> | \$ 72,829 | \$ -    | \$ -    | \$ -    | \$ -    |

## Implementation

If approved, we will work with HR to have the position posted in late Q1 or early Q2 of 2020. Since there is currently an incumbent in the contract position, there should be no impact on service delivery during or after the recruitment process.

## Advantages/Disadvantages

| Advantages  | Disadvantages   |
|---|---|
| <ul style="list-style-type: none"> <li>Reduces the risk of service level reduction caused by on-going staff rotation due to job security and a reduction in funding which will eliminate the position past 2020.</li> <li>Maintains the City's capacity to provide in-depth support to startups and existing businesses including services such as the Business Community Outreach Program, market research and business plan development.</li> <li>Provides a low risk investment opportunity that aligns well with priorities identified in Council's Strategic Plan</li> </ul> | <ul style="list-style-type: none"> <li>May negatively impact the satisfaction of other employees (including a second SBS) who will remain contract positions that are dependent on funding</li> <li>An investment in supporting business development and entrepreneurship reduces investment opportunities for other projects within the City.</li> </ul> |



## V. Alternatives

## Alternatives Considered

| Solution Options          | Advantages/Disadvantages  | Financial Impact |
|---------------------------|---|------------------|
| Reallocate existing staff | <ul style="list-style-type: none"> <li>- Reduction in service levels which will result in a reduced capacity to offer seminars, business plan reviews and outreach to entrepreneurial youth. Entrepreneurs may not receive a business plan review within the current 5 day standard which may impact their ability to approach financial institutions and grant programs.</li> <li>- Elimination of services such as the Business Community Outreach Program and market research support.</li> <li>- Negative impact on the Starter Company Plus program because the funded SBS will be required to reduce her focus on the success of the program to support general clientele.</li> <li>- Risk that the City may not meet the targets set out in the current provincial funding agreement which could result in a further reduction in future funding.</li> <li>- May result in junior staff conducting business plan reviews impacting the quality of services.</li> </ul>   | Nil              |
| Outsourcing               | <p>Advantages:</p> <ul style="list-style-type: none"> <li>- Business plan review and market research services could be maintained.</li> <li>- Wage only paid as needed when clients request a business plan review and market research support</li> </ul> <p>Disadvantages:</p> <ul style="list-style-type: none"> <li>- Outsourcing would compete with some of the services offered by members of our Collaboration Network. This could result in the loss of members of the Collaboration Network which would impact revenue generated by the collaboration, but more importantly result in the loss of relationships/expertise that have proven to be critical in enhancing the quality of services offered by the Regional Business Centre</li> <li>- The Regional Business Centre would lose its ability to foster relationships with its clients. Relationship building encourages repeat client visits and referrals but also maximizes the client's chances of success through continued support.</li> <li>- The Regional Business Centre would lose the continued support from the SBS and therefore reduce capacity on activities such as the Bridges to Better Business, marketing, consultations, outreach, etc.</li> </ul> | \$ 35,100.00     |



## Business Case for Service Level Change

**Request/Project Name:** Construction of the Lionel E Lalonde Centre Therapeutic/Leisure Pool

**Department:** Community Development

**Division:** Leisure Services

**Council Resolution (if applicable):**

### I. Executive Summary

#### Overview of Proposal

In November 2013, a consulting team led by Monteith Brown Planning Consultants was retained by the City of Greater Sudbury to prepare a Therapeutic Pool Feasibility Study to identify the potential need and viability for the development of an indoor aquatic facility at the Lionel E. Lalonde Centre in Azilda. The feasibility study explored two indoor aquatic facility types:

- Stand-alone Therapy Pool
- Multi-use Pool (Combination of Therapy Pool/Leisure Pool)

The feasibility study recommended a multi-use pool with an estimated project value of \$5.5 million (increased from original 2014 project estimate of \$4.7 million due to inflation) which would accommodate similar activities to a stand-alone therapeutic pool but would also have the advantage of accommodating a wider range of opportunities, specifically for infants, toddlers, and young children to participate in swimming lessons and leisure swimming. The aquatic facility would be approximately 7,400 square feet, including a pool tank, deck space, change room, studio, control desk, storage, and mechanical area.

In June 2014, City Council approved the Parks, Open Space and Leisure Master Plan Review (2014) which included an Action Plan to realize the provision of a therapeutic/leisure pool at the Lionel E. Lalonde Centre in Azilda. The plan noted that the business case for the project relied heavily on the fact that the Rayside-Balfour area was underserved and the proposed design would accommodate several new high demand activities.

On February 23, 2016, City Council further confirmed its support of the therapeutic/leisure pool by passing a resolution to encourage fundraising efforts and grant applications for the facility.

A report entitled "City of Greater Sudbury Pools Infrastructure and Recreation Capital Update" was presented to the Community Services Committee on June 19, 2017. The report provided an update of utilization and capital requirements of existing City pools as well as an update on the Therapeutic/Leisure Therapy Pool project. Council passed the following motion:

THAT the City of Greater Sudbury endorses the Therapeutic/Leisure pool project as a priority as well as recreation capital funding for aged recreation facilities (i.e. arenas) for any announcements related to recreation infrastructure funding as outlined in the report entitled "City of Greater Sudbury Pools Infrastructure and Recreation Capital Update" from the General Manager of Community Development dated June 6, 2017.

In 2018 application was made to the Government of Canada's Enabling Accessibility Fund (EAF) for mid-sized projects. The EAF is a federal grants and contributions program that supports community-based projects across Canada aimed at improving accessibility and safety in public spaces and workplaces. Under the 2018 funding process, the EAF mid-sized projects component provided grant funding of up to \$1 million per project to support construction, renovation or retrofit of facilities or venues that offer programs and services geared towards addressing the social and/or labour market integration needs of persons with disabilities. On April 25, 2019 the Government of Canada announced funding for the Lionel E. Lalonde Centre Therapeutic/Leisure Pool project in the amount of \$1,000,000. As part of the funding received, substantial completion of the project is expected within 24 months.

The community fund-raising committee continues to leverage funding for the project. To date, the community group has received donations and commitments in the amount of \$100,500 towards the project. This business case seeks the remaining \$2,547,000 required in capital funding to achieve the project and the operational costs to operate the facility starting in 2022.

### II. Background

#### Current Service Level

The Therapeutic Pool Feasibility Study (2014) suggested a provision standard of one (1) indoor aquatic centre per 25,000 population. Using the 161,531 population figure for the City of Greater Sudbury as per the Canada 2016 Census, the provision standard suggests the requirement for 6.5 aquatic facilities. This results in a surplus of 0.5 facilities when accounting for the five (5) City of Greater Sudbury facilities plus the YMCA Sudbury and Laurentian University facilities.

As part of the City's participation in the Municipal Benchmarking Network Canada (MBNCanada) partnership, the City has comparator information about number of indoor pools operated by municipalities. The average number of operational indoor pool locations per 100,000 population is 2.05 among the 16 reporting municipalities. The City of Greater Sudbury operates 3.1 indoor pools per 100,000 population.



### Drivers for Proposed Course of Action

Updated Building Condition Assessments were completed on existing municipal pool facilities in 2018. A total of \$8,365,355 in capital repairs were called for over a 10-year period for City of Greater Sudbury pools. Figures represent the estimated cost to maintain facilities in a good state of repair and do not include costs associated with enhancements or building improvements (modernization of spaces or full accessibility improvements).

A therapeutic/leisure pool will promote active living and healthy communities by providing easily accessible opportunities for all members of our community. A therapeutic/leisure pool will offer services and programs that are not currently available in any other City of Greater Sudbury facility.

As per the received Enabling Accessibility Fund, substantial completion of the project is expected within 24 months of approval.

### III. Recommendation

#### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                                     |                                    |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input checked="" type="checkbox"/> | Change to base FTE allocation      |
|                                     | Change to fees (unit price)       | <input checked="" type="checkbox"/> | Change to revenues (volume change) |
|                                     | Investment in project (Operating) | <input checked="" type="checkbox"/> | Investment in project (Capital)    |

#### Recommendation

This business case recommends capital investment in the amount of \$700,000 to realize the Lionel E. Lalonde Centre Therapeutic/Leisure Pool as per the 2014 Therapeutic Pool Feasibility Study and Parks, Open Space and Leisure Master Plan. Further municipal investment is subject to approval of ICIP funding and the Therapeutic/Leisure Pool fund-raising committee achieving their fund raising goals. With approval of the Capital, there would also be an annual operating impact for the operation of the proposed facility (\$294,000 levy impact annually).

#### How does this align with Council's Strategic Plan?

|                                     |   |  |
|-------------------------------------|---|--|
| <input checked="" type="checkbox"/> | Asset Management and Service Excellence | Business Attraction, Development and Retention                     |
|                                     | Climate Change                          | Economic Capacity and Investment Readiness                         |
|                                     | Housing                                 | <input checked="" type="checkbox"/> Creating a Healthier Community |

#### Asset Management and Service Excellence

The realization of a therapeutic/leisure pool would improve service delivery and costs while potentially retiring an older, more costly facility. The Therapeutic Pool Feasibility Study (2014) stated that the development of a therapeutic/leisure pool should, at minimum, trigger a review of other municipal pools, with the closure of an aging and/or under-performing pool being one possible outcome.

#### Create a Healthier Community

The realization of a therapeutic/leisure pool would represent investment in infrastructure to support community recreation with a focus on quality of life.

### IV. Impact Analysis

#### Qualitative Implications

The realization of a therapeutic/leisure pool will provide services and programs that are not currently available at City of Greater Sudbury facilities. The facility would represent investment in new infrastructure to combat the City's aging recreation facilities. The facility would provide needed services and programs to residents, particularly those with accessibility needs.

#### Quantifiable Implications

The estimated capital cost for the therapeutic/leisure pool is \$5,500,000. The City of Greater Sudbury has already committed \$380,000 (Capital - \$300k, HCI - \$80,000) to the project and \$1,000,000 has been allocated toward the project through Enabling Accessibility Funding via the government of Canada. The community fundraising committee has raised \$100,500 toward this project with fund-raising efforts still ongoing. An additional \$700,000 of municipal capital funding is required to realize this project, subject to approval of additional ICIP grants and fund raising success. Should the ICIP funding not be realized, an additional \$2,666,500 of capital funding would be required.

Approximately \$294,000 in additional operating budget annually would be required from year 2022 to fully operate this facility.

The 2014 Therapeutic Pool Feasibility Study (<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=11479.pdf>) provided estimated operational costs, revenues and staffing levels for the operation of the facility. Those figures are detailed below.



## Operating Revenue - Incremental

### Detail

| Description                 | Duration        | Revenue Source   | 2020 \$               | 2021 \$               | 2022 \$             | 2023 \$     | 2024 \$     |
|-----------------------------|-----------------|------------------|-----------------------|-----------------------|---------------------|-------------|-------------|
| Swimming Lessons & Programs | On-going        | User Fees        | \$ -                  | \$ -                  | \$ (157,842)        |             |             |
| Public Swims                | On-going        | User Fees        | \$ -                  | \$ -                  | \$ (30,858)         |             |             |
| Pool Rentals                | On-going        | User Fees        | \$ -                  | \$ -                  | \$ (14,632)         |             |             |
| Enable Accessibility Fund   | One-Time        | Federal Grant    | \$ (800,000)          | \$ 600,000            | \$ 200,000          |             |             |
| Fund-raising/Naming Rights  | One-Time        | Donation         | \$ (400,000)          | \$ 56,500             | \$ 343,500          |             |             |
| Value of Land               | One-Time        | In-Kind          | \$ (10,000)           | \$ 10,000             |                     |             |             |
| Federal ICIP                | One-Time        | Federal Grant    |                       | \$ (1,000,000)        | \$ 1,000,000        |             |             |
| Provincial ICIP             | One-Time        | Provincial Grant |                       | \$ (1,666,500)        | \$ 1,666,500        |             |             |
|                             | <b>On-Going</b> |                  | \$ -                  | \$ -                  | \$ (203,332)        | \$ -        | \$ -        |
|                             | <b>One-Time</b> |                  | \$ (1,210,000)        | \$ (2,000,000)        | \$ 3,210,000        | \$ -        | \$ -        |
| <b>Total</b>                |                 |                  | <b>\$ (1,210,000)</b> | <b>\$ (2,000,000)</b> | <b>\$ 3,006,668</b> | <b>\$ -</b> | <b>\$ -</b> |

## Operating Expenditures - Incremental

### Detail

| Description            | Duration        | Funding Source | 2020 \$             | 2021 \$             | 2022 \$               | 2023 \$     | 2024 \$     |
|------------------------|-----------------|----------------|---------------------|---------------------|-----------------------|-------------|-------------|
| Salaries & Benefits    | On-going        | Levy           | -                   | -                   | 409,061               |             |             |
| Utilities              | On-going        | Levy           | -                   | -                   | 60,075                |             |             |
| Maintenance & Supplies | On-going        | Levy           | -                   | -                   | 28,035                |             |             |
| Capital Funding        | One-Time        | Levy           | 1,270,000           | 2,580,000           | (3,850,000)           |             |             |
|                        | <b>On-Going</b> |                | \$ -                | \$ -                | \$ 497,171            | \$ -        | \$ -        |
|                        | <b>One-Time</b> |                | \$ 1,270,000        | \$ 2,580,000        | \$ (3,850,000)        | \$ -        | \$ -        |
| <b>Total</b>           |                 |                | <b>\$ 1,270,000</b> | <b>\$ 2,580,000</b> | <b>\$ (3,352,829)</b> | <b>\$ -</b> | <b>\$ -</b> |

### Impact to Capital

New capital project. Cash flows are estimated to be \$1,650,000 in 2020 and \$3,850,000 in 2021.

## FTE Table

| Position                     | Bargaining Unit | Duration         | Permanent / Part Time | 2020 | 2021 | 2022  | 2023 | 2024 |
|------------------------------|-----------------|------------------|-----------------------|------|------|-------|------|------|
| Facility Pool Operator       | IW              | On-going         | Permanent             |      |      | 1     |      |      |
| Assistant Pool Operator      | IW              | On-going         | PT Hours              |      |      | 1,820 |      |      |
| Swim Instructor / Lifeguards | IW              | On-going         | PT Hours              |      |      | 4,914 |      |      |
| Facility Clerk               | IW              | On-going         | PT Hours              |      |      | 1,820 |      |      |
| Building Attendant           | OW              | On-going         | PT Hours              |      |      | 1,092 |      |      |
|                              |                 | <b>Permanent</b> |                       | -    | -    | 1     | -    | -    |
|                              |                 | <b>PT Hours</b>  |                       | -    | -    | 9,646 | -    | -    |

| Net Impact      | 2020 \$   | 2021 \$    | 2022 \$      | 2023 \$ | 2024 \$ |
|-----------------|-----------|------------|--------------|---------|---------|
| <b>On-Going</b> | \$ -      | \$ -       | \$ 293,839   | \$ -    | \$ -    |
| <b>One-Time</b> | \$ 60,000 | \$ 580,000 | \$ (640,000) | \$ -    | \$ -    |
| <b>Total</b>    | \$ 60,000 | \$ 580,000 | \$ (346,161) | \$ -    | \$ -    |





### Implementation

The following project timeline was provided as part of the Enabling Accessibility Funding application:

- RFP for Architectural Services - 55 days
- Consultant Tender Period - 20 days
- Site Review - 1 day
- City of Greater Sudbury Review Proposals - 10 days
- Award and Issue Consultant Agreement - 10 days
- Schematic and Design Development Phases - 60 days
- Prepare and Finalize Construction Drawings - 60 days
- Tender for Construction - 25 days
- Award Contractor - 10 days
- Construction - 360 days

Project is dependent on securing all funding prior to proceeding

### Advantages/Disadvantages

| Advantages   | Disadvantages   |
|--|---|
| <ul style="list-style-type: none"> <li>• Project represents much needed capital investment in recreation infrastructure</li> <li>• The realization of a therapeutic/leisure pool will provide services and programs that are not currently available at City of Greater Sudbury facilities</li> <li>• The facility would provide needed services and programs to residents, particularly those with accessibility needs</li> </ul> | <ul style="list-style-type: none"> <li>• Adding to the inventory of aquatic facilities when there is already a community surplus of 0.5 pools</li> <li>• The development of a therapeutic/leisure pool would trigger a review of other municipal pools, with the closure of an aging and/or under-performing pool being one possible outcome</li> </ul> |

### V. Alternatives

#### Alternatives Considered

| Solution Options                      | Advantages/Disadvantages  | Financial Impact |
|---------------------------------------|---|------------------|
| No investment in project at this time | <p>Advantages</p> <ul style="list-style-type: none"> <li>• No additional capital and operational funding required for a new facility</li> </ul> <p>Disadvantages</p> <ul style="list-style-type: none"> <li>• Risk of losing EAF funding in the amount of \$1,000,000</li> <li>• Existing inventory of aquatic facilities are aged and require significant capital investments</li> <li>• Existing facilities do not allow for therapeutic programming nor are they fully accessible</li> </ul> | \$ -             |



## Business Case for Service Level Change

**Request/Project Name:** Conversion of Youth Strategy Coordinator to Business Development Officer

**Department:** Economic Development

**Division:** Regional Business Centre

**Council Resolution (if applicable):**

### I. Executive Summary

#### Overview of Proposal

The Business Development Officer – Entrepreneurship works within Economic Development as part of the Regional Business Centre to advance business development and entrepreneurship within the community. This FTE relies on federal and provincial funding to cover wages, which has been significantly reduced.

CGS's current total cash contributions towards the Regional Business Centre's operations is of \$67,882 annually in the form of wages for the Youth Strategy Coordinator position. The position is currently vacant and considered to be redundant.

It is proposed that the permanent FTE wages for the Youth Strategy Coordinator be reallocated to the position of Business Development Officer – Entrepreneurship (BDO) which would establish stability in the leadership of the Regional Business Centre. This proposal would require additional budget to cover the difference in wages and benefits of \$50,103 annually,

### II. Background

#### Current Service Level

This position is responsible for managing and coordinating CGS's entrepreneurship and small business support services through the Regional Business Centre. The BDO administers three provincially funded small business programs including Small Business Enterprise Centre (SBEC) Core Services, Starter Company Plus and Summer Company. The BDO is responsible for the recruitment and management of the Regional Business Centre's Collaboration Network, which currently consists of 18 agreements with private and public sector organizations. The BDO is also tasked with leading the development and administration of the Downtown Business Incubator project.

#### Drivers for Proposed Course of Action

Although the Regional Business Centre has been in operation for more than 20 years, most of the positions, including the leadership position of the Business Development Officer, are contract positions supported by government funding and partnership contributions. A recent change in government priority has resulted in a significant reduction in available federal and provincial funding available for 2019-2022.

The requested permanent funding and wage differential will provide stability for the leadership of the Regional Business Centre which has experienced a fair amount of staff turnover since 2016 and nearly resulted in the complete loss of corporate memory in early 2017.

### III. Recommendation

#### Categorize your specific request (mark an 'X' for all that apply):

|   |   |
|---|---|
| <input checked="" type="checkbox"/> Change to base operating budget | <input checked="" type="checkbox"/> Change to base FTE allocation |
| <input type="checkbox"/> Change to fees (unit price)                | <input type="checkbox"/> Change to revenues (volume change)       |
| <input type="checkbox"/> Investment in project (Operating)          | <input type="checkbox"/> Investment in project (Capital)          |

#### Recommendation

As a result of its reliance on contract positions, the Regional Business Centre has been plagued by high turnover in all its positions since 2016, including the Business Development Officer – Entrepreneurship.

The proposed wage differential would ensure continuity of service and reduce the risk of loss of corporate memory through the stability in leadership at the Regional Business Centre. Including the proposed wage differential, CGS's total investment would be a cost-effective \$117,985 to advance business development and foster entrepreneurship in our community.

Alternatively, the Regional Business Centre would be forced to use nearly 47% of provincial funding dedicated towards direct services to entrepreneurs to cover the wage differential, resulting in a reduction in service levels.



#### How does this align with Council's Strategic Plan?

|   |   |  |
|---|---|--|
| Asset Management and Service Excellence | x | Business Attraction, Development and Retention |
| Climate Change                          |   | Economic Capacity and Investment Readiness     |
| Housing                                 |   | Creating a Healthier Community                 |

Current activities of the BDO-Entrepreneurship align well with Council's 2019-2027 Strategic Plan which identifies building economic development initiatives to support existing businesses, attract new businesses and promote entrepreneurship as a key action item.

The BDO is responsible for the recruitment and management of the Regional Business Centre's Collaboration Network, which currently consists of 18 agreements with private and public sector organizations. Collaborations are the cornerstone of the Regional Business Centre's programming. Those relationships must be fostered and nurtured by a consistent staff member, which allows for the leveraging of local expertise to enhance the quality of services and resources available to entrepreneurs and existing businesses. (See Council's Strategic Plan Action 2.1D: "Pilot large-scale entrepreneurship skills development and attraction strategy by leveraging the Regional Business Centre collaboration network and resources".)

The Regional Business Centre administers three business support programs on behalf of the provincial government. Small Business Enterprise Centre (SBEC) Core Services, Starter Company Plus and Summer Company programs provide entrepreneurs and business owners the services and resources needed to support them in the startup or expansion of a business. The BDO is responsible for administering and reporting on key deliverables stated in those provincial agreements as well as supervising the staff tasked to deliver the programs. (See Council's Strategic Plan Action 2.1C: "Work with existing employers to grow businesses by attracting new employees and supporting existing businesses".)

One of the goals identified in From the Ground Up, Greater Sudbury's Community Economic Development Strategic Plan, is the development of "a robust entrepreneurship ecosystem". In order for entrepreneurs to succeed in their ventures, they need access to the necessary resources. To ensure the success of local entrepreneurs, Objective 1.2 of the Plan seeks to "generate new business start-ups and encourage entrepreneurship in key sectors of the economy". Furthermore, action 1.2.1 states "Develop more virtual and physical business incubation spaces to encourage new business start-ups and increase their success rate, and foster an environment for job creation." The BDO is tasked with leading the development of the Downtown Business Incubator project. With the anticipated launch of the proposed incubator in 2020 (pending approved funding), the BDO would supervise new staff and the delivery of the innovative program aimed at maximizing program participants' likelihood of success. (See Council's Strategic Plan Action 2.1E: "Support the establishment of the Downtown Business Incubator, a physical space and associated programming to help new business startups launch and scale-up".)

#### IV. Impact Analysis

##### Qualitative Implications

The requested wage differential allows for stability in the role and will maintain the following:

A significant portion of this position's tasks involves the development, fostering and maintenance of relationships with aspiring entrepreneurs, small business owners, community organizations and business professionals. Consistent representation and leadership will build trust with these stakeholders as well as ensure the ability to grow/maintain the strength of the Collaboration Network to leverage the expertise needed to enhance the quality of service delivered by the Regional Business Centre.

Maintain momentum gained in the development of the Downtown Incubator Project. The BDO established strong relationships with partners of the project and was the lead in developing funding applications.

Maintain the corporate memory needed to facilitate the administration and delivery of annual provincial programs mandated in the new 3-year agreement with the Province.

##### Quantifiable Implications

Based on historical results from the Regional Business Centre and upcoming projects, the Business Development Officer - Entrepreneurship's annual impact is estimated as follows for a financial contribution of \$50,103:

- the number of recruited collaborators that contribute financially to the operations of the Regional Business Centre and the enhancement of its services through the leveraging of expertise (18 collaborators with annual total financial investment of \$41,755)
- the number of businesses started and expanded as well as the jobs created in Greater Sudbury as a result of programs and activities administered by the BDO (Annual estimation: 60 businesses started, 3 expansions, 94 jobs created)
- the number of provincial grants disbursed annually through programs administered by the BDO to support the startup, expansion and purchase of businesses (Minimum of 9 Starter Company Plus grants of \$5,000 and 9 Summer Company grants of \$3,000)
- the establishment of the Downtown Business Incubator, a physical space and tailored program that enhances the likelihood of success of innovative and scalable businesses (1 physical space which will result in the creation of 36 businesses and a minimum of 70 jobs over the 41-month project)



## Operating Revenue - Incremental

### Detail

| Description  | Duration | Revenue Source | 2020 \$ | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------|----------|----------------|---------|---------|---------|---------|---------|
|              |          |                |         |         |         |         |         |
|              |          |                |         |         |         |         |         |
|              | On-Going |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
|              | One-Time |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b> |          |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |

## Operating Expenditures - Incremental

### Detail

| Description           | Duration | Funding Source | 2020 \$   | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|-----------------------|----------|----------------|-----------|---------|---------|---------|---------|
| Salaries and Benefits | On-going | Tax levy       | \$ 50,103 |         |         |         |         |
|                       |          |                |           |         |         |         |         |
|                       | On-Going |                | \$ 50,103 | \$ -    | \$ -    | \$ -    | \$ -    |
|                       | One-Time |                | \$ -      | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b>          |          |                | \$ 50,103 | \$ -    | \$ -    | \$ -    | \$ -    |

## FTE Table

| Position                   | Bargaining Unit | Duration  | Permanent / Part Time | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------------------------|-----------------|-----------|-----------------------|------|------|------|------|------|
| Youth Strategy Coordinator | IW              | On-going  | Permanent             | (1)  |      |      |      |      |
|                            |                 |           |                       |      |      |      |      |      |
|                            |                 | Permanent |                       | (1)  | -    | -    | -    | -    |
|                            |                 | PT Hours  |                       | -    | -    | -    | -    | -    |

| Net Impact   | 2020 \$   | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------|-----------|---------|---------|---------|---------|
| On-Going     | \$ 50,103 | \$ -    | \$ -    | \$ -    | \$ -    |
| One-Time     | \$ -      | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b> | \$ 50,103 | \$ -    | \$ -    | \$ -    | \$ -    |

## Implementation

The operating department will work with HR and Finance to ensure the smooth transition of the conversion for the incumbent in Q1 2020.

## Advantages/Disadvantages

| Advantages  | Disadvantages  |
|---|--|
| <ul style="list-style-type: none"> <li>Establishes stability in the leadership position of the Regional Business Centre which has experienced turnover over the last few years</li> <li>Supports the establishment of the Downtown Business Incubator through consistent leadership in the project</li> <li>Eliminates the need for service level and staffing reduction. Provincial funding can be used to continue delivering programming dedicated to supporting small business and entrepreneurship.</li> <li>Provides a low risk investment opportunity that aligns well with priorities identified in Council's Strategic Plan</li> </ul> | <ul style="list-style-type: none"> <li>An investment in supporting business development and entrepreneurship reduces investment opportunities for other projects within the City.</li> </ul> |



## V. Alternatives

### Alternatives Considered

| Solution Options   | Advantages/Disadvantages   | Financial Impact |
|--|--|------------------|
| Use available provincial funding to cover the differential | <p>Approximately 47% of provincial funding would be used to cover the wage differential. This would result in a service level reduction, reduced marketing efforts and the need for a reduction in staff.</p> <p>May result in staff turnover due to the lack of stable funding and job security in the position. Furthermore, it could result in further staff turnover due to the lack of consistent leadership.</p> <p>The BDO would be required to provide a significant amount of front line service and therefore making it difficult to comply to the reporting requirements stipulated in the provincial funding agreements.</p> | None             |
| Recruit additional members of the Collaboration Network    | With the current structure of the Collaboration Network, the Regional Business Centre would need to recruit an additional 18 collaborators to cover the wage differential. This would include 2 financial institutions at \$5,000 and 16 private firms at \$2,500. Expanding the network so significantly would dilute the value of the collaboration.   | \$ 60,000.00     |



## Business Case for Service Level Change

**Request/Project Name:** Increase Hours of Operation and Staffing Levels for the Downtown Transit Kiosk

**Department:** Transit Services

**Division:** Community Development

**Council Resolution (if applicable):**

### I. Executive Summary

#### Overview of Proposal

New Customer Service Standards and the Transit Action Plan (TAP) were approved for rollout in 2019. Included in TAP are earlier start times for service (for 7am work start) and increased service on Sundays which will mirror Saturdays, essentially doubling the current service. Presently, the hours of operation and staffing for the Kiosk are 7:30am to 7:30pm Monday to Friday with 2 Staff on, Saturday 9:00am to 4:00pm with 1 Staff on, and closed on Sundays. To meet the needs of Transit customers with the increased Sunday service and to assist in transitioning through the TAP changes, while meeting the new requirements of the Customer Service Standards, as well as creating a healthier and safer work environment, it is recommended that an additional staff member be added on Saturdays and that the Kiosk opens with two staff on Sundays.

### II. Background

#### Current Service Level

Currently the Kiosk is open Monday to Friday 7:30am to 7:30pm with 2 staff on, Saturday 9:00am to 4:00pm with 1 staff on, and closed on Sundays.

#### Drivers for Proposed Course of Action

There are 3 drivers for this proposed course of action: 1) There are many changes being implemented with the TAP and with Sunday service being completely new, with more buses in service and routes connecting at the Transit Centre, there will be more customers requiring service in person and on the phone. Particularly in the early transition phase with customers learning about the changes to routes and schedules there will be an increased demand for in-person or on-the-phone customer service. 2) The new Customer Service Standards require a plan to provide coverage at customer service counters at all times during regular operating hours. Currently, with one person working on Saturdays, there is no coverage for washroom breaks. A sign is put on the window when staff need to use the washroom. Staff also take their breaks in the Transit Kiosk on Saturdays. As well as serving customers in person, on Saturdays, Kiosk staff also answer phones and because of this, there are times where customer service could be delivered in a more timely matter with two working. There are many times through a Saturday shift where the one staff is serving a customer on the phone and the in-person customers have to wait for service. 3) A healthier and safer work environment will be created with two staff in the Transit Kiosk. The Transit Kiosk staff process a considerable amount of transactions, while serving a variety of customers, in person and on the phone in a very busy public space. The additional support will allow weekend customer service to be consistent with weekday service, facilitating a team environment, which will boost staff morale by serving customers in a more timely and effective matter.

### III. Recommendation

**Categorize your specific request (mark an 'X' for all that apply):**

|                                     |                                   |                          |                                    |
|-------------------------------------|-----------------------------------|--------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input type="checkbox"/> | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | <input type="checkbox"/> | Change to revenues (volume change) |
| <input type="checkbox"/>            | Investment in project (Operating) | <input type="checkbox"/> | Investment in project (Capital)    |

#### Recommendation

The recommended change only applies to weekend operating hours and the staffing levels during these times. For Saturdays, the operating hours will remain the same at 9:00am to 4:00pm and the recommendation is to add an additional staff member, for a total of two staff. For Sundays, the recommendation is to open from 9:00am to 4:00pm with two staff. The additional hours will be covered by existing part-time staff. The additional staff and operating hours on weekends will better equip Transit for transitioning into the TAP while improving the level and timeliness of customer service in person and on the phone. It will also allow the Transit Kiosk to meet the new Customer Service Standards by providing full service during operating hours, including breaks. These improvements will not only improve the customer experience, but will also boost staff morale, creating a healthier and safer work environment.



#### How does this align with Council's Strategic Plan?

|          |   |   |
|----------|---|---|
| <b>X</b> | Asset Management and Service Excellence | Business Attraction, Development and Retention      |
|          | Climate Change                          | <b>X</b> Economic Capacity and Investment Readiness |
|          | Housing                                 | Creating a Healthier Community                      |

This business case for service level changes supports Council's strategic plan in the following ways: 1.5 Demonstrate Innovation and Cost-Effective Service Delivery B. Implement the Transit Action Plan in 2019 and continue efforts to expand ridership through innovative and responsive system improvements - There are many changes in routes and schedules as well as increased Transit service on Sundays. The Transit Kiosk staff are the front line that receives customers in person and on the phone on weekends. The increased service level will improve the effectiveness and timeliness of customer service delivery which will lead to greater customer satisfaction which will assist in retaining and expanding ridership. F. Implement the City's Customer Service Strategy including regular reporting associated with customer service standards - In addition to the aforementioned benefits, having two staff on Saturdays will also allow the Transit Kiosk to implement this strategy. When washroom breaks are taken, there will be staff at the counter.

#### IV. Impact Analysis

##### Qualitative Implications

This biggest impact these changes will achieve is increased customer satisfaction. Particularly with the increased Transit service on Sundays, opening the Kiosk on Sundays will provide the level of customer service necessary to transition riders into this change. This will minimize the risk of dissatisfaction due to not understanding the new routes and schedules on Sundays. These changes will also improve the delivery of customer service on Saturdays, which will at the same time improve employee engagement and boost morale. The Saturday change will also allow the Transit Kiosk to operate in compliance to the new Customer Service Standards.

##### Quantifiable Implications

The increased staffing levels and hours come at the following costs:  
 Saturdays 9:00am to 4:00pm – 1 P/T Staff for a total of \$10,964.29  
 Sundays 9:00am to 4:00pm – 2 P/T Staff for a total of \$21,928.57  
 The total financial impact on the 2020 budget is \$32,892.86.

#### Operating Revenue - Incremental

##### Detail

| Description  | Duration | Revenue Source | 2020 \$     | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|--------------|----------|----------------|-------------|-------------|-------------|-------------|-------------|
|              |          |                |             |             |             |             |             |
|              |          |                |             |             |             |             |             |
|              | On-Going |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
|              | One-Time |                | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b> |          |                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

#### Operating Expenditures - Incremental

##### Detail

| Description         | Duration | Funding Source | 2020 \$          | 2021 \$     | 2022 \$     | 2023 \$     | 2024 \$     |
|---------------------|----------|----------------|------------------|-------------|-------------|-------------|-------------|
| Salaries & Benefits | On-going |                | \$ 32,893        |             |             |             |             |
|                     |          |                |                  |             |             |             |             |
|                     | On-Going |                | \$ 32,893        | \$ -        | \$ -        | \$ -        | \$ -        |
|                     | One-Time |                | \$ -             | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total</b>        |          |                | <b>\$ 32,893</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |



## FTE Table

| Position            | Bargaining Unit | Duration  | Permanent / Part Time | 2020  | 2021 | 2022 | 2023 | 2024 |
|---------------------|-----------------|-----------|-----------------------|-------|------|------|------|------|
| Transit Kiosk Clerk | IW              | On-going  | Part Time             | 1,248 |      |      |      |      |
|                     |                 |           |                       |       |      |      |      |      |
|                     |                 | Permanent |                       | -     | -    | -    | -    | -    |
|                     |                 | PT Hours  |                       | -     | -    | -    | -    | -    |

  

| Net Impact | 2020 \$   | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|------------|-----------|---------|---------|---------|---------|
| On-Going   | \$ 32,893 | \$ -    | \$ -    | \$ -    | \$ -    |
| One-Time   | \$ -      | \$ -    | \$ -    | \$ -    | \$ -    |
| Total      | \$ 32,893 | \$ -    | \$ -    | \$ -    | \$ -    |

## Implementation

Upon approval of this business case, part time Staff will be notified 72 hours in advance of the first weekend that the new schedule would be posted. At the same time, the public would be notified through a PSA and postings at the Transit Centre and on buses.

## Advantages/Disadvantages

| Advantages  | Disadvantages   |
|---|---|
| <ul style="list-style-type: none"> <li>On Sundays, customer service in the Kiosk will match the level of Transit service. This will create a positive customer experience relating to the TAP which will assist in a successful rollout.</li> <li>On Saturdays, the additional staff member will improve the delivery of customer service, while the support will improve engagement and boost morale creating a healthier and safer work environment.</li> <li>The new Customer Service Standards will be met if this proposal is approved.</li> </ul> | <ul style="list-style-type: none"> <li>There would be a 3.5% increase in Transit Administration wages for this increased level of service.</li> </ul> |

## V. Alternatives

### Alternatives Considered

| Solution Options  | Advantages/Disadvantages   | Financial Impact |
|---|--|------------------|
| No change, leave operating hours and staffing levels the same | The disadvantage to this is the missed opportunity to match the level of Customer service on Sundays to the new Transit Service. Increased Sunday service is one of the major changes in the TAP and without the Kiosk open there is a risk of Customers being misinformed and becoming frustrated with the changes. As well, the Kiosk will continue to be non-compliant with the Customer Service Standards in regards to washroom breaks. | \$ -             |
| Adopt Saturday change only                                    | This will allow the Kiosk to be compliant with the Customer Service Standards and will improve employee engagement while boosting morale. The disadvantage is that the increased Sunday Transit service will not be matched by Customer service in the Kiosk.  | \$ 10,926.00     |
| Open on Sundays with only one Staff member                    | This will address the additional service on Sundays, but the Kiosk will continue to be non-compliant with the Customer Service Standards in regards to washroom breaks. Another disadvantage is that like Saturdays, there is a risk of failing to deliver timely and responsive Customer Service with only one Staff working.   | \$ 10,926.00     |





# Business Case for Service Level Change

**Request/Project Name:** Increase to Syringe Recovery Services

**Department:** Community Development

**Division:** Social Services

**Council Resolution (if applicable):**

## I. Executive Summary

### Overview of Proposal

Since November 2017, the Sudbury Action Centre for Youth (SACY) has provided outreach, education, and used syringe recovery services for the City of Greater Sudbury (CGS). Due to the growing opioid crisis, there has been increased pressure on the existing contract between SACY and CGS to provide services. The business case will outline the costs of increasing current contract allotment from 60 to 70 hours weekly for two full time staff and adding funding for a part time staff person (14 hours) for the weekends to respond to an identified service gap in the community.

## II. Background

### Current Service Level

Currently, CGS has an agreement with SACY that was approved in the 2018 budget process. The current agreement provides compensation for 60 hours of services per week. SACY currently employs two part time outreach workers (30 hours each per week) and operates from Monday to Friday. Services provided by SACY include daily sweeps in the City of Greater Sudbury area to locate and safely remove used syringes found on public property. They also provide public education to syringe users regarding options for safe disposal of used syringes, and to members of the public as to the safe collection and disposal of found, discarded syringes.

### Drivers for Proposed Course of Action

There continues to be several complaints from citizens and community service providers regarding the number of discarded syringes on public property. In 2018, SACY recovered 116,056 improperly disposed syringes. From January to June 2019, SACY has recovered 108,394. This number has almost doubled from 2018. This is due in part to the growing opioid crisis as well as an increase in community vigilance to report sightings of used syringes to SACY and 311. Although the downtown core remains the largest hotspot for used syringe pick-ups, SACY has seen an increase in calls to pick up used syringes located in the outskirts of the downtown core. These calls are coming from all areas of the City of Greater Sudbury and SACY will respond to these complaints at its earliest opportunity. In addition, there has been an increase in requests for education from businesses, agencies, and the public.

## III. Recommendation

### Categorize your specific request (mark an 'X' for all that apply):

|                                     |                                   |                                    |
|-------------------------------------|-----------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | Change to revenues (volume change) |
| <input type="checkbox"/>            | Investment in project (Operating) | Investment in project (Capital)    |

### Recommendation

The current contract between CGS and SACY is \$72,600. This includes two SACY staff (30 hours each per week) and administration costs for the program. It is recommended that the hours for current staff be increased (5 hours each weekly) and a part time staff person be added to work on weekends (14 hours). This will help alleviate pressures on the current agreement and will assist with quicker response times to calls in the community. On an ongoing basis, the Social Services Division will continue to work collaboratively with SACY and other local partners to address challenges related to improperly disposed syringes received from the community.

### How does this align with Council's Strategic Plan?

|   |  |
|---|--|
| Asset Management and Service Excellence | Business Attraction, Development and Retention                     |
| Climate Change                          | Economic Capacity and Investment Readiness                         |
| Housing                                 | <input checked="" type="checkbox"/> Creating a Healthier Community |

Used syringes found on the ground have been challenging for the City of Greater Sudbury. Increasing funding to SACY is in line with the Strategic Plan of Council in order to create a healthier community. The program with SACY addresses the issue of public health and safety by removing discarded used syringes from public places and forms part of the harm reduction strategy in the community. In addition, this initiative aims to improve the quality of life and place for citizens of Greater Sudbury as it will promote population health in areas of enabling and promoting mental health, seeking compassionate city characteristics and designation and supporting healthy streets.



## IV. Impact Analysis

### Qualitative Implications

There is a health and safety risk to the public due to the number of discarded syringes that are littered on the ground. Increased funding for additional staff at SACY will provide quicker response times to help reduce the number of discarded syringes that are being found. It will also further mitigate the potential risk of exposure to pathogens through syringe stick injuries that may occur in the general public.

### Quantifiable Implications

There are no associated revenues from this proposal. The current agreement with SACY is \$72,600 yearly for services rendered. It is recommended that the budget be increased by \$23,900. This will allow SACY to increase hours for current staff by 10 hours weekly (\$9,960) and add a part-time staff person for 14 hours weekly (\$13,940) for the weekends. If this recommendation is approved, the agreement between SACY and the CGS will increase to \$96,500 yearly.

### Operating Revenue - Incremental

#### Detail

| Description  | Duration | Revenue Source | 2020 \$ | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------|----------|----------------|---------|---------|---------|---------|---------|
|              | On-Going |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
|              | One-Time |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b> |          |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |

### Operating Expenditures - Incremental

#### Detail

| Description         | Duration | Funding Source | 2020 \$   | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|---------------------|----------|----------------|-----------|---------|---------|---------|---------|
| Used Syringe Pickup | On-going | Municipal      | \$ 23,900 |         |         |         |         |
|                     | On-Going |                | \$ 23,900 | \$ -    | \$ -    | \$ -    | \$ -    |
|                     | One-Time |                | \$ -      | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b>        |          |                | \$ 23,900 | \$ -    | \$ -    | \$ -    | \$ -    |

### FTE Table

| Position | Bargaining Unit | Duration  | Permanent / Part Time | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------|-----------------|-----------|-----------------------|------|------|------|------|------|
|          |                 | Permanent |                       | -    | -    | -    | -    | -    |
|          |                 | PT Hours  |                       | -    | -    | -    | -    | -    |

| Net Impact   | 2020 \$   | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------|-----------|---------|---------|---------|---------|
| On-Going     | \$ 23,900 | \$ -    | \$ -    | \$ -    | \$ -    |
| One-Time     | \$ -      | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b> | \$ 23,900 | \$ -    | \$ -    | \$ -    | \$ -    |

### Implementation

If approved, an Amending Agreement will be completed between CGS and SACY documenting the new understanding for services to be rendered. The Amending Agreement will be implemented as quickly as possible.

### Advantages/Disadvantages

| Advantages   | Disadvantages  |
|--|--|
| <ul style="list-style-type: none"> <li>Responds to an immediate Health and Safety concern for the public</li> <li>Will reduce SACY's response time</li> <li>Will reduce the amount of used syringes found on the ground</li> </ul> | <ul style="list-style-type: none"> <li>Public perception that the CGS is promoting the use of sharps as opposed to addressing the root cause of the addiction</li> </ul> |

## V. Alternatives

### Alternatives Considered

| Solution Options | Advantages/Disadvantages  | Financial Impact |
|------------------|---|------------------|
| Status Quo       | <ul style="list-style-type: none"> <li>No impact to tax levy</li> <li>Does not improve health and safety</li> </ul> | None             |



# Business Case for Service Level Change

**Request/Project Name:** Addition of a Property Assessment Assistant

**Department:** Corporate Services

**Division:** Financial Services

**Council Resolution (if applicable):**

## I. Executive Summary

### Overview of Proposal

This request is for a full time position for a Property Assessment Assistant. This position is required due to legislative changes made to the assessment appeal process by the Assessment Review Board. These changes have transformed assessment appeals into a legal proceeding style process which is very cumbersome. There is a very rigorous schedule of events that the Municipality is now required to adhere to and participate in at every stage in order to remain an active party to the process. The Municipality must remain an active party in order to protect the municipal assessment base.

Also, over the last couple of reassessment cycles there has been an increased number of assessment appeals filed against the Municipality. Several of these appeals span multiple assessment cycles and/or years. The Municipality is also having to take a more active roll by filing appeals against properties where there have been significant assessment decreases or changes.

The Property Assessment Assistant would assist the Property Assessment Representative with maintaining the schedule of events, managing the reporting and meeting deadlines, assisting with the completion of required filing such as Statements of Responses, and setting up and maintaining a file for each property under appeal.

This position would allow the Property Assessment Representative to focus on the assessment-related needs of the Municipality as required rather than the administrative burdens of this revised program.

## II. Background

### Current Service Level

Currently the City has one Property Assessment Representative that is required to monitor and participate in the approximately 790 complaints involving 258 properties and an estimated \$4,609,444,000 in current value assessment for the years 2013 through 2019.

The legal department has been able to provide some assistance recently with these appeals but resources are limited.

### Drivers for Proposed Course of Action

The major driver for change is that the assessment appeal process has been revamped by the Assessment Review Board:

- 1) If the Municipality wishes to be a participant in assessment appeals to protect the municipal assessment base they must participate in every stage of the process
- 2) There is a legislated schedule of events for each appeal that needs to be followed. A deadline cannot be missed to remain active.
- 3) There are multiple legal documents that need to be completed and filed by the specified deadlines (such as Statement of Issues, Statement of Response, etc.)
- 4) The appeal process is now very lengthy and spans multiple years
- 5) There is a large amount of correspondence from the different parties involved in each appeal that needs to be reviewed, tracked and filed
- 6) There are mandatory meetings for staff to attend

Along with the new lengthy and cumbersome process for assessment appeals, there is also a greater volume of assessment appeals being filed.

The Municipality is also having to file appeals and be the appellant where there have been large decreases or changes in the assessed values of properties that in the Municipality's opinion were not warranted.

Assessment appeals can set precedence for multiple properties that are assessed in the same manner or are similar properties. The results can have effects on the Municipality's assessment base for multiple years and have a direct impact on the property tax revenues of the Municipality.

The addition of the Property Assessment Assistant will allow for all deadlines to be adhered to, decimation to be reviewed in detail, files to be maintained and for the Municipality to continue to be an active participant in all appeals it deems necessary in order to protect the assessment base. This new position will also allow for the Property Assessment Representative to focus their resources on review of the assessment base and on new assessment that needs to be added to the base.

## III. Recommendation

**Categorize your specific request (mark an 'X' for all that apply):**

|                                     |                                   |                                     |                                    |
|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| <input checked="" type="checkbox"/> | Change to base operating budget   | <input checked="" type="checkbox"/> | Change to base FTE allocation      |
| <input type="checkbox"/>            | Change to fees (unit price)       | <input type="checkbox"/>            | Change to revenues (volume change) |
| <input type="checkbox"/>            | Investment in project (Operating) | <input type="checkbox"/>            | Investment in project (Capital)    |



## Recommendation

Approving an additional FTE as a Property Assessment Assistant would enhance the Municipality's ability to respond to and participate in the outstanding and new assessment appeals against the assessment base of the Municipality. The benefits of this position would be reflected through a reduction in tax write-offs due to lost assessment.

It would allow the Property Assessment Representative to provide attention to protecting the assessment base through activities such as further reviews of the returned assessment roll, following through on assessment that needs to be added to the roll and the assessment factors relating to the launched appeals rather than the administrative burdens of the program.

The addition of a Property Assessment Assistant is recommended in order to increase the Municipality's ability to respond to the pressures of outstanding and new assessment appeals against properties in the Municipality, reduce overtime for the Property Assessment Representative and restore their work and home-life balance.

## How does this align with Council's Strategic Plan?

|          |   |  |
|----------|---|--|
| <b>X</b> | Asset Management and Service Excellence | Business Attraction, Development and Retention |
|          | Climate Change                          | Economic Capacity and Investment Readiness     |
|          | Housing                                 | Creating a Healthier Community                 |

Within the Asset Management and Service Excellence strategic initiative this position will assist with demonstrating innovation and cost-effective service delivery by working to reduce the potential loss of the Municipality's assessment base, minimizing the related loss of property tax revenue and by assisting with finding additional assessment through supplementary/omitted assessment which will increase property tax revenue. Both of these will assist with the long-term financial sustainability of the Municipality.

## IV. Impact Analysis

### Qualitative Implications

This position will provide a better workload balance for the Property Assessment Representative, increase confidence in the Tax Department's ability to participate in the assessment appeal process, effectively resulting in reduced tax write-offs due to assessment loss. It would ensure that the City is able to comply with all the requirements and mandated deadlines associated with assessment appeals.

### Quantifiable Implications

There will be an increase in time available for the Property Assessment Representative to focus on review of the return roll and other reviews of assessment which will result in an additional assessment being added to the roll and an increase in supplementary/omitted billings to offset any additional costs for salaries and benefits.

Salary and Benefits of \$76,840 annually

Reduction in overtime in the amount of 150 hours

Increase in supplementary/omitted property tax revenue of \$76,840 annually

## Operating Revenue - Incremental

### Detail

| Description           | Duration        | Revenue Source | 2020 \$     | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|-----------------------|-----------------|----------------|-------------|---------|---------|---------|---------|
| Supplemental Taxation | On-going        |                | \$ (66,665) |         |         |         |         |
|                       | <b>On-Going</b> |                | \$ (66,665) | \$ -    | \$ -    | \$ -    | \$ -    |
|                       | <b>One-Time</b> |                | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b>          |                 |                | \$ (66,665) | \$ -    | \$ -    | \$ -    | \$ -    |

## Operating Expenditures - Incremental

### Detail

| Description         | Duration        | Funding Source | 2020 \$     | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|---------------------|-----------------|----------------|-------------|---------|---------|---------|---------|
| Salaries & Benefits | On-going        |                | \$ 76,840   |         |         |         |         |
| Overtime            | On-going        |                | \$ (10,175) |         |         |         |         |
|                     | <b>On-Going</b> |                | \$ 66,665   | \$ -    | \$ -    | \$ -    | \$ -    |
|                     | <b>One-Time</b> |                | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b>        |                 |                | \$ 66,665   | \$ -    | \$ -    | \$ -    | \$ -    |

## FTE Table

| Position                      | Bargaining Unit | Duration         | Permanent / Part Time | 2020           | 2021           | 2022           | 2023           | 2024           |
|-------------------------------|-----------------|------------------|-----------------------|----------------|----------------|----------------|----------------|----------------|
| Property Assessment Assistant | IW              | On-going         | Permanent             | 1              |                |                |                |                |
|                               |                 | <b>Permanent</b> |                       | 1              | -              | -              | -              | -              |
|                               |                 | <b>PT Hours</b>  |                       | -              | -              | -              | -              | -              |
| <b>Net Impact</b>             |                 |                  |                       | <b>2020 \$</b> | <b>2021 \$</b> | <b>2022 \$</b> | <b>2023 \$</b> | <b>2024 \$</b> |
| <b>On-Going</b>               |                 |                  |                       | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           |
| <b>One-Time</b>               |                 |                  |                       | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           |
| <b>Total</b>                  |                 |                  |                       | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           |



### Implementation

If approved, implementation would be immediate (job posting and transfer of responsibilities) to maximize the anticipated efficiencies and expertise to compile and file the necessary filings required by the Assessment Review Board.

### Advantages/Disadvantages

| Advantages   | Disadvantages   |
|--|---|
| <ul style="list-style-type: none"> <li>• Ensure that all deadlines are adhered to regarding assessment appeals</li> <li>• Ensure the Municipality has the resources to participate in all assessment appeals</li> <li>• Mitigation of overtime costs and restore work, home-life balance for Property Assessment Representative</li> <li>• Allow resources to be allocated to the review of assessment-related matters such as review of the returned roll (ensuring accurate assessed values are assigned)</li> <li>• Allow resources to be available to follow new assessment through to the assessment base through supplementary/omitted assessment rolls (increased revenue and assessment base)</li> </ul> | <ul style="list-style-type: none"> <li>• Additional staffing costs</li> </ul> |

### V. Alternatives

#### Alternatives Considered

| Solution Options           | Advantages/Disadvantages   | Financial Impact  |
|----------------------------|--|---|
| Status Quo                 | <p>Advantages:</p> <ul style="list-style-type: none"> <li>- Should there be revisions to the legislation that streamlined the assessment appeal process, there would not be a full-time position dedicated to this work that would need to be restructured.</li> </ul> <p>Disadvantages:</p> <ul style="list-style-type: none"> <li>- higher risk of not meeting required deadlines set out by the Assessment Review Board</li> <li>- lost assessment as a result of lack of participation on the Municipality's part in assessment appeals or failure to comply with deadlines</li> <li>- continued overtime for Property Assessment Representative</li> <li>- continued pressures on the Legal staff to assist the Property Assessment Representative</li> </ul> | \$ -  |
| Contracting to third party | <p>Advantages:</p> <ul style="list-style-type: none"> <li>- reduced overtime for the Property Assessment Representative</li> <li>- reduced pressure on the Legal staff to assist with process</li> </ul> <p>Disadvantages:</p> <ul style="list-style-type: none"> <li>- very costly for these types of services</li> <li>- lack of direct Municipal involvement</li> <li>- increased pressure for Municipal staff to review/correct work completed by third party</li> </ul>   | Hourly rates are between \$125.00 to \$275.00 per hour therefore at 70 hrs. bi-weekly at \$150.00/hr. - \$273,000 |



## Business Case for Service Level Change

**Request/Project Name:** Addition of a Tool Crib Operator

**Department:** Growth and Infrastructure

**Division:** Linear Infrastructure Services

**Council Resolution (if applicable):**

### I. Executive Summary

#### Overview of Proposal

Historically, Fleet Services staffed a position in the Tool Crib at the Frobisher depot. The role of the tool crib operator includes servicing equipment as well as distribution of tools/equipment required by staff to complete their work assignment. Several years ago this position was re-allocated within Fleet Services, leaving the staff without a designated individual to complete the work. The consequences of the change included tools no longer being serviced properly and crew preparation time increased (since they now had to do some basic functions - i.e. fueling, reporting damaged tools). This change resulted in City staff renting more equipment at a significant increased cost to the division. In 2017 we commenced a pilot project to re-introduce the tool crib person. This approach has allowed us to once again service our existing equipment properly and ensure our employees aren't required to sort through broken tools and make arrangements with the rental shops. The ultimate result of this approach is staff will be able to focus their attention on completing their work activity in the most effective/efficient manner possible.

### II. Background

#### Current Service Level

Currently the department is using temporary hours to perform the function, but it is not sustainable over the long term. These hours are being diverted from planned maintenance work and it has an incremental impact on all work activities involving the use of small tools. If we are successful with this business case, the maintenance and repair of tools will be completed more efficiently resulting in less time to deploy the crews from the depot at the beginning of their shift. Furthermore, contracting in this service will result in our budget being spent more effectively by using and repairing our own tools rather than renting them.

#### Drivers for Proposed Course of Action

Having a Tool Crib Operator will result in a more cost effective approach to service delivery (own tools vs rental tools). Additionally, the Tool Crib Operator will ensure that all the tools required to complete the various work orders are maintained and repaired so as to minimize the amount of time loss securing tools at the beginning of each shift. The Tool Crib Operator will also be expected to store tools in the proper manner so staff can easily access the tools safely. The main reason for implementing this position is it will ensure staff are working with tools that are safe to operate because they have been maintained properly. There were barriers in employees exchanging rentals or trying to arrange repairs which sometimes left them working with poorly serviced equipment.

### III. Recommendation

#### Categorize your specific request (mark an 'X' for all that apply):

|   |   |
|---|---|
| <input checked="" type="checkbox"/> Change to base operating budget | <input checked="" type="checkbox"/> Change to base FTE allocation |
| <input type="checkbox"/> Change to fees (unit price)                | <input type="checkbox"/> Change to revenues (volume change)       |
| <input type="checkbox"/> Investment in project (Operating)          | <input type="checkbox"/> Investment in project (Capital)          |

#### Recommendation

The recommended change will allow us to hire a tool crib operator who will ensure all of our tools are cleaned/maintained/stored properly thereby resulting in a more efficient use of staff time who need to secure their tools at the beginning of each shift. Furthermore, properly maintained tools allow staff to deliver their work in a safe/efficient manner. Contracting in this service will allow staff to establish a tool crib with the required tools for completing the various work assignments thereby saving us rental costs as well as loss time renting tools from external vendors.

#### How does this align with Council's Strategic Plan?

|   |  |
|---|--|
| <input checked="" type="checkbox"/> Asset Management and Service Excellence | Business Attraction, Development and Retention |
| <input type="checkbox"/> Climate Change                                     | Economic Capacity and Investment Readiness     |
| <input type="checkbox"/> Housing  | Creating a Healthier Community                 |

This budget enhancement will line up well with the Asset Management and Service Excellence metric in the 2019-2027 Strategic Plan. The specific initiative is to improve our ability to effectively/efficiently deliver linear water and sewer maintenance services across our community. Having properly maintained tools is an integral part of ensuring the work is completed to the highest possible quality standard.



#### IV. Impact Analysis

##### Qualitative Implications

Introducing a full time tool crib operator will ensure Distribution and Collection maintenance services involving the use of small tools are delivered as efficiently as possible. Additionally, the employee feedback survey indicated that employees wanted to have the right tools for their jobs which was made difficult when the original tool crib position (Fleet) was eliminated.

##### Quantifiable Implications

Operating Base budget increase to provide for salary and benefits of 1 FTE. If approved, the additional permanent operating costs would be offset by a corresponding reduction in the contribution to water and wastewater capital to maintain the proposed overall water wastewater increase to 4.8% as identified in the most recent Water Wastewater Long Term Financial Plan.

##### Operating Revenue - Incremental

###### Detail

| Description  | Duration | Revenue Source | 2020 \$ | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------|----------|----------------|---------|---------|---------|---------|---------|
|              |          |                |         |         |         |         |         |
|              | On-Going |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
|              | One-Time |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b> |          |                | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |

##### Operating Expenditures - Incremental

###### Detail

| Description             | Duration | Funding Source | 2020 \$     | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|-------------------------|----------|----------------|-------------|---------|---------|---------|---------|
| Salaries & Benefits     | On-going | User Fees      | \$ 80,640   |         |         |         |         |
| Contribution to Capital | On-going | User Fees      | \$ (80,640) |         |         |         |         |
|                         | On-Going |                | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    |
|                         | One-Time |                | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b>            |          |                | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    |

##### Impact to Capital

This business case represents a reduction in capital spending to create efficiencies in the use of small tools. Wastewater capital projects in the amount of \$100,000 related to Sanitary Sewers Lateral Rehabilitation budgeted for 2020 will be reduced by \$40,320 if this business case is approved. Similarly, Water capital projects in the amount of \$100,000 related to Water Service Repairs budgeted for 2020 will be reduced by \$40,320. The effect will be to defer some of the planned work into future budget years.

##### FTE Table

| Position           | Bargaining Unit | Duration  | Permanent / Part Time | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------------------|-----------------|-----------|-----------------------|------|------|------|------|------|
| Tool Crib Operator | OW              | On-going  | Permanent             | 1    |      |      |      |      |
|                    |                 | Permanent |                       | 1    | -    | -    | -    | -    |
|                    |                 | PT Hours  |                       | -    | -    | -    | -    | -    |

| Net Impact   | 2020 \$ | 2021 \$ | 2022 \$ | 2023 \$ | 2024 \$ |
|--------------|---------|---------|---------|---------|---------|
| On-Going     | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
| One-Time     | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
| <b>Total</b> | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |



## Implementation

If successful, staff will move to post the permanent position at the beginning of 2020. It is expected that we will be successful with this recruitment and expect to have the employee in their position in the first quarter of 2020. There are no specific assumptions, constraints or dependencies with this business case. There is a possible synergy with the management of tools for roads maintenance as well as other areas if implemented.

## Advantages/Disadvantages

| Advantages   | Disadvantages   |
|--|---|
| <ul style="list-style-type: none"><li>Tools readily available for staff</li><li>Tools properly maintained</li><li>More cost effective to own some tools and limit rentals to specialty tools</li></ul> | <ul style="list-style-type: none"><li>Increased cost to the water rate or reduction in capital spending</li></ul> |

## V. Alternatives

### Alternatives Considered

| Solution Options | Advantages/Disadvantages   | Financial Impact |
|------------------|--|------------------|
| Status Quo       | Advantages: less expensive than contracting out equipment rental<br>Disadvantages: Language in the CBA limits our ability to continue with a limited posting for this position resulting in higher tool rental costs, increased lost operating time which limits our ability to deliver services in a timely manner thereby impacting customer services expectations, reallocation of hours normally reserved for planned maintenance work | None             |