

CITY COUNCIL AGENDA

City Council Meeting
Tuesday, February 9, 2016
Tom Davies Square

*Revised

6:00 p.m. OPEN SESSION, COUNCIL CHAMBER

Council and Committee Meetings are accessible. For more information regarding accessibility, please call 3-1-1 or email clerks@greatersudbury.ca.

MOMENT OF SILENT REFLECTION

ROLL CALL

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

MATTERS ARISING FROM COMMUNITY SERVICES COMMITTEE

JANUARY 18, 2016

Council will consider, by way of one resolution, resolutions CS2016-01 and CS2016-03 to CS2016-05, all of which are found at <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1009&itemid=rec>. Any questions regarding the resolutions should be directed to Councillor Lapierre, Chair, Community Services Committee.
(RESOLUTION PREPARED)

MATTERS ARISING FROM FINANCE AND ADMINISTRATION COMMITTEE

JANUARY 13, 2016

Council will consider, by way of one resolution, resolution FA2016-03, which can be found at <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=958&itemid=rec>. Any questions regarding the resolutions should be directed to Councillor Jakubo, Chair, Finance and Administration Committee.
(RESOLUTION PREPARED)

JANUARY 19, 2016

No resolutions emanated from this meeting. Any questions regarding the meeting should be directed to Councillor Jakubo, Chair, Finance and Administration Committee.

JANUARY 27, 2016

Council will consider, by way of one resolution, Finance and Administration Committee resolutions, which will be posted online following the meeting. Any questions regarding these resolutions should be directed to Councillor Jakubo, Chair, Finance and Administration Committee.
(RESOLUTION PREPARED)

JANUARY 28, 2016

Council will consider, by way of one resolution, Finance and Administration Committee resolutions, which will be posted online following the meeting. Any questions regarding these resolutions should be directed to Councillor Jakubo, Chair, Finance and Administration Committee.
(RESOLUTION PREPARED)

FEBRUARY 2, 2016

Council will consider, by way of one resolution, Finance and Administration Committee resolutions, which will be posted online following the meeting. Any questions regarding these resolutions should be directed to Councillor Jakubo, Chair, Finance and Administration Committee.

(RESOLUTION PREPARED)

FEBRUARY 3, 2016

Council will consider, by way of one resolution, Finance and Administration Committee resolutions, which will be posted online following the meeting. Any questions regarding these resolutions should be directed to Councillor Jakubo, Chair, Finance and Administration Committee.

(RESOLUTION PREPARED)

MATTERS ARISING FROM OPERATIONS COMMITTEE

JANUARY 18, 2016

Council will consider, by way of one resolution, resolutions OP2016-01 to OP2016-03, all of which are found at <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=997&itemid=rec>. Any questions regarding the resolutions should be directed to Councillor Kirwan, Chair, Operations Committee.

(RESOLUTION PREPARED)

MATTERS ARISING FROM THE PLANNING COMMITTEE

JANUARY 11, 2016

Council will consider, by way of one resolution, resolutions PL2016-01 and PL2016-03 to PL2016-07 and PL2016-09 to PL2016-13 all of which are found at: <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=867&itemid=rec>. Any questions regarding these resolutions should be directed to Councillor Cormier, Chair, Planning Committee.

(RESOLUTION PREPARED)

CONSENT AGENDA

(RESOLUTION PREPARED adopting, approving or receiving Items C-1 to C-8 contained in the Consent Agenda.)

(For the purpose of convenience and for expediting meetings, matters of business of repetitive or routine nature are included in the Consent Agenda, and all such matters of business contained in the Consent Agenda are voted on collectively.

A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Councillor. In the case of a separate vote, the excluded matter of business is severed from the Consent Agenda, and only the

remaining matters of business contained in the Consent Agenda are voted on collectively.

Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.)

MINUTES

- | | | |
|------|--|----------------|
| C-1. | Planning Committee Minutes of January 11, 2016 (RESOLUTION PREPARED - MINUTES ADOPTED) | 17 - 25 |
| C-2. | City Council Minutes of January 12, 2016 (RESOLUTION PREPARED - MINUTES ADOPTED) | 26 - 36 |
| C-3. | Finance and Administration Committee Minutes of January 13, 2016 (RESOLUTION PREPARED - MINUTES ADOPTED) | 37 - 41 |
| C-4. | Finance and Administration Committee Minutes of January 19, 2016 (RESOLUTION PREPARED - MINUTES ADOPTED) | 42 - 46 |
| C-5. | Operations Committee Minutes of January 18, 2016 (RESOLUTION PREPARED - MINUTES ADOPTED) | 47 - 52 |
| C-6. | Community Services Committee Minutes of January 18, 2016 (RESOLUTION PREPARED - MINUTES ADOPTED) | 53 - 57 |
| C-7. | Special Council Minutes, January 20, 2016 (RESOLUTION PREPARED - MINUTES ADOPTED) | 58 - 60 |

ROUTINE MANAGEMENT REPORTS

- | | | |
|------|---|----------------|
| C-8. | Report dated January 25, 2016 from the Acting Chief Administrative Officer regarding 2016 Market Vendor Fees. (RESOLUTION PREPARED) (This report will outline the 2016 Market Vendor Fee structure developed and recommended by the Downtown Market Working Group advisory panel and will request Council's approval for an amendment to the 2016 User Fee Bylaw to have the fees included.) | 61 - 66 |
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REGULAR AGENDA

MANAGERS' REPORTS

- | | | |
|------|---|-----------------|
| R-1. | Report dated January 27, 2016 from the Executive Director, Administrative Services/City Clerk regarding Animal Control Contract. (RESOLUTION PREPARED) (Council will be asked to make three fundamental decisions about the future direction of Animal Control based on the report from Matrix Consulting entitled "Evaluation of the City of Greater Sudbury's Animal Control Services".) | 67 - 151 |
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BY-LAWS

Draft by-laws are available for viewing by members of the public in the Clerk's Services Department on the day of the meeting. Approved by-laws are publically posted with the meeting agenda on the day after passage.

The following By-Laws will be read and passed:

- 2016-24 A By-Law of the City of Greater Sudbury to Confirm the Proceedings of Council at Its Meeting of January 26th, 2016
- 2016-25 A By-law of the City of Greater Sudbury to Authorize the Purchase of an Easement and Part of 555 Barry Downe Road, Sudbury Described as Part of PIN 02132-0416 (LT) from Barry Downe 555 Inc.
- Planning Committee Recommendation #PL2016-03
- (This by-law authorizes the purchase of part of 555 Barry Downe Road, Sudbury, for municipal purposes as part of future road widening on Barry Downe Road, Sudbury and acquisition of a relocated hydro easement.)
- 2016-26P A By-Law of the City of Greater Sudbury to Adopt Plan Amendment No. 65 to the Official Plan for the City of Greater Sudbury
- Planning Committee Recommendation #PL2015-221
- (The proposed amendment is a site-specific amendment to provide an exception from the policies of Section 5.2.2 of the Official Plan (Rural and Waterfront Lot Creation) related to the minimum public road frontage required for a non-waterfront rural lot – Normand Clement, Highway 69 & Gravel Drive, Hanmer.)
- 2016-27Z A By-Law of the City of Greater Sudbury to Amend By-Law 2010-100Z being the Comprehensive Zoning By-Law for the City of Greater Sudbury
- Planning Committee Recommendation #PL2016-07
- (This by-law changes the zoning classification from "C2(28)", General Commercial Special to a revised "C2(28)", General Commercial Special to remove an automotive dealership as a permitted use and to add a hotel or a multiple dwelling as permitted uses on the subject lands - 7200129 Canada Inc., 5980 Highway 69 North, Hanmer.)
- 2016-28 A By-Law of the City of Greater Sudbury to Amend By-law 2015-266 being a By-Law to Establish Miscellaneous User Fees for Certain Services provided by the City of Greater Sudbury
- (This by-law amends the User Fee By-law to effect changes of a housekeeping nature to the Schedules for Ice User Charges, Community Halls/Meeting rooms/Arena Floors and Infrastructure General, implement Film Permit fees and amend the Transit Schedule.)
- 2016-29 A By-Law of the City of Greater Sudbury to Authorize an Agreement with the Sudbury Wolves Hockey Club Limited to Amend the Arena Operating Agreement
- (This agreement will amend the concession fees in accordance with By-law 2008-211 and will add clarity to the annual adjustment pursuant to Consumer Price Index of the rates under the Arena Operating Agreement.)

MOTIONS

M-1. Optimization of Fire and Emergency Medical Services

MOTION FOR RECONSIDERATION

As presented by Councillor Lapierre,

WHEREAS the Community Services Committee, by way of Recommendation CS2015-17, as ratified by Council Resolution CC2015-291 directed staff to bring a report back to a Community Services Committee meeting in the spring of 2016 regarding the optimization of fire services, stations and man power/service levels;

AND WHEREAS Emergency Medical Services (EMS) shares space in 10 of the 24 fire stations and as a result EMS should be included in the optimization review;

THEREFORE BE IT RESOLVED that Recommendation CS2015-17 as ratified by Resolution CC2015-291 be reconsidered.

M-2. Should Item M-1 be carried by two-thirds majority, the following Motion will be presented

As presented by Councillor Lapierre,

WHEREAS the Community Services Committee, by way of Recommendation CS2015-17, as ratified by Council Resolution CC2015-291 directed staff to bring a report back to a Community Services Committee meeting in the spring of 2016 regarding the optimization of fire services, stations and man power/service levels;

AND WHEREAS Emergency Medical Services (EMS) shares space in 10 of the 24 fire stations and as a result EMS should be included in the optimization review;

AND WHEREAS the Emergency Services Tactical Plan adopted by Council in 2014 will lead to a more efficient and effective service for the citizens of the City of Greater Sudbury;

THEREFORE BE IT RESOLVED that the Community Services Recommendation CS2015-17 be amended to read as follows:

“That the City of Greater Sudbury direct staff to bring a report back to a Community Services Committee meeting in the spring of 2016 regarding the optimization of Fire and Emergency Medical Services, stations and man power / service levels, in line with the Emergency Services Tactical Plan adopted by Council in 2014;”

M-3. Beech Street Parking

As presented by Councillor Landry-Altmann,

WHEREAS, the Finance and Administration Committee, by way of Recommendation FA2015-63, as ratified by Council Resolution CC2015-403 removed the two hour free parking from the Beech Street Lot;

AND WHEREAS new information is now available regarding the history of the 2 hour free parking program and the impact to users of the Beech Street parking lot and downtown businesses;

THEREFORE BE IT RESOLVED that Recommendation FA2015-63 as ratified by Resolution CC2015-403 be reconsidered.

M-4. Should Item M-3 be carried by two-thirds majority, the following Motion will be presented

As presented by Councillor Landry-Altmann,

WHEREAS the Finance and Administration Committee, by way of Recommendation FA2015-63, as ratified by Council Resolution CC2015-403 removed the two hour free parking from the Beech Street Lot;

AND WHEREAS new information is now available regarding the history of the 2 hour free parking program and the impact to users of the Beech Street parking lot and downtown businesses;

AND WHEREAS the goal of the 2 hour free parking program was to reduce the negative perception of parking Downtown and encourage people to shop downtown;

AND WHEREAS the Energy Court parking lot at which the 2 hour free parking is to be maintained is not as close in proximity to the downtown core as is the Beech Street parking lot;

AND WHEREAS the Downtown Master Plan “presents a series of recommendations to reinforce the Downtown’s role as the biggest, brightest and best downtown in Northern Ontario. Strategies are presented for improving the downtown’s level of economic, cultural and retail activity, its sense of place and its role as the urban centre for the region. Indeed, The Downtown Sudbury Master Plan suggests ways in which the City of Greater Sudbury can position itself as the ‘Capital of the North’.

THEREFORE BE IT RESOLVED that the City of Greater Sudbury reinstates the 2 hour free parking program from the Beech Street Lot;

AND BE IT FURTHER RESOLVED that the City of Greater Sudbury direct staff to investigate options to increase compliance with and enforce the 2 hour free parking limit and report those findings to Council at a later date.

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

CONSEIL MUNICIPAL ORDRE DU JOUR

Réunion du Conseil municipal

9 février 2016

Place Tom Davies

*Révisé

18 h SÉANCE PUBLIQUE, SALLE DU CONSEIL

Les réunions du Conseil municipal et des comités sont accessibles. Pour obtenir plus de renseignements au sujet de l'accessibilité, veuillez composer le 3-1-1 ou faire parvenir un courriel à l'adresse clerks@grandsudbury.ca.

MOMENT DE SILENCE

APPEL NOMINAL

DÉCLARATION D'INTÉRÊTS PÉCUNIAIRES ET LEUR NATURE GÉNÉRALES

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DES SERVICES COMMUNAUTAIRES

18 JANVIER, 2016

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions CS2016-01 et CS2016-03 à CS2016-05, qui se trouve à <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1009&itemid=rec>. Toute question concernant ces résolutions devrait être adressée au Conseiller Lapierre, président du Comité des services communautaires.
(RÉSOLUTION PRÉPARÉE)

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DES FINANCES ET DE L'ADMINISTRATION

13 JANVIER, 2016

Le Conseil municipal étudiera, par voie d'une résolution, résolution FA2016-03, qui se trouve à <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=958&itemid=rec>. Toute question concernant la résolution devrait être adressée au Conseiller Jakubo, président du Comité des finances et de l'administration.
(RÉSOLUTION PRÉPARÉE)

19 JANVIER, 2016

Aucune résolution ne découle de cette réunion. Toute questions au sujet de la reunion devrait être adressée au Conseiller Jakubo, président du Comité des finances et de l'administration.

27 JANVIER, 2016

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions du Comité des finances et de l'administration qui seront affichées après la réunion. Toute question concernant ces résolutions devrait être adressée au Conseiller Jakubo, président du Comité des finances et de l'administration.
(RÉSOLUTION PRÉPARÉE)

28 JANVIER, 2016

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions du Comité des finances et de l'administration qui seront affichées après la réunion. Toute question concernant ces résolutions devrait être adressée au Conseiller Jakubo, président du Comité des finances et de l'administration.
(RÉSOLUTION PRÉPARÉE)

2 FEVRIER, 2016

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions du Comité des finances et de l'administration qui seront affichées après la réunion. Toute question concernant ces résolutions devrait être adressée au Conseiller Jakubo, président du Comité des finances et de l'administration.

(RÉSOLUTION PRÉPARÉE)

3 FEVRIER, 2016

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions du Comité des finances et de l'administration qui seront affichées après la réunion. Toute question concernant ces résolutions devrait être adressée au Conseiller Jakubo, président du Comité des finances et de l'administration.

(RÉSOLUTION PRÉPARÉE)

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DES OPÉRATIONS

18 JANVIER, 2016

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions OP2016-01 à OP2016-03, qui se trouve à <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=997&itemid=rec>. Toute question concernant ces résolutions devrait être adressée au Conseiller Kirwan, président du Comité des opérations.

(RÉSOLUTION PRÉPARÉE)

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DE LA PLANIFICATION

11 JANVIER 2016

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions PL2016-01 et PL2016-03 et PL2016-07 et PL2016-09 et PL2016-13 qui se trouvent toutes à : <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=868&itemid=rec>. Toute question concernant ces résolutions devrait être adressée au Conseiller Cormier, président du Comité de la planification.

(RÉSOLUTION PRÉPARÉ)

Order du jour des résolutions

(RÉSOLUTION PRÉPARÉE adoptant des résolutions pour les articles de l'ordre du jour des résolutions)

(Par souci de commodité et pour accélérer le déroulement des réunions, les questions d'affaires répétitives ou routinières sont incluses à l'ordre du jour des résolutions, et on vote collectivement pour toutes les questions de ce genre.

À la demande d'un conseiller, on pourra traiter isolément d'une question d'affaires de l'ordre du jour des résolutions par voie de débat ou par vote séparé. Dans le cas d'un vote séparé, la question d'affaires isolée est retirée de l'ordre du jour des résolutions et on ne vote collectivement qu'au sujet des questions à l'ordre du jour des résolutions.

Toutes les questions d'affaires à l'ordre du jour des résolutions sont inscrites séparément au procès-verbal de la réunion.)

PROCÈS-VERBAUX

- | | |
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| C-1. Comité de la planification, procès-verbal de la réunion tenue le 11 janvier 2016 (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 17 - 25 |
| C-2. Réunion du Conseil municipal, procès-verbal de la réunion tenue le 12 janvier 2016 (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 26 - 36 |
| C-3. Comité des finances et de l'administration, procès-verbal de la réunion tenue le 13 janvier 2016 (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 37 - 41 |
| C-4. Comité des finances et de l'administration, procès-verbal de la réunion tenue le 19 janvier 2016 (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 42 - 46 |
| C-5. Comité des opérations, procès-verbal de la réunion tenue le 18 janvier 2016 (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 47 - 52 |
| C-6. Comité des services communautaires, procès-verbal de la réunion tenue le 18 janvier 2016 (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 53 - 57 |
| C-7. Réunion extraordinaire du Conseil municipal, procès-verbal de la réunion tenue le 20 janvier, 2016 (RÉSOLUTION PRÉPARÉE - PROCÈS-VERBAL ADOPTÉ) | 58 - 60 |

RAPPORTS DE GESTION COURANTS

- | | |
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| C-8. Rapport Administrateur en chef intérimaire, daté du 25 janvier 2016 portant sur Barème des droits pour les marchands du Marché 2016. (RÉSOLUTION PRÉPARÉE) (Ce rapport décrit le barème des droits pour les marchands du Marché 2016 élaboré et recommandé par le groupe de travail consultatif sur le Marché du centre-ville et il demande l'approbation du Conseil municipal en vue d'une modification du règlement municipal des frais d'utilisation 2016 pour y inclure ces droits.) | 61 - 66 |
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Ordre du jour régulier

RAPPORTS DES GESTIONNAIRES

- | | |
|--|-----------------|
| R-1. Rapport de la directrice exécutive des Services administratifs / greffière municipale, daté du 27 janvier 2016 portant sur Contrat sur le contrôle des animaux. (RÉSOLUTION PRÉPARÉE) (On demandera au Conseil municipal de prendre trois décisions fondamentales au sujet de l'orientation à venir du Contrôle des animaux en se fondant sur le rapport intitulé « Evaluation of the City of Greater Sudbury's Animal Control Services » [évaluation des services de contrôle des animaux de la Ville du Grand Sudbury] de la société Matrix Consulting.) | 67 - 151 |
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RÈGLEMENTS

Les membres du public peuvent consulter les projets de règlement municipal au Bureau de la greffière municipale le jour de la réunion. Les règlements municipaux approuvés sont affichés publiquement avec l'ordre du jour de la réunion le lendemain de leur adoption.

Les règlements suivants seront lus et adoptés :

- 2016-24 Règlement de la Ville du Grand Sudbury pour confirmer les délibérations du Conseil municipal lors de sa réunion tenue le 26 janvier 2016
- 2016-25 Règlement de la Ville du Grand Sudbury autorisant l'achat d'une servitude et d'une partie du terrain situé au 555, chemin Barry Downe, à Sudbury, décrit comme étant une partie de la parcelle numéro 02132-0416 (LT), à la société Barry Downe 555 Inc.
- Recommandation du Comité de planification numéro PL2016-03
- (Ce règlement municipal autorise l'achat du terrain situé au 555, chemin Barry Downe, à Sudbury, à des fins municipales, dans le cadre d'un élargissement futur de la route sur le chemin Barry Downe, à Sudbury, et l'acquisition d'une servitude d'Hydro démenagée.)
- 2016-26P Règlement de la Ville du Grand Sudbury adoptant la modification du Plan Officiel no 65 pour la Ville du Grand Sudbury
- Recommandation du Comité de planification numéro PL2015-221
- (La modification proposée est propre à l'emplacement pour prévoir une exception aux politiques de la section 5.2.2 du Plan officiel (création de lots ruraux et riverains) liée à la façade minimale donnant sur une route publique requise pour un lot rural non riverain – Normand Clément, intersection de la route 69 et de la promenade Gravel, à Hanmer.)
- 2016-27Z Règlement de la Ville du Grand Sudbury modifiant le règlement 2010-100Z étant le règlement général sur le zonage de la Ville du Grand Sudbury
- Recommandation du Comité de planification numéro PL2016-07
- (Ce règlement municipal modifie le classement de zonage de « C2(28) », zone commerciale générale spéciale, à un classement révisé de « C2(28) », zone commerciale générale spéciale, pour retirer une concession d'automobiles comme utilisation permise et pour ajouter un hôtel ou un immeuble d'habitation comme utilisations permises sur les terres en question - 7200129 Canada Inc., 5980, route 69 Nord, à Hanmer.)
- 2016-28 Règlement de la Ville du Grand Sudbury modifiant le règlement 2015-266 étant un règlement établissant divers frais d'utilisation pour certains services fournis par la Ville du Grand Sudbury
- (Ce règlement municipal modifie le règlement municipal sur les frais d'utilisation pour apporter des modifications de nature administrative aux annexes des frais d'utilisation des patinoires, des salles communautaires, salles de réunion et planchers d'arène et d'infrastructure générale, pour mettre en œuvre des frais de permis de film et pour modifier l'annexe du Transit.)
- 2016-29 Règlement de la Ville du Grand Sudbury autorisant une entente avec The Sudbury Wolves Hockey Club Limited pour modifier l'entente d'exploitation de l'arène

MOTION

M-1. Optimisation des Services d'incendie et des Services médicaux d'urgence

MOTION DE RÉEXAMEN

Présentée par le conseiller municipal Lapierre,

ATTENDU QUE le Comité des services communautaires, par l'entremise de la recommandation CS2015-17, ratifiée par la résolution du Conseil municipal CC2015-291, a demandé au personnel de présenter un rapport lors d'une réunion du Comité des services communautaires au printemps 2016 au sujet de l'optimisation des Services d'incendie, des casernes et des postes de pompiers et des niveaux de dotation en personnel et de services;

ATTENDU QUE les Services médicaux d'urgence (SMU) partagent des locaux dans 10 des 24 postes de pompiers et que, par conséquent, les SMU devraient faire partie de l'examen d'optimisation;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la recommandation CS2015-17, ratifiée par la résolution du Conseil municipal CC2015-291 soit réexaminée.

M-2. Si le point M-1 est adopté par une majorité des deux tiers des voix, la motion suivante sera présentée :

As presented by Councillor Lapierre,

ATTENDU QUE le Comité des services communautaires, par l'entremise de la recommandation CS2015-17, ratifiée par la résolution du Conseil municipal CC2015-291, a demandé au personnel de présenter un rapport lors d'une réunion du Comité des services communautaires au printemps 2016 au sujet de l'optimisation des Services d'incendie, des casernes et des postes de pompiers et des niveaux de dotation en personnel et de services;

ATTENDU QUE les Services médicaux d'urgence (SMU) partagent des locaux dans 10 des 24 postes de pompiers et que, par conséquent, les SMU devraient faire partie de l'examen d'optimisation;

ATTENDU QUE le Plan tactique des Services d'urgence adopté par le Conseil municipal en 2014 entraînera un service plus efficace pour les citoyens de la Ville du Grand Sudbury;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la recommandation CS2015-17 du Comité des services communautaires soit modifiée comme suit : « Que la Ville du Grand Sudbury demande au personnel de présenter un rapport lors d'une réunion du Comité des services communautaires au printemps 2016 au sujet de l'optimisation des Services d'incendie et des Services médicaux d'urgence, des casernes et des postes de pompiers et des niveaux de dotation en personnel et de services, dans le sens du Plan tactique des Services d'urgence adopté par le Conseil municipal en 2014. »

M-3. Parc de stationnement de la rue Beech

Motion présentée par la conseillère municipale Landry-Altmann

ATTENDU QUE le Comité des finances et de l'administration, par l'entremise de la recommandation FA2015-63, ratifiée par la résolution du Conseil municipal CC2015-403, a enlevé le stationnement gratuit pendant deux heures dans le parc de stationnement de la rue Beech;

ATTENDU QUE de nouveaux renseignements sont maintenant connus au sujet de l'historique du programme de stationnement gratuit pendant 2 heures et de l'impact sur les utilisateurs du parc de stationnement de la rue Beech et sur les entreprises et commerces du centre-ville;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la recommandation FA2015-63, ratifiée par la résolution du Conseil municipal CC2015-403, soit réexaminée.

M-4. Si la motion précédente est adoptée par une majorité des deux tiers des voix, la motion suivante sera examinée :

Motion présentée par la conseillère municipale Landry-Altmann

ATTENDU QUE le Comité des finances et de l'administration, par l'entremise de la recommandation FA2015-63, ratifiée par la résolution du Conseil municipal CC2015-403 a enlevé le stationnement gratuit pendant deux heures dans le parc de stationnement de la rue Beech;

ATTENDU QUE de nouveaux renseignements sont maintenant connus au sujet de l'historique du programme de stationnement gratuit pendant 2 heures et de l'impact sur les utilisateurs du parc de stationnement de la rue Beech et sur les entreprises et commerces du centre-ville;

ATTENDU QUE le programme de stationnement gratuit pendant 2 heures avait pour but de réduire la perception négative du stationnement au centre-ville et d'encourager les gens à magasiner au centre-ville;

ATTENDU QUE le parc de stationnement de la cour Energy, où le stationnement gratuit pendant 2 heures doit être maintenu, n'est pas aussi près du cœur du centre-ville que l'est celui de la rue Beech;

ATTENDU QUE le Plan directeur du centre-ville « présente une série de recommandations visant à raffermir son rôle à titre du meilleur, du plus grand et du plus prometteur centre urbain du Nord de l'Ontario. On y traite de stratégies d'amélioration sur le plan économique, culturel et du commerce de détail, du sentiment d'appartenance et de son rôle en tant que centre urbain de la région. En fait, le document propose des façons qui permettraient à la Ville du Grand Sudbury de se positionner à titre de "capitale du Nord" ».

ADDENDA

PÉTITIONS CIVIQUES

PÉRIODE DE QUESTIONS ET ANNONCES

AVIS DE MOTIONS

LEVÉE DE LA SÉANCE

Presented To: City Council

Presented: Tuesday, Feb 09, 2016

Type: Minutes

Minutes

Planning Committee Minutes of January 11, 2016

Resolution

THAT the City of Greater Sudbury adopts the Planning Committee Minutes of January 11, 2016.

Signed By

No signatures or approvals were recorded for this report.

**MEETING OF THE PLANNING COMMITTEE
OF THE CITY OF GREATER SUDBURY**

**Council Chamber
Tom Davies Square**

**Monday, January 11, 2016
Commencement: 4:18 p.m.**

DEPUTY CLERK TANYA THOMPSON IN THE CHAIR

Present

Councillors McIntosh, Cormier, Reynolds, Dutrisac (A 4:26)

City Officials

Daniel Braney, Director of Asset Services; Jason Ferrigan, Director of Planning; David Shelsted, Director of Roads & Transportation Services (D 4:32); Keith Forrester, Real Estate Coordinator; Tanya Thompson, Deputy City Clerk

**Declarations of
Pecuniary Interest**

None declared.

Rules of Procedure

The Committee, by a two-thirds majority, agreed to dispense with the Rules of Procedure, to alter the order of the Agenda and deal with the Appointment of the Committee Chair and Vice-Chair of the Planning Committee.

APPOINTMENT OF CHAIR AND VICE CHAIR – PLANNING COMMITTEE

**Item 1
Appointment of
Committee Chair
and Vice-Chair**

Report dated December 17, 2015 was received from the Executive Director, Administrative Services/City Clerk regarding the appointment of Planning Committee Chair and Vice-Chair.

Nominations were held for the position of **Committee Chair**.

NOMINATOR

Councillor McIntosh

NOMINEE

Councillor Cormier

Nominations were held for the position of **Committee Vice-Chair**.

NOMINATOR

Councillor McIntosh

NOMINEE

Councillor Reynolds

Nominations were closed.

The following recommendation was presented:

PL2016-01 Cormier/Reynolds: THAT the City of Greater Sudbury appoints Councillor Cormier as Chair and Councillor Reynolds as Vice-Chair of the Planning Committee for the term ending December 31, 2016.

CARRIED

COUNCILLOR LYNNE REYNOLDS IN THE CHAIR

Closed Session

PL2016-02 Cormier/Reynolds: THAT the Planning Committee meet in Closed Session to deal with three (3) Proposed or Pending Acquisition or Disposition of Land Matters:

- Purchase of Land, Barry Downe Road, Sudbury;
- Sale of Vacant Land, Westview Crescent, Lively; and,
- Sale of Vacant Land, Robinson Drive, Sudbury

in accordance with the Municipal Act, 2001, s.239(2).

CARRIED

Recess

At 4:35 p.m. the Planning Committee recessed.

Reconvene

At 5:30 p.m. the Planning Committee reconvened.

COUNCILLOR FERN CORMIER IN THE CHAIR

Present

Councillors Dutrisac, McIntosh, Reynolds, Cormier

City Officials

Jason Ferrigan, Director of Planning Services; Eric Taylor, Manager of Development Approvals; Robert Webb, Supervisor of Development Engineering; David Shelsted, Director of Roads & Transportation Services; Alex Singbush, Senior Planner; Tanya Thompson, Deputy City Clerk; Janet Tulloch, Freedom of Information Coordinator; Jody Lamarche, Vital Statistics Assistant; Lisa Locken, Clerk's Services Assistant

Declaration of Pecuniary Interest and the General Nature Thereof

None Declared

MATTERS ARISING FROM THE CLOSED SESSION

Rise and Report

Councillor Reynolds reported the Committee met in closed session to deal with three (3) proposed or pending acquisition or disposition of land matters and the following recommendations emanated therefrom:

Purchase of Land, Barry Downe Road, Sudbury

PL2016-03 Reynolds/Cormier: THAT the City of Greater Sudbury authorizes the purchase of land and that the acquisition of an easement over parts of 555 Barry Downe Road, Sudbury, legally described as PIN 02132-0416(LT), formerly Parcel 41638 S.E.S., Township of Mckim, City of Greater Sudbury;

AND THAT a by-law be presented authorizing the purchase and execution of the documents required to complete the real estate transaction;

Purchase of Land,
Barry Downe Road,
Sudbury (Cont'd)

AND THAT the acquisition be funded from Roads Projects – Property Acquisitions account.

CARRIED

Sale of Vacant Land,
Westview Crescent,
Lively

PL2016-04 Reynolds/Cormier: THAT the City of Greater Sudbury authorizes the sale of vacant land on Westview Crescent, Lively, legally described as part of PIN 73375-0511(LT), being Part 1 on Plan 53R-19592, Township of Waters;

AND THAT a by-law be presented authorizing the execution of the documents required to complete the real estate transaction;

AND THAT the net proceeds of the sale be credited to the Land Acquisition Reserve Fund.

CARRIED

Sale of Vacant Land,
Robinson Drive,
Sudbury

PL2016-05 Cormier/Reynolds: THAT the City of Greater Sudbury authorizes the sale of vacant land on Robinson Drive, legally described as part of PIN 73597-0195(LT), being Parts 5 and 6 on Plan 53R-20112, Township of McKim.

AND THAT the City of Greater Sudbury authorizes the sale of vacant land on Robinson Drive, Sudbury, legally described as part of PIN 73597-0195(LT), being Parts 7 and 8 on Plan 53R-20112, Township of McKim;

AND THAT by-laws be presented authorizing the execution of the documents required to complete the real estate transaction;

AND THAT the net proceeds of the sale be credited to the Land Acquisition Reserve Fund.

CARRIED

PUBLIC HEARINGS

JAMES & NELLIE LANGDON – APPLICATION FOR REZONING IN ORDER TO PERMIT LOT ADDITIONS TO TWO (2) ABUTTING PROPERTIES, FAIRBANK NORTH ROAD, WHITEFISH

The Planning Committee meeting was adjourned and the Public Hearing was opened to deal with the following application.

Report dated December 16, 2015 was received from the General Manager of Growth & Development regarding James & Nellie Langdon – Application for rezoning in order to permit lot additions to two (2) abutting properties, Fairbank North Road, Whitefish.

Dave Dorland, D.S. Dorland Limited, agent for the applicants, was present.

Alex Singbush, Senior Planner, outlined the application to the Committee.

PUBLIC HEARINGS (CONT'D)

JAMES & NELLIE LANGDON – APPLICATION FOR REZONING IN ORDER TO PERMIT LOT ADDITIONS TO TWO (2) ABUTTING PROPERTIES, FAIRBANK NORTH ROAD, WHITEFISH (CONT'D)

Victor Bene, area resident, stated that he is neither for or against the application however would like to make a comment regarding the rezoning process. He stated that he would like to see the property owner make one application where all the land between the existing properties be zoned C so each time a resident needs to access the road they do not need to apply for rezoning and pay the fee. He advised that the road between the existing parcels of land on the lake did not exist previously and now if you need access to the road you need permission from the property owner or you need to purchase a piece of the property.

The Chair asked whether there was anyone in the audience who wished to speak in favour or against this application and seeing none:

The Public Hearing concerning this matter was closed and the Planning Committee resumed in order to discuss and vote on the application.

The following recommendation was presented:

PL2016-06 McIntosh/Dutrisac: THAT the City of Greater Sudbury approves the application by James & Nellie Langdon to amend Zoning By-law 2010-100Z by changing the zoning classification from "RU", Rural to "SLS(4)", Seasonal Limited Service (4) on those lands described Part of PIN 73366-0331, Part of Parcel 9705, Lot 8, Concession 1, Township of Fairbank subject to the following condition:

a) That prior to the enactment of the amending by-law the applicant shall provide the applicant shall provide the Planning Services Section with a copy of a registered survey of the lands to be rezoned.

YEAS: Councillors Dutrisac, McIntosh, Reynolds, Cormier

CARRIED

7200129 CANADA INC. – APPLICATION FOR REZONING IN ORDER TO PERMIT AN EIGHTEEN (18) UNIT HOTEL OR A TWELVE (12) UNIT MULTIPLE DWELLING AT 5980 HIGHWAY 69 NORTH, HANMER

The Planning Committee meeting was adjourned and the Public Hearing was opened to deal with the following application.

Report dated December 22, 2015 was received from the General Manager of Growth & Development regarding 7200129 Canada Inc. – Application for rezoning in order to permit an Eighteen (18) unit hotel or a Twelve (12) unit multiple dwelling at 5980 Highway 69 North, Hanmer.

Anne Pigeau and Chantal Giroux, agents for the applicant, were present.

PUBLIC HEARINGS (CONT'D)

7200129 CANADA INC. – APPLICATION FOR REZONING IN ORDER TO PERMIT AN EIGHTEEN (18) UNIT HOTEL OR A TWELVE (12) UNIT MULTIPLE DWELLING AT 5980 HIGHWAY 69 NORTH, HANMER (CONT'D)

Correspondence from Gerard Pilon, concerned resident, was distributed.

Alex Singbush, Senior Planner, outlined the application to the Committee.

Alex Singbush, Senior Planner, stated that the comments provided by Mr. Pilon regarding issues with drainage, fencing and screening would be addressed through the development of a Site Plan Control Agreement or proposed uses. He stated that in terms of the Official Plan, the lands are designated as a living area so the multi-family dwellings and apartments do conform and as for the hotel and motel use, the property is non-conforming and there are opportunities to adjust and change it through a number of criteria. Staff are of the opinion that the proposed use is compatible with the Official Plan through the policies that allow a non-confirming use be reused similarly. He advised that C2 zoning allows hotels and multiple dwellings. He stated in terms of parking, twelve (12) apartment units would require eighteen (18) spaces and eighteen (18) hotel rooms without other public areas would also require eighteen (18) spaces.

Ms Giroux stated that Ms. Pigeau is the representative for the applicant and she has an interest in purchasing and developing this property if the zoning is passed. She stated that Hanmer is a growing community and many events happen there such as Valley East Days, mining events, baseball and hockey tournaments and there are no modern accommodations available for visitors to Hanmer. She stated that this development would fill a void in the community and help keep visitors in the Hanmer area where they would shop and dine at local businesses. She advised that they have received positive feedback through the press, social media and existing neighbours. She also presented three photos showing the potential development.

The Chair asked whether there was anyone in the audience who wished to speak in favour or against this application and seeing none:

The Public Hearing concerning this matter was closed and the Planning Committee resumed in order to discuss and vote on the application.

The following recommendation was presented:

PL2016-07 McIntosh/Dutrisac: THAT the City of Greater Sudbury approves the application by 7200129 Canada Inc. to amend Zoning By-law 2010-100Z with respect to lands described as PIN 73503-0527, Parcel 399 S.E.S., Parts 8 to 10, Plan 53R-13371, Lot 1, Concession 3, Township of Hanmer from "C2(28)", General Commercial Special to an amended "C2(28)", General Commercial Special subject to the following condition:

- a) That the amending by-law delete the automotive dealership use and add an eighteen (18) unit hotel or a twelve (12) unit multiple dwelling to the list of permitted uses in the "C2(28)" zone.

PUBLIC HEARINGS (CONT'D)

7200129 CANADA INC. – APPLICATION FOR REZONING IN ORDER TO PERMIT AN EIGHTEEN (18) UNIT HOTEL OR A TWELVE (12) UNIT MULTIPLE DWELLING AT 5980 HIGHWAY 69 NORTH, HANMER (CONT'D)

YEAS: Councillors Dutrisac, McIntosh, Reynolds, Cormier

CARRIED

CONSENT AGENDA

**Consent Item
Pulled**

Consent Agenda Item C-1 was pulled and dealt with separately.

The following recommendation was presented:

PL2016-08 Reynolds/McIntosh: THAT The City of Greater Sudbury approves Planning Committee Consent Agenda Items C2 to C5.

CARRIED

The following are Consent Agenda Items.

ROUTINE MANAGEMENT REPORTS

Item C-1 Dalron
Construction
Limited – Request
for extension of
conditional
approval of
rezoning
application File
#751-6/13-20, Paris
Street, Sudbury

See Page 8

Item C-2
Declaration of
Surplus Land –
Part of 663
Municipal Road 24,
Lively

Report dated December 22, 2015 was received from the General Manager of Assets, Citizen and Leisure Services regarding Declaration of Surplus Land – Part of 663 Municipal Road 24, Lively.

PL2016-09 McIntosh/Reynolds: THAT the City of Greater Sudbury declares surplus to the City's needs, part of 663 Municipal Road 24, Lively, legally described as part of PIN 73377-1080(LT), being part of Lot 329, Plan M-923, Township of Waters, and offers the land for sale to the abutting owner to the north pursuant to the procedures governing the sale of limited marketability surplus land as outlined in Property By-law 2008-174, all in accordance with the report from the General Manager of Assets, Citizen and Leisure dated December 22, 2015.

CARRIED

Planning Committee (2016-01-11)

ROUTINE MANAGEMENT REPORTS (CONT'D)

Item C-3 Road Closure and Declaration of Surplus Land – Part of Lane East of Melvin Avenue, Sudbury

Report dated December 22, 2015 was received from the General Manager of Assets, Citizen and Leisure Services regarding Road Closure and Declaration of Surplus Land – Part of Lane East of Melvin Avenue, Sudbury.

PL2016-10 McIntosh/Reynolds: THAT the City of Greater Sudbury closes by by-law and declares surplus to the City's needs, part of the unopened lane east of Melvin Avenue, Sudbury, legally described as part of PIN 02130-0042(LT), part of Lots 843, 844 and 845, Plan M-100, Township of McKim, and offer the lane for sale to the abutting property owners, pursuant to the procedures governing the sale of limited marketability surplus land as outlined in Property By-law 2008-174, all in accordance with the report from the General Manager of Assets, Citizen & Leisure Services dated December 22, 2015.

CARRIED

Item C-4 Road Closure and Declaration of Surplus Land – Part of Ethel Street, Sudbury

Report dated December 22, 2015 was received from the General Manager of Assets, Citizen and Leisure Services regarding By-law Repeal, Road Closure and Declaration of Surplus Land – Part of Ethel Street, Sudbury.

PL2016-11 McIntosh/Reynolds: THAT the City of Greater Sudbury repeals By-laws 90-106 and 90-211;

AND THAT part of Ethel Street, Sudbury, legally described as part of PIN 02129-0350(LT), part of Ethel Street, Plan M-100, City of Greater Sudbury, be closed by by-law, declared surplus to the City's needs and offered for sale to the abutting owner(s) pursuant to the procedures governing the sale of limited marketability surplus land as outlined in Property By-law 2008-174, all in accordance with the report from the General Manager of Assets, Citizen and Leisure dated December 22, 2015;

AND THAT the necessary by-law or by-laws be presented.

CARRIED

Item C-5 By-law Repeal, Road Closure and Declaration of Surplus Lands, Parts of Rue Mance and Bloor Street, Sudbury

Report dated December 23, 2015 was received from the General Manager of Assets, Citizen and Leisure Services regarding By-law Repeal, Road Closure and Declaration of Surplus lands, Parts of Rue Mance and Bloor Street, Sudbury.

PL2016-12 McIntosh Reynolds: THAT the City of Greater Sudbury repeals By-law 3822;

AND THAT part of Rue Mance, Sudbury, legally described as PIN 02137-0044(LT), together with part of Bloor Street, Sudbury, legally described as PIN 02137-0133(LT), Plan 47-S, Township of McKim, City of Greater Sudbury, be closed by By-law, declared surplus to the City's needs and sold to the abutting owner pursuant to the procedures governing the sale of

ROUTINE MANAGEMENT REPORTS (CONT'D)

Item C-5 By-law
Repeal, Road
Closure and
Declaration of
Surplus Lands,
Parts of Rue
Mance and Bloor
Street, Sudbury
(cont'd)

limited marketability surplus land as outlined in Property By-law 2008-174,
all in accordance with the report from the General Manager of Assets,
Citizen and Leisure dated December 23, 2015.

CARRIED

Item C-1 Dalron
Construction
Limited – Request
for extension of
conditional
approval of
rezoning
application File
#751-6/13-20, Paris
Street, Sudbury

Report dated December 16, 2015 was received from the General Manager
of Growth & Development regarding Dalron Construction Limited – Request
for extension of conditional approval of rezoning application File # 751-6/13-
20, Paris Street, Sudbury

PL2016-13 Dutrisac/McIntosh: THAT the City of Greater Sudbury
approves the extension of rezoning application File # 751-6/13-20 by Dalron
Construction Limited on lands described as Part of PINs 73595-0370 &
73595-0051, Part of Parcel 45795 S.E.S., Part of Part 1, Plan 53R-8269,
Part 8, Plan 53R-17095 in Lot 6, Concession 1, Township of McKim for a
period of one (1) year to November 26, 2016 upon payment of Council's
processing fee of \$1,370.00 subject to the following condition:

a. That the conditions of approval as set out in Planning Committee
Recommendation PL2013-185 be amended to delete condition d
(iii).

CARRIED

Adjournment

McIntosh/Reynolds: THAT this meeting does now adjourn.
Time: 7:16 p.m.

CARRIED

Tanya Thompson, Deputy City Clerk

Presented To: City Council

Presented: Tuesday, Feb 09, 2016

Type: Minutes

Minutes

City Council Minutes of January 12, 2016

Resolution

THAT the City of Greater Sudbury adopts the City Council Minutes of January 12, 2016.

Signed By

No signatures or approvals were recorded for this report.

MEETING OF THE COUNCIL OF THE CITY OF GREATER SUDBURY

Council Chamber
Tom Davies Square

Tuesday, January 12, 2016
Commencement: 4:00 p.m.

DEPUTY MAYOR SIZER, IN THE CHAIR

Present Councillors Signoretti, Vagnini, Dutrisac, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Landry-Altmann, Mayor Bigger

Staff Caroline Hallsworth, Executive Director Administrative Services / City Clerk

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Rules of Procedure The Clerk advised Council that Item CM2 was withdrawn and that the resolution to move to Closed Session had been amended by withdrawal of that item.

Closed Session The following motion was presented:

CC2016-02 Signoretti/Kirwan: THAT the City of Greater Sudbury Council move to Closed Session to deal with one (1) Litigation or Potential Litigation / Solicitor - Client Privilege matter (239(2)(f)) regarding an Operating Agreement in accordance with the Municipal Act 2001.

CARRIED

At 4:18 p.m. Council moved into Closed Session.

Recess At 5:42 p.m., Council recessed.

Reconvene At 6:20 p.m., Council commenced the Open Session in the Council Chamber.

HIS WORSHIP MAYOR BRIAN BIGGER, IN THE CHAIR

Present Councillors Signoretti, Vagnini, Montpellier, Dutrisac, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Reynolds, Landry-Altmann, Mayor Bigger

City Officials Kevin Fowke, Interim Chief Administrative Officer; Tony Cecutti, General Manager of Infrastructure Services; Tim Beadman, General Manager of Health, Social and Emergency Services; Caroline Hallsworth, Executive Director, Administrative Services/City Clerk;

City Officials
(cont'd)

Eric Labelle, Assistant City Solicitor; Ron Henderson, General Manager of Assets, Citizen and Leisure Services; Ed Stankiewicz, Acting Chief Financial Officer/City Treasurer; Ron Foster, Auditor General; Roger Sauve, Director of Transit Services; Kelli Sheppard, Communications, French Services Advisor; Danielle Wicklander, Legislative Compliance Co-Ordinator; April Antoniazzi, Clerk's Services Assistant

MOMENT OF SILENT REFLECTION

ROLL CALL

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

Mayor Bigger declared a conflict with the Consent Agenda as it relates to the Council minutes of December 15, 2015 regarding receipt of the Election Compliance Audit report in which he is involved.

PRESENTATIONS

Item 1
Handi Transit

Report dated December 23, 2015 from the General Manager of Assets, Citizen and Leisure Services regarding Handi Transit.

Roger Sauve, Director of Transit Services, provided an electronic presentation regarding Handi Transit.

The following motion was presented:

CC2016-03 Landry-Altmann/Reynolds: THAT the City of Greater Sudbury receives the report dated December 23, 2015 from the General Manager of Assets, Leisure and Citizen Services entitled "Handi-Transit";

AND THAT the City of Greater Sudbury directs staff to proceed with making changes and clarifications based on Tier One recommendation;

AND THAT staff be directed to retain a Consultant to revise the application materials/interview summaries, quality control protocols and provide training on eligibility screening for staff;

AND THAT the scope of work should also include a comprehensive review of Mobility Training options;

AND THAT these recommendations, once clearly defined will be presented to Council for approval before implementation;

PRESENTATIONS (cont'd)

Item 1
Handi Transit
(cont'd)

AND THAT staff be directed to continue monitoring emerging legislation and industry trends in regards to Tier Three recommendations;

AND THAT once Tier One and Two recommendations have been implemented and that capacity constraints have been addressed through an effective Eligibility Process, further review be undertaken to explore other service delivery models.

CARRIED

MATTERS ARISING FROM THE CLOSED SESSION

Rise and Report

Deputy Mayor Sizer, as Chair of the Closed Session, reported that Council met in Closed Session to deal with one (1) Litigation or Potential Litigation / Solicitor - Client Privilege matter (239(2)(f)) regarding an Operating Agreement in accordance with the Municipal Act 2001 and that direction was given to Council regarding the matter.

MATTERS ARISING FROM THE FINANCE AND ADMINISTRATION COMMITTEE MEETING – JANUARY 5, 2016

Approval of
Finance and
Administration
Committee
Recommendations

Councillor Jakubo, as Chair of the Finance and Administration Committee, reported on the matters arising from the Finance and Administration Committee Meeting of January 5, 2016.

The following motion was presented:

CC2016-04 Jakubo/Lapierre: THAT the City of Greater Sudbury approves Finance and Administration Committee Recommendation FA2016-01 from the meeting of January 5, 2016.

CARRIED

The following is the Finance and Administration Committee recommendation:

2016 Water and
Wastewater
Services Budget

FA2016-01 Kirwan/Montpellier: THAT the City of Greater Sudbury approves the 2016 Water and Wastewater rates as follows:

\$1.364 per cubic metre of water used; \$17.12 to \$1,969.15 water fixed service rate for all meter sizes; and a wastewater surcharge of 115.6% of the total fixed and variable water bill;

MATTERS ARISING FROM THE FINANCE AND ADMINISTRATION COMMITTEE MEETING
– JANUARY 5, 2016

2016 Water and
Wastewater
Services Budget
(cont'd)

WHICH represents an overall increase of 7.4% based on residential customer using 200 cubic metres per annum;

AND THAT the remaining Miscellaneous Water Waste Water User Fees increase by the greater of 3% or September Consumer Price Index;

AND THAT the by-law be amended to incorporate the changes required as set out in this report dated December 22, 2015 from the Acting Chief Financial Officer/City Treasurer.

CARRIED

MATTERS ARISING FROM THE HIRING COMMITTEE - CAO MEETING – DECEMBER 18, 2015

Approval of Hiring –
CAO Committee
Recommendations

Councillor McIntosh, as Vice-Chair of the Hiring Committee - CAO, reported on the matters arising from the Hiring Committee – CAO Meeting of December 18, 2015.

The following motion was presented:

CC2016-05 Lapierre/Jakubo: THAT the City of Greater Sudbury approves Hiring Committee Recommendation HCC2015-13 from the meeting of December 18, 2015.

CARRIED

The following is the Hiring Committee - CAO recommendation:

Appointment of
Chair and Vice-Chair

HCC2015-13 Signoretti/Lapierre: THAT the City of Greater Sudbury hereby confirms Mayor Brian Bigger as Chair and appoints Councillor McIntosh as Vice-Chair of the CAO Hiring Committee until a new Chief Administrative Officer is hired.

CARRIED

Change of Chair

At 8:03 p.m. His Worship Mayor Bigger vacated the Chair.

DEPUTY MAYOR SIZER, IN THE CHAIR

CONSENT AGENDA

Mayor Bigger having declared a conflict of interest excused himself and did not take part in the vote.

The following motion was presented:

CONSENT AGENDA (cont'd)

CC2016-06 Jakubo/Lapierre: THAT the City of Greater Sudbury adopts Consent Agenda Items C-1 to C-6 inclusive.

CARRIED

The following are the Consent Agenda Items:

MINUTES

Item C-1
Operations Committee
December 7, 2015

CC2016-07 Lapierre/Jakubo: THAT the City of Greater Sudbury adopts Operations Committee Minutes of December 7, 2015.

CARRIED

Item C-2
Finance and
Administration
Committee
December 8, 2015

CC2016-08 Jakubo/Lapierre: THAT the City of Greater Sudbury adopts Finance and Administration Committee Minutes of December 8, 2015.

CARRIED

Item C-3
Planning Committee
December 14, 2015

CC2016-09 McIntosh/Vagnini: THAT the City of Greater Sudbury adopts Planning Committee Minutes of December 14, 2015.

CARRIED

Item C-4
Finance and
Administration
Committee
December 15, 2015

CC2016-10 McIntosh/Vagnini: THAT the City of Greater Sudbury adopts Finance and Administration Committee Minutes of December 15, 2015.

CARRIED

Item C-5
City Council
December 15, 2015

CC2016-11 McIntosh/Vagnini: THAT the City of Greater Sudbury adopts City Council Minutes of December 15, 2015.

CARRIED

Item C-6
Hiring Committee - CAO
December 18, 2015

CC2016-12 McIntosh/Vagnini: THAT the City of Greater Sudbury adopts Hiring Committee – CAO Minutes of December 18, 2015.

CARRIED

Change of Chair

At 8:05 p.m. Deputy Mayor Sizer vacated the Chair.

HIS WORSHIP MAYOR BRIAN BIGGER, IN THE CHAIR

REGULAR AGENDA

BY-LAWS

By-law Pulled

Councillor Montpellier requested By-Law 2016-7 be pulled and dealt with separately.

BY-LAWS (cont'd)

Read & Passed

The following motion was presented:

CC2016-13A Vagnini/McIntosh: THAT the City of Greater Sudbury read and pass By-law 2016-1 to 2016-6 and 2016-8 to and including By-law 2015-13Z.

CARRIED

The following are the By-laws:

- 2016-1 A By-Law of the City of Greater Sudbury to Confirm the Proceedings of Council at Its Meeting of January 12th, 2015
- 2016-2 A By-law of the City of Greater Sudbury to Declare Certain Parcels of Land to be Part of the City Road System
- 2016-3 A By-Law of the City of Greater Sudbury to Authorize Transit Grants for the Year 2015
- Report dated December 15, 2015 from the General Manager of Assets, Citizen and Leisure Services regarding 2015 Transit Services Grant Fund.
- 2016-4 A By-Law of the City of Greater Sudbury to Authorize a Dedicated Gas Tax Letter Agreement with Her Majesty the Queen in Right of the Province of Ontario as Represented By the Minister of Transportation for the Province of Ontario for Funding under the Dedicated Gas Tax Funds for the Public Transportation Program
- Report dated December 10, 2015 from the Acting Chief Financial Officer/City Treasurer regarding By-law to Authorize Dedicated Gas Tax Agreement.
- 2016-5 A By-law of the City of Greater Sudbury to Amend By-law 2011-218 being a By-law of the City of Greater Sudbury to Regulate Road Occupancy including Road Cuts, Temporary Closures and Sidewalk Cafes
- Operations Committee Recommendation #2015-49
- 2016-6 A By-law of the City of Greater Sudbury to Amend By-Law 2011-235 being a By-law to Establish Procedures for the City Of Greater Sudbury
- City Council Resolution #CC2015-430

BY-LAWS (cont'd)

- 2016-8 A By-law of the City of Greater Sudbury to Authorize the Purchase of 59 Barry Street, Sudbury being PIN 73579-0186 (LT), Part of Lots 13, 14 and 15 on Plan M-101 from B. McDowell Rentals & Leasing Ltd.
- Planning Committee Recommendation #PL2015-217
- 2016-9 A By-law of the City of Greater Sudbury to Close Part of Frood Road in Sudbury Described as Part of PIN 73601-0224(LT) being Parts 1 to 12 on Plan 53R-20561
- Planning Committee Recommendation #PL2015-49
- 2016-10Z A By-Law of the City of Greater Sudbury to Amend By-Law 2010-100Z being the Comprehensive Zoning By-Law for the City of Greater Sudbury
- Planning Committee Recommendation #PL2015-193 - Patrick Hamilton, 206 Bridge Street, Chelmsford
- 2016-11 A By-law of the City of Greater Sudbury to Amend By-law 2015-266 being a By-law to Establish Miscellaneous User Fees for Certain Services provided by the City of Greater Sudbury
- 2016-12 A By-law of the City of Greater Sudbury to Amend By-law 2014-225 being a By-law of the City of Greater Sudbury Respecting the Delegation of Authority to Various Officers of the City
- Community Services Recommendation #CS-2015-24
- 2016-13Z A By-law of the City of Greater Sudbury to Amend By-Law 2015-259Z being a By-law to Amend the Comprehensive Zoning By-Law For The City Of Greater Sudbury
- Planning Committee Recommendation #2015-209
- At the request of Councillor Montpelier By-law 2016-7 was dealt with separately.
- The following motion was read:
- CC2016-13B Vagnini/McIntosh: THAT the City of Greater Sudbury read and pass By-Law 2016-7.

CARRIED

BY-LAWS (cont'd)

The following is the by-law:

2016-7

A By-Law of the City of Greater Sudbury to Establish a Water and Wastewater Policy and Water and Wastewater Rates and Charges in General and for Special Projects Finance and Administration Committee Agenda of January 5, 2016

Finance and Administration Committee Agenda of January 5, 2016

MOTIONS

M-1

Request for Return
of OPP Search and
Rescue Helicopter
to Sudbury

The following motion was presented by Councillor Dutrisac:

WHEREAS in April of 2015 the OPP search and rescue helicopter was redeployed from Sudbury to Orillia;

AND WHEREAS since the announcement of the redeployment was made, concerns have been expressed over the protection of people in the North, as the response time from Orillia is increased by a minimum of one hour to Sudbury;

AND WHEREAS Orillia is located in a snow belt and helicopters are allegedly not always able to fly in an emergency as a result of the weather conditions;

AND WHEREAS many areas in the North can only be accessed by air in a more timely manner;

AND WHEREAS faster response times can mean the difference between life and death in certain conditions;

AND WHEREAS results of a review of the decision to move the OPP search and rescue helicopter from Sudbury to Orillia have not yet been made available and the helicopter remains in Orillia;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury respectfully requests that Premier Kathleen Wynne and Minister of Community and Correctional Services Yasir Abbas Naqvi expedite the return of the OPP search and rescue helicopter to the Sudbury airport to better serve the needs of Northern communities;

AND BE IT FURTHER RESOLVED that a copy of this resolution be forwarded to the Honourable Kathleen Wynne, Premier of Ontario, the Honourable Yasir Abbas Naqvi, Minister of Community and Correctional Services, Glenn Thibeault, MPP for Sudbury, and France Gélinas, MPP for Nickel Belt.

MOTIONS (cont'd)

Friendly Amendment

The mover requested that the motion be amended to include notification of FONOM members in the last paragraph of the motion.

Main Motion as Amended

CC2016-14 Dutrisac/Landry-Altmann: WHEREAS in April of 2015 the OPP search and rescue helicopter was redeployed from Sudbury to Orillia;

AND WHEREAS since the announcement of the redeployment was made, concerns have been expressed over the protection of people in the North, as the response time from Orillia is increased by a minimum of one hour to Sudbury;

AND WHEREAS Orillia is located in a snow belt and helicopters are allegedly not always able to fly in an emergency as a result of the weather conditions;

AND WHEREAS many areas in the North can only be accessed by air in a more timely manner;

AND WHEREAS faster response times can mean the difference between life and death in certain conditions;

AND WHEREAS results of a review of the decision to move the OPP search and rescue helicopter from Sudbury to Orillia have not yet been made available and the helicopter remains in Orillia;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury respectfully requests that Premier Kathleen Wynne and Minister of Community and Correctional Services Yasir Abbas Naqvi expedite the return of the OPP search and rescue helicopter to the Sudbury airport to better serve the needs of Northern communities;

AND BE IT FURTHER RESOLVED that a copy of this resolution be forwarded to the Honourable Kathleen Wynne, Premier of Ontario, the Honourable Yasir Abbas Naqvi, Minister of Community and Correctional Services, Glenn Thibeault, MPP for Sudbury, France Gélinas, MPP for Nickel Belt and FONOM members.

CARRIED

QUESTION PERIOD

Snow Removal

Councillor Landry-Altmann asked what the process and timelines are for snow removal of cul-de-sacs, as well as steps a resident should take if their street has not been cleared of snow.

QUESTION PERIOD (cont'd)

Snow Removal
(cont'd)

The General Manager of Infrastructure Services replied that these streets are unique in that often the radius does not allow for large plow vehicles and as a result smaller supplemental vehicles are often used. He noted the policy for snow removal of cul-de-sacs is consistent with that of residential subdivisions, which states that streets be plowed 24 hours after the storm is finished, but that occasionally additional clean up is necessary afterwards. He explained residents could call 3-1-1 to register complaints and that ACRs (active citizen requests) are forwarded to the foreperson in that area who then investigates the matter.

Adjournment

Landry-Altmann/Dutrisac: THAT this meeting does now adjourn.
Time: 8:25 p.m.

CARRIED

Mayor Brian Bigger, Chair

Caroline Hallsworth, Executive Director,
Administrative Services/City Clerk

Presented To: City Council

Presented: Tuesday, Feb 09, 2016

Type: Minutes

Minutes

Finance and Administration Committee Minutes of January 13, 2016

Resolution

THAT the City of Greater Sudbury adopts the Finance and Administration Committee Minutes of January 13, 2016.

Signed By

No signatures or approvals were recorded for this report.

MEETING OF THE FINANCE AND ADMINISTRATION COMMITTEE OF THE CITY OF GREATER SUDBURY

Council Chamber
Tom Davies Square

Wednesday, January 13, 2016
Commencement: 4:06 p.m.

COUNCILLOR MIKE JAKUBO, IN THE CHAIR

Present

Councillors Signoretti, Vagnini, Montpellier, Dutrisac, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Landry-Altmann, Mayor Bigger

City Officials

Kevin Fowke, Interim Chief Administrative Officer; Tony Cecutti, General Manager of Infrastructure Services; Caroline Hallsworth, Executive Director, Administrative Services/City Clerk; Joanne Kelly, Acting Director, Human Resources and Organizational Development; Ed Stankiewicz, Acting Chief Financial Officer/City Treasurer; Barbara Dubois, Co-ordinator of Budgets; Jim Dolson, Manager of Hardware and Technology Applications; Bruno Mangiardi, Chief Information Officer; Eliza Bennett, Manager of Corporate Communications & French Language Services; Jason Ferrigan, Director of Planning Services; Guido Mazza, Director-Building Services/Chief Building Official, Ian Wood, Director of Economic Development; Liana Bacon, Legislative Compliance Co-Ordinator; April Antoniazzi, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared

PRESENTATIONS

1 - Executive Summary

The Committee reviewed the Executive Summary of the 2016 Budget binder.

2- Operating and Capital Budget Summary

The Committee reviewed the 2016 Operating and Capital Budget and Summary.

3- Corporate Revenues and Expenditures

Ed Stankiewicz, Acting Chief Financial Officer/City Treasurer, provided an electronic presentation regarding Corporate Revenues and Expenditures, which the Committee then reviewed.

4- Executive and Legislative 2016 Budget

The Committee reviewed the Executive and Legislative 2016 Budget.

PRESENTATIONS (cont'd)

5- Administrative Services 2016 Budget

Caroline Hallsworth, Executive Director, Administrative Services/City Clerk, provided an electronic presentation regarding the Administrative Services 2016 Budget, which the Committee then reviewed.

6- Human Resources and Organizational Development 2016 Budget

Joanne Kelly, Acting Director, Human Resources and Organizational Development, provided an electronic presentation regarding the Human Resources and Organizational Development 2016 Budget, which the Committee then reviewed.

Recess

At 5:33 p.m. the Committee recessed.

Reconvene

At 6:08 p.m. the Committee reconvened.

7- Growth and Development Services 2016 Budget

Ian Wood, Director of Economic Development, Jason Ferrigan, Director of Planning Services, and Guido Mazza, Director of Building Services/Chief Building Official, provided an electronic presentation regarding the Growth and Development Services 2016 Budget, which the Committee then reviewed.

CONSENT AGENDA

The following motion was read:

FA2016-02 Kirwan/McIntosh: THAT the City of Greater Sudbury receives Finance and Administration Committee Consent Agenda Item C-1 for information only.

CARRIED

The following is the Consent Agenda Item:

CORRESPONDENCE FOR INFORMATION ONLY

Item C-1 2016 Ontario Municipal Partnership Fund

Report dated December 18, 2015 from the Acting Chief Financial Officer/City Treasurer regarding 2016 Ontario Municipal Partnership Fund (OMPF).

FA2016-03 McIntosh/Kirwan: THAT the City of Greater Sudbury receives Report dated December 18, 2015 from the Acting Chief Financial Officer/City Treasurer regarding 2016 Ontario Municipal Partnership Fund (OMPF) for information only.

CARRIED

NOTICES OF MOTION

Allocation of Expenditures and Prioritizing Capital Investment within Water/Wastewater Budget

The following Notice of Motion was presented by Mayor Bigger:

WHEREAS Greater Sudbury City Council values the sustainability of our infrastructure;

AND WHEREAS Greater Sudbury City Council would like to provide the best value for our citizen's hard earned tax dollars, while providing them with the best possible services;

AND WHEREAS the City of Greater Sudbury must look to new ways to invest in this infrastructure to ensure sustainability for the future of our community;

THEREFORE BE IT RESOLVED THAT pursuant to Council's approval of the 2016 rate increase for water/wastewater, that the Chief Financial Officer work with the General Manager of Infrastructure Services to provide Council with a report in June 2016, outlining the allocation of operating and capital expenditures based on the most up-to-date information, as well as recommendations from staff to realign the water/wastewater budget, prioritizing additional investment in capital within this same budget.

PARKING LOT REVIEW

Parking Lot

The Committee reviewed and approved the items in the January 13, 2016 Parking Lot. (see attached)

Adjournment

Kirwan/McIntosh: THAT this meeting does now adjourn. Time: 7:04 p.m.

CARRIED

Caroline Hallsworth, Executive Director,
Administrative Services/City Clerk

| 2016 BUDGET PARKING LOT ✓ (January 13, 2016) | | | | |
|---|----------------------|---|----------|----|
| REQUEST # | COUNCILLOR/ MAYOR | INFORMATION REQUEST | APPROVED | |
| | | | YES | NO |
| 1 | Lapierre | Report on cellphones assigned by department, breakdown between Union and Non-Union, how used on the job and the costs associated with the same. Also include pagers and other communications equipment before the end of Q2. | ✓ | |
| 2 | Landry-Altmann | Request for a budget option for the Municipal Heritage Advisory Panel in the amount of \$20,000 one time in support of the work of the Panel. | ✓ | |
| 3 | Dutrisac/Montpellier | Report updating Council on the work towards a Therapeutic and Leisure Pool at the Lionel Lalonde Centre, including references to all previous reports, studies and funding applications on this topic, for receipt during the budget process. | ✓ | |
| 4 | McIntosh | Report providing background information about area rating, including opportunities and challenges with the same, and if or how it is still applicable, to come back with the presentation of the Tax Policy. | ✓ | |

Presented To: City Council

Presented: Tuesday, Feb 09, 2016

Type: Minutes

Minutes

Finance and Administration Committee Minutes of January 19, 2016

Resolution

THAT the City of Greater Sudbury adopts the Finance and Administration Committee Minutes of January 19, 2016.

Signed By

No signatures or approvals were recorded for this report.

MEETING OF THE FINANCE AND ADMINISTRATION COMMITTEE OF THE CITY OF GREATER SUDBURY

Council Chamber
Tom Davies Square

Tuesday, January 19, 2016
Commencement: 4:04 p.m.

COUNCILLOR MIKE JAKUBO, IN THE CHAIR

Present

Councillors Signoretti, Vagnini, Montpellier (A4:40 p.m.), Dutrisac, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Reynolds (A4:37 p.m.), Landry-Altmann, Mayor Bigger

City Officials

Kevin Fowke, Interim Chief Administrative Officer; Tony Cecutti, General Manager of Infrastructure Services; Caroline Hallsworth, Executive Director, Administrative Services/City Clerk; Joanne Kelly, Acting Director of Human Resources & Organizational Development; Peter Chiesa, Director of Engineering Services; Shawn Turner, Manager of Financial and Support Services; Chantal Mathieu, Director of Environmental Services; David Shelsted, Director, Roads and Transportation Services; Ed Stankiewicz, Acting Chief Financial Officer/City Treasurer; Barbara Dubois, Coordinator of Budgets; Marie-Catherine Edsall, Communications & French Services Advisor; Janet Tulloch, Freedom of Information Coordinator; Jody Lamarche, Vital Statistics Assistant; April Antoniazzi, Clerk's Services Assistant

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared

PRESENTATIONS

Item 1 Infrastructure Services (except WWW) 2016 Budget

Tony Cecutti, General Manager of Infrastructure Services, gave an electronic presentation providing an overview of the Infrastructure Services 2016 Budget.

Peter Chiesa, Director of Engineering Services, presented the Engineering Services portion of the Infrastructure Services 2016 Budget, which the Committee then reviewed.

David Shelsted, Director, Roads and Transportation Services, presented the Roads and Transportation portion of the Infrastructure Services 2016 Budget, which the Committee then reviewed.

Recess

At 5:36 p.m. the Committee recessed.

Reconvene

At 6:14 p.m. the Committee reconvened.

PRESENTATIONS (cont'd)

Item 1
Infrastructure Services
(except WWW)
2016 Budget (cont'd)

The Committee continued discussion regarding Roads and Transportation Services relating to the Infrastructure Services 2016 Budget.

Chantal Mathieu, Director of Environmental Services, presented the Environmental Services section of the Infrastructure Services 2016 Budget, which the Committee then reviewed.

PARKING LOT REVIEW

Parking Lot

The Committee reviewed and approved the items in the January 19, 2016 Parking Lot. (see attached)

Adjournment

Kirwan/Signoretti: THAT this meeting does now adjourn.
Time: 7:52 p.m.

CARRIED

Caroline Hallsworth, Executive Director,
Administrative Services/City Clerk

**2016 BUDGET PARKING LOT ✓
(January 19, 2016)**

| REQUEST # | COUNCILLOR/ MAYOR | INFORMATION REQUEST | APPROVED | |
|--------------|----------------------|--|---|----|
| | | | YES | NO |
| 1 | McIntosh | List of those capital projects funded in previous years that will be constructed/rolled out in 2016 and 2017. The request includes roads and water/wastewater projects. | ✓ | |
| 2 | Montpellier/Dutrisac | Report on options and costs to build four lanes for MR 35 rather than rehabilitating the existing two lane road, including opportunities for funding from other levels of government. Report to come back before the conclusion of the 2016 budget process. | ✓ | |
| 3 | Reynolds | Report on the impact of having one percent of the cost of the redesign of Tom Davies Square set aside for public art. | Refer to F+A when Assets presents | |
| 4 | Signoretti | Report with options for the rehabilitation for all of Lorne Street to come back before the conclusion of the 2016 budget process. | ✓ | |
| 5 | Cormier | Report on the topic of debt financing, with specificity to infrastructure projects to answer questions such as what is our debt capacity, what do our current investment portfolios hold and what are our internal and external financing capacities? Report to come back before the conclusion of the 2016 budget process and include relevant information from the BMA report. | ✓ | |
| 6 | Lapierre | Report on streetlights, including costs of different types of replacement bulbs and frequency of replacements of the same. | ✓ | |
| 7 | Vagnini | Report on committed reserve funds and reserve fund availability. | ✓ | |
| 8 | Dutrisac | Report to the Operations Committee in regards to how traffic is managed at accident scenes and other emergency detours. | ✓ | |

Finance and Administration Committee 2016-01-19 (3)

| | | | | |
|--|----------------|--|---|--|
| 9 | Jakubo | Report on funding for capital projects as approved in the last budget to include stormwater projects etc. | ✓ | |
| 10 | Cormier | Report on timelines and what resources would be required to facilitate a quicker project management process for large capital infrastructure projects. | ✓ | |
| 11 | Landry-Altmann | Revised update of the priority list for traffic calming. | ✓ | |
| 12 | Vagnini | Report on the costs of repairing the full section of MR4 as previously described. | ✓ | |
| 13 | Sizer | Report from Roads and Parks on the Forestry section assessing the number/costs associated with removal of large trees which are creating liability, as for example, along Junction Creek and how to close the gap on trees awaiting removal. Report to come back before the conclusion of the 2016 budget process. | ✓ | |
| 14 | Cormier | Report regarding options and/or opportunities to either contract out all waste collection services or have all the work done by CGS staff with the report to return to Finance and Administration Committee and be written in consultation with the Auditor General's office. | ✓ | |
| 2016 BUDGET OPTIONS REQUESTED ✓ | | | | |
| 1 | Landry-Altmann | Enhanced sidewalk winter maintenance options. | ✓ | |
| 2 | Landry-Altmann | Enhanced bus stop winter maintenance options. | ✓ | |

Presented To: City Council

Presented: Tuesday, Feb 09, 2016

Type: Minutes

Minutes

Operations Committee Minutes of January 18, 2016

Resolution

THAT the City of Greater Sudbury adopts the Operations Committee Minutes of January 18, 2016.

Signed By

No signatures or approvals were recorded for this report.

MEETING OF THE OPERATIONS COMMITTEE OF THE CITY OF GREATER SUDBURY

Committee Room C-11
Tom Davies Square

Monday, January 18, 2016
Commencement: 3:07 p.m.

BRIGITTE SOBUSH, DEPUTY CITY CLERK, IN THE CHAIR

Present

Councillors Vagnini, Montpellier, Dutrisac, Kirwan, Cormier, Reynolds, Landry-Altmann

City Officials

Tony Cecutti, General Manager of Infrastructure Services; Peter Chiesa, Director of Engineering Services; Lee Laframboise, Manager of construction Services; David Shelsted, Director, Roads and Transportation Services; Brigitte Sobush, Deputy City Clerk

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

APPOINTMENT OF COMMITTEE CHAIR AND VICE-CHAIR

Item 1 Appointment of **Chair and Vice-Chair**

Report dated December 17, 2015 from the Executive Director, Administrative Services/City Clerk regarding Appointment of Chair and Vice-Chair - Operations Committee.

Nominations were held for the position of Committee Chair

NOMINATOR

NOMINEE

Councillor Cormier Councillor Kirwan

Nominations were closed by Councillor Cormier.

Councillor Kirwan accepted the nomination.

Nominations were held for the position of Committee Vice-Chair

NOMINATOR

NOMINEE

Councillor Cormier Councillor Dutrisac

Nominations were closed by Councillor Cormier.

Councillor Dutrisac accepted the nomination.

APPOINTMENT OF COMMITTEE CHAIR AND VICE-CHAIR (cont'd)

Item 1
Appointment of
Chair and Vice-Chair
(cont'd)

The following recommendation was presented:

OP2016-01 Landry-Altmann/Vagnini: THAT the City of Greater Sudbury appoints Councillor Kirwan as Chair and Councillor Dutrisac as Vice-Chair of the Operations Committee for the term ending December 31, 2016.

CARRIED

PRESENTATIONS

Item 2
Status Report -
2015 Capital Projects

Report dated December 31, 2015 from the General Manager of Infrastructure Services regarding Status Report - 2015 Capital Projects.

Peter Chiesa, Director of Engineering Services, and Lee Laframboise, Manager of Construction Services, provided an electronic presentation regarding a Status Report – 2015 Capital Projects for information only.

REGULAR AGENDA

REFERRED AND DEFERRED MATTERS

Item R-1
School Zone Speed
Limit - Various Schools

Report dated December 24, 2015 from the General Manager of Infrastructure Services regarding School Zone Speed Limit - Various Schools.

The following recommendation was presented:

OP2016-02 Vagnini/Cormier: THAT the speed limits on Holland Road, from Woodbine Avenue to Sparks Street, Arvo Avenue, from Sparks Street to the North End and Lamothe Street, from Leon Avenue to Barry Downe Road, be returned to 50 km/h due to the closure of St Andrew School;

AND THAT the speed limit on Auger Avenue, from Hawthorne Drive to Huntington Drive be returned to 50 km/h due to the closure of St Bernadette School;

AND THAT the speed limit on Dublin Street, from Arthur Street to Attlee Avenue be returned to 50 km/h due to the closure of St Raphael School;

REFERRED AND DEFERRED MATTERS (cont'd)

Item R-1
School Zone Speed
Limit - Various Schools

AND THAT a by-law be prepared to amend Traffic and Parking By-Law 2010-1 in the City of Greater Sudbury to implement the recommended changes all in accordance with the report dated December 24, 2015 from the General Manager of Infrastructure Services.

DEFEATED

MANAGERS' REPORTS

Item R-2
Surplus Fill
Yearly Statistics

Report dated December 31, 2015 from the General Manager of Infrastructure Services regarding Surplus Fill Yearly Statistics.

Item R-3
Consolidation of Bridge
Load Restriction Bylaws

Report dated January 4, 2016 from the General Manager of Infrastructure Services regarding Consolidation of Bridge Load Restriction Bylaws.

The following recommendation was presented:

OP2016-03 Landry-Altmann/Vagnini: THAT bylaws 2006-250, 2007-145, 2008-86 and 2008-268, which govern load restrictions on four separate bridges be repealed and all bridge load restrictions be consolidated into one bylaw;

AND THAT the Roberts River Bridge on Ironside Lake Road in Capreol be posted with a maximum load limit;

AND THAT the Finland Creek Bridge on Balsam Street in Copper Cliff be posted with a maximum load limit;

AND THAT the posting for the Spanish River Bridge on Spanish River Road be revised from a triple load posting to a single load posting;

AND THAT the posting for the Kalmo Road Bridge on Kalmo Road be revised from a single load limit of 15 tonnes to a single load limit of 13 tonnes;

All in accordance with the recommendations from the report dated January 4, 2016 from the General Manager of Infrastructure Services.

CARRIED

At 5:02 p.m. Councillor Landry-Altmann departed.

QUESTION PERIOD

Snow Removal PSA

Councillor Vagnini asked if a public service announcement (PSA) could be put out to make residents aware of the City's snow removal mandate of 24 hours.

The General Manager of Infrastructure Services responded that PSA's do go out during the fall to advise residents of policies. He noted he will try to provide more information through a presentation to the Operations Committee as well as work with the communications department in order to make information more readily available online.

Snow Removal Timing

Councillor Dutrisac asked if there is a possibility of clearing roads before residents leave for work in the morning and if there was a way to find efficiencies.

The General Manager of Infrastructure Services responded that roads are cleared based on priority and in accordance with policy. He explained certain roads, such as arterial roads, take priority over residential roads and noted the timing of storms affects snow removal. When a storm occurs just before the morning rush hour, he noted, the many vehicles on the road present challenges to snow removal.

Items on Road

Councillor Montpellier asked that the public be made more aware of the time wasted when snow removal vehicles have to detour around parked cars, garbage cans etc.

The General Manager of Infrastructure Services responded that they have received a lot of assistance from the by-law department on the matter and that residents seem to be respecting the by-law. He noted commercial snow removal needs to be addressed because snow is being pushed onto sidewalks in those cases.

Public Interface for Snow Removal Vehicle GPS

Councillor Cormier noted that some cities have live feed following snow plows and asked if that could be done in Sudbury.

The General Manager of Infrastructure Services responded that AVL is supported in all trucks, that the City currently has software in place and hopes to have a public interface by next year. He noted best practices from other municipalities would be reviewed and that it is too early to say for sure what will show and what information will be available.

Sidewalk Snow Removal

Councillor Vagnini asked that the policy regarding sidewalk plowing be reassessed. He noted there is a school in his ward which sidewalks do not get plowed.

QUESTION PERIOD(cont'd)

Sidewalk Snow
Removal (cont'd)

The General Manager of Infrastructure Services responded that he would bring past reports to the Committee for information. He added the current policy does not state school sidewalks need to be plowed. The City followed historical patterns prior to amalgamation in deciding which sidewalks to clear and as new sidewalks are put in they are plowed if they connect to an area that already gets cleared.

Adjournment

Vagnini/Landry-Altmann: THAT this meeting does now adjourn.
Time: 5:25 p.m.

CARRIED

Brigitte Sobush, Deputy City Clerk

Presented To: City Council

Presented: Tuesday, Feb 09, 2016

Type: Minutes

Minutes

Community Services Committee Minutes of January 18, 2016

Resolution

THAT the City of Greater Sudbury adopts the Community Services Committee Minutes of January 18, 2016.

Signed By

No signatures or approvals were recorded for this report.

MEETING OF THE COMMUNITY SERVICES COMMITTEE OF THE CITY OF GREATER SUDBURY

Committee Room C-11
Tom Davies Square

Monday, January 18, 2016
Commencement: 6:07 p.m.

BRIGITTE SOBUSH, DEPUTY CITY CLERK, IN THE CHAIR

Present

Councillors Vagnini, Montpellier, Dutrisac, Kirwan, Lapierre, Sizer, Cormier

Councillor Landry-Altmann

City Officials

Tim Beadman, General Manager of Health, Social and Emergency Services; Ron Henderson, General Manager of Assets, Citizen and Leisure Services; Gail Spencer, Coordinator of Shelters and Homelessness; Robert Blackwell, Manager, Quality Administration and Financial Services; Meredith Armstrong, Manager of Tourism and Culture; Brigitte Sobush, Deputy City Clerk

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

APPOINTMENT OF CHAIR AND VICE-CHAIR

Item 1 Appointment of Chair and Vice-Chair

Report dated December 17, 2015 from the Executive Director, Administrative Services/City Clerk regarding Appointment of Chair and Vice-Chair - Community Services Committee.

Nominations were held for the position of Committee Chair.

NOMINATOR

NOMINEE

Councillor Cormier Councillor Lapierre

Nominations were closed by Councillor Sizer.

Councillor Lapierre accepted the nomination.

Nominations were held for the position of Committee Vice-Chair.

NOMINATOR

NOMINEE

Councillor Lapierre Councillor Cormier

Nominations were closed by Councillor Kirwan.

APPOINTMENT OF CHAIR AND VICE-CHAIR (cont'd)

Item 1

Appointment of
Chair and Vice-Chair
(cont'd)

Councillor Cormier accepted the nomination.

The following motion was presented:

CS2016-01 Kirwan/Montpellier: That the City of Greater Sudbury appoints Councillor Lapierre as Chair and Councillor Cormier as Vice-Chair of the Community Services Committee for the term ending December 31, 2016.

CARRIED

CONSENT AGENDA

Rules of Procedure

The Committee by a two-thirds majority, agreed to allow Councillor Landry-Altmann to speak on this topic.

The following recommendation was presented:

CS2016-02 Montpellier/Kirwan: THAT the City of Greater Sudbury receives Community Services Committee Consent Agenda Item C-1 for information only.

CARRIED

The following is the Consent Agenda Item:

CORRESPONDENCE FOR INFORMATION ONLY

Item C-1
Local Ontario Poverty
Reduction Fund

Report dated November 12, 2015 from the General Manager of Health, Social and Emergency Services regarding Local Ontario Poverty Reduction Fund.

CS2016-03 Kirwan/Montpellier: THAT the City of Greater Sudbury receives report dated November 12, 2015 from the General Manager of Health, Social and Emergency Services regarding Local Ontario Poverty Reduction Fund for information only.

CARRIED

REGULAR AGENDA

MANAGERS' REPORTS

Item R-1
Community Hubs

Report dated December 22, 2015 from the General Manager of Health, Social and Emergency Services regarding Community Hubs.

MANAGERS' REPORTS (cont'd)

Item R-1 Community Hubs (cont'd)

The following recommendation was presented:

CS2016-04 Sizer/Cormier: WHEREAS the Province of Ontario has released a report: Community Hubs in Ontario: A Strategic Framework and Action Plan;

AND WHEREAS the Province of Ontario is supporting the development of Community Hubs;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury explores the opportunity to develop a local vision for a Community Hub Model, and develops a business plan and options for implementation to be reported back to Community Services Committee in the second quarter of 2016.

CARRIED

Item R-2 2017/2018 Little NHL Tournament Hosting Bid Proposal

Report dated December 23, 2015 from the General Manager of Growth & Development regarding 2017/2018 Little NHL Tournament Hosting Bid Proposal.

The following recommendation was presented:

CS2016-05 Cormier/Sizer: WHEREAS the Little Native Hockey League (Little NHL) Tournament generates significant economic impact for the Greater Sudbury community;

AND WHEREAS the event requires considerable municipal investment, both financially and in kind;

AND WHEREAS the Little NHL tournament raises the profile of Greater Sudbury within the sports sector and within Aboriginal and First Nation communities across the province;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury directs staff to submit a formal bid to host the 2017 and 2018 Little NHL Tournaments in our community;

AND FURTHER, THAT the City of Greater Sudbury commits to support this bid by allocating up to \$90,000 for each of 2017 and 2018, with funds to be used in the case of any shortfall in grant funding;

AND THAT should Greater Sudbury be selected as host of the tournaments, Council authorizes a \$20,000 transfer to reserve from 2016 Greater Sudbury Tourism Event Support Fund budget for use in support of event expenses in 2017 and 2018.

CARRIED

Adjournment

Cormier/Sizer: THAT this meeting does now adjourn. Time:
7:10 p.m.

CARRIED

Brigitte Sobush, Deputy City Clerk

Presented To: City Council

Presented: Tuesday, Feb 09, 2016

Type: Minutes

Minutes

Special Council Minutes, January 20, 2016

Resolution

THAT the City of Greater Sudbury adopt the Special City Council Minutes of January 20, 2016.

Signed By

No signatures or approvals were recorded for this report.

MEETING OF THE COUNCIL OF THE CITY OF GREATER SUDBURY

Committee Room C-11
Tom Davies Square

Wednesday, January 20, 2016
Commencement: 2:00 p.m.

DEPUTY MAYOR SIZER, IN THE CHAIR

Present

Councillors Signoretti, Vagnini, Montpellier, Dutrisac, Kirwan, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Reynolds, Landry-Altmann, Mayor Bigger

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

Closed Session

The following motion was presented:

CC2016-15 McIntosh/Kirwan: THAT the City of Greater Sudbury Council move to Closed Session to deal with one (1) Personal Matter (Identifiable Individual(s)) / Labour Relations or Employee Negotiations Matter regarding the position of Chief Administrative Officer (CAO) and one (1) Personal Matter (Identifiable Individual(s)), all in accordance with the Municipal Act 2001, S.239(2)(b)(d).

CARRIED

City Officials

Kevin Fowke, Interim Chief Administrative Officer/Deputy City Clerk

At 2:10 p.m. Council moved into Closed Session.

At 5:35 p.m. Councillors Dutrisac, Kirwan and Landry-Altmann departed.

Reconvene

At 6:02 p.m., Council commenced the Open Session.

HIS WORSHIP MAYOR BRIAN BIGGER, IN THE CHAIR

Present

Councillors Signoretti, Vagnini, Montpellier, Lapierre, Jakubo, Sizer, McIntosh, Cormier, Reynolds, Mayor Bigger

City Officials

Kevin Fowke, Interim Chief Administrative Officer/Deputy City Clerk

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None declared.

MATTERS ARISING FROM THE CLOSED SESSION

Rise and Report

Deputy Mayor Sizer, as Chair of the Closed Session, reported that Council met in Closed Session to deal with one (1) Personal Matter (Identifiable Individual(s)) / Labour Relations or Employee Negotiations Matter regarding the position of Chief Administrative Officer (CAO) and one (1) Personal Matter (Identifiable Individual(s)), all in accordance with the Municipal Act 2001, S.239(2)(b)(d) and that one direction emanated from the closed session.

Adjournment

McIntosh/Kirwan: THAT this meeting does now adjourn. Time: 6:05 p.m.

CARRIED

Mayor Brian Bigger, Chair

Kevin Fowke, Interim CAO/Deputy City Clerk

Request for Decision

2016 Market Vendor Fees

| | |
|---------------|----------------------------|
| Presented To: | City Council |
| Presented: | Tuesday, Feb 09, 2016 |
| Report Date | Monday, Jan 25, 2016 |
| Type: | Routine Management Reports |

Resolution

THAT the City of Greater Sudbury approves the 2016 Market Vendor stall fees as recommended by the Downtown Market Working Group Advisory Panel;

AND THAT the City of Greater Sudbury approves the corresponding amendment to the 2016 User Fee Bylaw to include this information.

Finance Implications

If the reduction in market vendor stall fees are approved, the number of participating market vendors would be required to increase in order to achieve the 2016 operating budget of \$30,000 in revenue.

Signed By

Report Prepared By

Meredith Armstrong
Manager of Tourism and Culture
Digitally Signed Jan 25, 16

Division Review

Ian Wood
Director of Economic Development
Digitally Signed Jan 25, 16

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Jan 27, 16

Summary

For the 2016 season, the Downtown Market Working Group Advisory Panel is recommending a Vendor Fee structure with reduced pricing for market stalls. This pricing is reduced by approximately 50% in comparison to the vendor fees applied in 2015, as shown on the attached table.

In order to increase overall traffic to the Market, the Working Group feels strongly that the Market requires more vendors offering a wider diversity of products during the entire season. The group has made the recommendation to reduce vendor fees following extensive consultation with vendors, consumers and other stakeholders over the past several years, as well as research into other northern markets. The cost of vendor stalls has been identified consistently by these stakeholders as the main barrier to participation from more vendors, and therefore is presented as a key challenge to increasing traffic at the Market each weekend.

Annual revenue generated by vendor fees has been around \$30,000 for each of the past three years, with roughly 35 vendors participating during the Market season. By setting this year's vendor fees at a much lower rate in comparison to past years, the Working Group and staff are confident that an increased number of vendors can be successfully recruited to ensure that the resulting vendor fee revenues can meet or exceed the revenue target of \$30,000 in this year's operating season.

In addition to lower vendor fees, vendor recruitment efforts will also leverage increased marketing and communication to retain existing vendors, reengage previous vendors and attract new vendors. Together with more marketing online and through digital media, along with increased onsite programming during Market days, the Market Working Group foresees a higher number of visitors this season as well.

Background

The City of Greater Sudbury recognizes the value of a public market as an incubator for small business start-up, tourism development and economic stimulus for a healthy, vibrant downtown. As such, site development, operation and marketing are the responsibility of the Greater Sudbury Development Corporation (GSDC) and management of the program is coordinated by Tourism & Culture staff within the Economic Development department. To date, development, operations, marketing and general management of the Market program are the responsibility of this staff team.

At the direction of Council, a renewed Downtown Market Working Group Advisory Panel was also assembled in 2015 with a mandate to provide advice, recommendations, information and expertise in the development of Market programming and operations.

For 2016, Eat Local Sudbury has been contracted as a third-party operator to manage and operate the 2016 Market. The service contract approach was piloted for the latter part of the 2015 season, with Eat Local Sudbury overseeing market operations; this was met with positive feedback from both vendors and consumers.

The contract was secured through an RFP process managed by Economic Development and Purchase staff with the assistance and input of the Market Working Group, and initial responses from vendors and stakeholders have been similarly positive.

In preparation for the 2016 season, the Working Group has outlined specific goals, including:

- o Increased consumer traffic to the Market – this will be achieved through targeted vendor recruitment to ensure diversity of offerings, along with increased programming and a targeted approach to communications and marketing especially through social media
- o Increased number and diversity of vendors and their offerings – this is seen as a priority by the group in order to achieve the top goal of increased traffic to the Market.

Along with their guidance and support for the ongoing operations of the Market's functional program, the Working Group also has a mandate to “develop a critical path and business plan for the organization's evolution to a self-governing, market corporation”. They have recognized that achieving this evolution will rely on consistent engagement with the vendors themselves to ensure they feel a sense of commitment to and ownership of the Market. Such a goal requires careful succession planning and consistent communication with previous, existing and potential vendors.

With this in mind, it is clear that early, amplified communication of 2016 vendor fees is important to the process of recruiting vendors, with the intention that this will also enable vendors themselves to include Market participation in their own business planning.

2016 Market Season

In order to determine dates and hours of operation, the Market Working Group work closely with staff to review results of previous seasons along with input from stakeholders.

- This year's Market season will open on Saturday, June 4th, closing on Sunday, October 9th.
- The same physical layout will be used as was in 2015, based on positive feedback from both vendors and consumers, along with staff.

- Hours of operation will be Saturdays from 8 a.m. until 2 p.m., and Sundays from 10 a.m. until 2 p.m. As an update for this year, vendors will also be given the option of staying at the Market until 3 p.m. on Saturdays only, depending on traffic.
- Based on previous years' tracking, it is anticipated that peak hours for visitor attendance will remain from 10 a.m. until noon on Saturdays, and from noon until 2 p.m. on Sundays.

Vendor Fee Structure

Surveying and consultation with both existing and past vendors, along with recruitment efforts to attract new vendors, indicated that stall fees are relatively high and the expense of the fees presents a barrier to increased vendor participation.

- o As part of the 2015 vendor survey, vendors were asked what suggestions they would have for improving the Market, and "lowering the rates to attract more vendors" was mentioned most frequently; this is consistent with responses received from vendors in past years

- o As an example of research supporting this suggestion, staff worked to engage artisan vendors during the 2015 Sudbury Makers Market craft and art show for potential recruitment to the Downtown Market, and most indicated that the cost of Market stalls was prohibitive to their participation. The Makers Market itself attracted over 30 local and regional artisans and crafters, many of whom are young or emerging artists, and brought in consumer attendance of several thousand consumers. Vendor rates for the craft show are very low in comparison to the daily rates available in 2015 at The Market.

- o At the same time, surveying of consumers indicated that while fruits and vegetables continue to be a key purchase and attendance driver, the majority of visitors also indicated that a wider choice of products would influence their decisions to return more frequently, spend more and stay longer at the Market.

- o Research into other northern markets also indicates that the Greater Sudbury market is one of the highest priced in terms of vendor stall fees.

After reviewing this information, the Working Group quickly reached the consensus that the vendor stall fees should be reduced for the 2016 season. This would help new vendors overcome barriers to participation while ensuring retention of existing vendors and encouraging past vendors to return.

The working group agreed that the timing is ideal to take this step for the 2016 Market season, as it aligns with the new approach of contracting Eat Local Sudbury as a third-party operator to manage and operate the 2016 Market.

Impact on Operating Budget

In 2015, 34 vendors participated in the Market, over the course of the season, half of whom were installed for the full season and the remainder of vendors purchasing daily, weekly and monthly stall rentals. Vendors offered products such as fresh produce, baked goods (pastries, breads, and desserts), meats, spices, teas, crafts, jewelry and more. Over 60% of this year's vendors were new to the Market.

Revenue from these vendor stall fees totaled just over \$32,000; these vendor numbers and stall fee revenues are consistent with the previous two years of Market operations in the current location on Elgin Street.

The Market Working Group agreed that the lower stall fees, along with targeted marketing efforts and increased programming of special and seasonal events at the Market would enable more effective recruitment of vendors for the 2016 season. In alignment with their goal to increase Market attendance, the group feels that more vendors will result in a more diverse offering of products to attract consumers and increase traffic each weekend.

After researching local and regional farmers, producers and artisans, it has been determined that a sufficient pool of potential vendors exists to ensure an increased number of vendors can be targeted for recruitment in 2016.

Given these changes, the Working Group and staff are confident that an increased number of vendors can be successfully recruited to ensure that the resulting vendor fee revenues can meet or exceed the revenue target of \$30,000 in this year's operating season.

2016 Market Stall Options & Fees

This year's market stall options themselves are the same as those offered in 2015, and a similar layout will also be used for this year's market operations, based on the positive support this approach received from vendors and consumers last year in terms of moving vendor trucks to the outside and concentrating stalls and pedestrian movement within the center. This layout enables flexibility in terms of adding more stalls, including the 10x10 Pop Up stall options, as required by vendor interest and demand for space.

As outlined on the attached chart, the stall fee structure include the following changes from previous seasons:

- The fee structure has been streamlined to make it easier to understand by vendors and staff
- The "weekly" fee rate was removed as it was not well utilized
- Rates are structured to ensure that seasonal fees offer the most cost savings to vendors to encourage their participation over the full season, while daily rates have been simplified to attract those vendors, such as those selling fresh produce, to participate in the Market according to seasonality of offerings and abundance of product (for instance, small-scale farmers may have a "bumper crop" of vegetables to sell over a specific period of time during the season)
- Electricity remains options for vendors according to stall choice
- Insurance remains a requirement and vendors may opt to purchase the City's coverage or provide proof of their own

Conclusion

The Market Working Group, together with staff and Eat Local Sudbury representatives, have carefully considered the feedback of existing, previous and potential Market vendors, along with consumers and other stakeholders, gathered through surveying and consultation over the past several years, along with research conducted on other northern and regional markets.

This information indicates that the Greater Sudbury Downtown Market is one of the more expensive markets in the area, and also suggests that a lower vendor stall fee structure will enable more effective recruitment of vendors, resulting in a wider array of product offerings for consumers and helping to attract more consumer traffic to the Market.

The Downtown Market Working Group is therefore recommending the attached Market Vendor Fees for the 2016 season for Council's approval.

2016 Market Stall Options & Fees*

2016 Season: Saturday, June 4 – Sunday, October 9 (38 Market Days)

| | Seasonal | Monthly | Daily |
|--|------------|----------|---------|
| 10x20 Space (4 available) | \$1,190.00 | \$330.00 | \$65.00 |
| 10x10 Semi-Permanent | \$600.00 | \$165.00 | \$30.00 |
| 10x10 Pop-Up | \$600.00 | \$165.00 | \$30.00 |
| Market Stand (3x7) (4 available) | \$230.00 | \$65.00 | \$25.00 |
| 8x10 Indoor Stall (MRU) (11 available) | \$690.00 | \$190.00 | \$70.00 |
| Electricity** | \$205.00 | n/a | \$6.75 |
| Insurance⁺ | n/a | n/a | \$6.75 |

2015 Market Stall Options & Fees*

2015 Season: Saturday, June 27 – Sunday, October 25 (36 Market Days)

| | Seasonal | Monthly | Weekly | Daily- Local farmer | Daily- Crafter/ Artisan |
|---|------------|----------|----------|---------------------------|-------------------------------|
| 10x20 Space (4 available) | \$2,380.00 | \$660.00 | \$360.00 | \$120.00 | \$238.00 |
| 10x10 Semi-Permanent | \$1,190.00 | \$330.00 | \$180.00 | \$60.00 | \$119.00 |
| 10x10 Pop-Up | \$1,190.00 | \$330.00 | \$180.00 | \$60.00 | \$119.00 |
| Market Stand (3x7) (4 available) | \$465.00 | \$129.00 | -- | -- | \$90.00 |
| 8x10 Indoor Stall (MRU) (11 available) | \$1,380.00 | \$380.00 | -- | -- | -- |
| Electricity** | \$192.00 | -- | -- | -- | \$6.00 |
| Insurance⁺ | -- | -- | -- | -- | \$6.00 |

*Inclusive of HST

**Electricity is available as an option for 10x10 Semi-Permanent and 8x10 Indoor Stalls (MRU) only

⁺Vendors may provide proof of their own insurance coverage or purchase this option under the City

Request for Decision

Animal Control Contract

| | |
|---------------|-------------------------|
| Presented To: | City Council |
| Presented: | Tuesday, Feb 09, 2016 |
| Report Date | Wednesday, Jan 27, 2016 |
| Type: | Managers' Reports |

Resolution

Resolution One:

THAT the City of Greater Sudbury receives the report from Matrix Consulting entitled "Evaluation of the City of Greater Sudbury's Animal Control Services: Final Report Summary".

Resolution Two:

THAT the City of Greater Sudbury conduct animal services by-law enforcement through the use of City of Greater Sudbury Employees beginning in the fall of 2016 when the current contract expires.

Resolution Three:

THAT the City of Greater Sudbury continue to contract out for pound services And that to increase competition and the potential for a larger number of qualified bidders, staff be directed to prepare an RFP for pound services with options to provide service for the entire City of Greater Sudbury or one of three smaller service areas.

Resolution Four:

THAT the City of Greater Sudbury formally adopt a Low Kill Service philosophy with a 90%+ adoption rate based upon the 11 core tenets, generally recognized as being: Trap-Neuter-Release (TNR); High-Volume, Low-Cost Spay/Neuter Programs; Rescue Group Partnerships; Foster Care; Comprehensive Adoption Programs; Pet Retention; Medical & Behavior Programs; Public Relations / Community Development; Volunteers; Proactive Redemptions; and Compassionate / Accountable Management.

Finance Implications

If approved, the 2016 implementation costs are expected to be funded within existing Administrative Services operating budgets. The 2017 operating budget impact, including staffing will be presented to Council following the award of the RFP for Pound Services.

Signed By

Report Prepared By

Brendan Adair
Manager of Security, By-Law and Court
Services
Digitally Signed Jan 27, 16

Recommended by the Department

Caroline Hallsworth
Executive Director, Administrative
Services/City Clerk
Digitally Signed Jan 27, 16

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Jan 27, 16

APPENDIX 1: ANIMAL CONTROL REPORT TO COUNCIL

Council will be asked to make three fundamental decisions about the future direction of Animal Control based on the report from Matrix Consulting entitled "Evaluation of the City of Greater Sudbury's Animal Control Services: Final Report Summary." The report is attached as Appendix Two. Once these decisions have been made by Council, staff will move forward immediately to prepare and implement the new service model as selected by Council, so as to ensure an orderly transition in October 2016.

In order to move forward, Council is asked to respond to the three questions posed by Mr. Pennington in his presentation of January 26, 2016 a copy of which is attached as Appendix Three. Those questions are:

- ◆ Who provides enforcement services to the community?
- ◆ Who provides pound services to the community?
- ◆ What service level is to be adopted by the City related to the animal care provided?

The recommendations from Matrix Consulting are summarized on pages four through seven of the report and each is explained in more detail in the corresponding sections of the report. Matrix's recommendations for each of the questions are as follows:

- ◆ Who provides enforcement services to the community?
 - ➔ **4.2 The City of Greater Sudbury should conduct animal services by-law enforcement through the use of City of Greater Sudbury Employees.**
- ◆ Who provides pound services to the community?
 - ➔ **4.3 The City of Greater Sudbury should continue to contract out for pound services, rather than bring these services in house.**
 - ➔ **To increase competition and the potential for a larger number of qualified bidders, the City of Greater Sudbury should bid pound services with options to provide for the entire City of Greater Sudbury or one of three smaller service areas.**
- ◆ What service level is to be adopted by the City related to the animal care provided?
 - ➔ **5.1 to 5.10 Formally adopt a Low Kill Service philosophy with a 90%+ adoption rate based upon the 11 core tenets as generally recognized below:**

- ◆ Trap-Neuter-Release (TNR)
- ◆ High-Volume, Low-Cost Spay/Neuter Programs
- ◆ Rescue Group Partnerships
- ◆ Foster Care
- ◆ Comprehensive Adoption Programs
- ◆ Pet Retention
- ◆ Medical & Behavior Programs
- ◆ Public Relations / Community Development
- ◆ Volunteers
- ◆ Proactive Redemptions
- ◆ Compassionate / Accountable Management

Matrix has prepared a preliminary cost analysis which suggests cost range for the new service model as follows. Once the RFP has been issued and awarded, a more firm budget number will be used in the 2017 budget to accurately reflect the costs of the service. Costs of the new service level, through November and December 2016 including a small amount for equipment, should be able to be absorbed within the existing Administrative Services budgets.

| Current Cost | | Proposed Cost | |
|---------------------|------------------|-----------------------------|------------------------------|
| AS Contract | \$599,999 | Pound Contract | \$200,000 - \$450,000 |
| | | Service Enhancement | \$35,000 |
| | | <u>3 FTEs w/ veh/equip.</u> | <u>\$285,000</u> |
| Total Cost | \$599,000 | Total Cost | \$520,000 - \$770,000 |
| | | Revenue Increase 1st Yr | \$150,000 |
| Net Cost | \$599,000 | Net Cost | \$370,000 - \$620,000 |

Staff are committed to working with existing resources as much as possible to minimize costs, as for example working within the number of fleet vehicles currently assigned to Compliance and Enforcement to ensure that two of those vehicles are equipped for Animal Control Enforcements. Further, the new model of by-law officers who are trained in animal control enforcement will provide evening and weekend response for all by-law matters.

Once Council has established the framework for Animal Control Services effective in the fall of 2016, next steps will include working with Matrix to draft an RFP for pound services and a new Animal Control By-Law, which By-Law will be presented to Council for discussion in late spring or early summer 2016. Staff will also work to implement the new enforcement model, including hiring, training and equipping of staff.

A staff member from Matrix Consulting will be available (either in person or electronically) at the meeting of February 9, 2016 should Council have further questions regarding their report.

Evaluation of the City of Greater Sudbury's Animal Control Services

City of Greater Sudbury, Ontario

FINAL REPORT SUMMARY



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January 26, 2016

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1. EXECUTIVE SUMMARY AND LISTING OF RECOMMENDATIONS

This initial chapter of the report introduces the approaches utilized in this study and summarizes key findings, conclusions and recommendations to be found in this report.

1. INTRODUCTION TO THE REPORT.

The Matrix Consulting Group was retained by the City of Greater Sudbury to conduct an evaluation of the Animal Services operations. In reaching the conclusion of the study, the project team has assembled this final report summarizing our major findings, conclusions and recommendations. As part of this study, the Matrix Consulting Group analyzed the following specific areas, as well as other related topics:

- Review of the City of Greater Sudbury's animal control model and comparison to other successful models.
- Review and analyze service options and alternatives.
- Analysis of the challenges and opportunities related to the City of Greater Sudbury's domestic animal care services.
- Evaluation and recommendation of options, both short and long term, for the operation of a domestic animal shelter facility under various alternatives.
- Opportunities to enhance services through alternative approach

The overall goal of this study was to develop an assessment of alternatives, and cost implications, for a new animal services model for the City of Greater Sudbury.

2. DESCRIPTION OF STUDY METHODOLOGY.

As part of this study of the City of Greater Sudbury's Animal Services, the project team conducted the following activities:

- Interviews with key stakeholders were conducted including:
 - City of Greater Sudbury staff charged with oversight of Animal Services
 - Representatives of key stakeholders including rescue groups
 - Key staff of the current vendor
- Community Survey and Public Forum to gather input from the public and interested parties.
- Compared the current service levels of the City of Greater Sudbury against best practices in animal control and care.
- Analyzed data regarding current operation including policies, **procedures**, workload and staffing.
- Analysis of service enhancements to be considered by the City of Greater Sudbury.

These activities enabled the project team to analyze the existing model of animal services against alternative models and best practices to develop a recommended approach for the City of Greater Sudbury. The analysis conducted led to the recommendations that are contained in the later chapters of this report.

3. KEY THEMES THAT EMERGED DURING THE EVALUATION.

In conducting interviews and the public meeting, there were several key themes that emerged that the project team took into consideration during the evaluation. These included the following:

- There was a strong public perception that the last contracting effort did not result in the best financial outcome for the City of Greater Sudbury.
- Concerns have been identified regarding whether the current level of expenditure is appropriate for the City of Greater Sudbury.
- Many stakeholders believe the existing level of services provided are not at the appropriate level and should be expanded.
- Desire for greater oversight of the Animal Service program and increased accountability for performance and operations.

- More responsive, consistent and accountable field enforcement of Animal Control by-laws.

These concerns were considered when developing the recommendations and a final recommended animal services model. Where possible, the recommendations are addressed in the analysis and alternatives were designed to address or mitigate these concerns in the future.

3. OVERVIEW OF THE RECOMMENDED MODEL AND APPROACH TO REACHING DECISIONS REGARDING THE FUTURE MODEL.

In moving forward with the policy decisions; that the City of Greater Sudbury should undertake in addressing the animal service model, it is recommended that the following approach and timeframe be utilized for a systematic approach.

- Policy decisions regarding the level and type of animal care services to be provided should be undertaken. This would include determination of whether or not to adopt a “No Kill” philosophy and/or implementation of all or some of the recommendations outlined based upon those tenets. (early Spring 2016)
- Determine the service model the City of Greater Sudbury wishes to adopt. The recommended approach is bringing by-law services in house with pound services contacted out. Additionally, pound services are recommended to be bid in an alternative model providing options for serving segments of the community. (early Spring 2016)
- Draft RFP consistent with the major policy decisions reached above (early Spring 2016).
- Review draft RFP with potential vendors during a pre-bid meeting (early Spring 2016).
- Issue RFP and evaluate responses (early Summer 2016).
- Issue award, as appropriate, based upon responses (mid-Summer 2016).

The most critical aspect of this timeframe and approach, is reaching a consensus on the service levels and service delivery model to be employed. As these drive significantly the development of the RFP document.

4. SUMMARY OF KEY RECOMMENDATIONS.

The following table provides a comprehensive listing of the key findings and recommendations contained within this report. Recommendations are listed in the order that they appear in the report. For each recommendation, a relative priority (in relation to other recommendations in the report) is provided.

Where applicable, we have also provided an indication of the fiscal impact of the recommendation to the City of Greater Sudbury. Most of the recommendations do not require direct outlay of financial support to implement – but will require staff time and effort be allocated to implement the recommendation.

| Section | Recommendation | Priority | Estimated Fiscal Impact |
|----------------|---|-----------------|--|
| 4.2 | The City of Greater Sudbury should conduct animal services by-law enforcement through the use of City of Greater Sudbury employees. | High | \$135,000 |
| 4.3 | The City of Greater Sudbury should continue to contract out for pound services rather than bring these services in-house. | High | n/a |
| 4.3 | To increase competition and the potential for a larger number of qualified bidders, the City of Greater Sudbury should bid pound services with options to provide for the entire City of Greater Sudbury or one (1) of three (3) smaller service areas. | High | There is potential for increased cost under this approach. |
| 4.4 | The City of Greater Sudbury should dedicate a management position full-time to overseeing, administering and developing the Animal Services Program. | High | \$85,000 |

| Section | Recommendation | Priority | Estimated Fiscal Impact |
|---------|---|----------|-------------------------|
| 5.1 | The City of Greater Sudbury should allocate \$15,000 to conduct a comprehensive pilot-program to support implementation of a TNR program. This funding should be distributed through a competitive process. | Medium | \$15,000 |
| 5.1 | The City of Greater Sudbury and the Service Provider should actively promote the benefits of a trap and release program to educate the public about the merits of the initiative. | Medium | n/a |
| 5.1 | Continued funding of the program after the pilot-program should be based upon performance of the participating groups, and the impact on reducing the feral cat population. Grants and fundraising should be developed as a primary funding mechanism. | Medium | Unknown |
| 5.2 | The City of Greater Sudbury should allocate \$20,000 annually to support implementation of an expanded spay and neuter program and explore additional partnerships including rescue groups and veterinarians. | High | \$20,000 |
| 5.2 | The City of Greater Sudbury should highly publicize available spay and neutering programs through public education events, proactive media initiatives, its website and social media channels. | Medium | Minimal cost impact. |
| 5.3 | The City of Greater Sudbury must strengthen the working relationships with all rescue groups. A quarterly co-ordination meeting should be held between the City of Greater Sudbury and representatives of each rescue group to develop strategies for working together, increasing dialogue, and addressing issues that arise in a timely manner. | High | n/a |
| 5.4 | The City of Greater Sudbury should work in collaboration with the rescue groups to develop a foster care program to provide an additional avenue for placement of animals, on a temporary basis during times of overcrowding at the pound or to socialize animals back to a home environment after extended periods of time at the pound. | High | n/a |
| 5.5 | The City of Greater Sudbury should continue its focus on adoption programs. | High | n/a |

| Section | Recommendation | Priority | Estimated Fiscal Impact |
|---------|--|----------|-------------------------|
| 5.5 | The City of Greater Sudbury and the current and future contractors should employ various adoption incentive events throughout the year and innovative partnerships. | Medium | Minor revenue reduction |
| 5.5 | The City of Greater Sudbury should consider extending evening hours for adoptions at least one (1) night per week at the shelter. | Medium | Unknown |
| 5.6 | Staff should create an enhanced sensitivity training instructions and training for all staff concerning how to appropriately discuss pet surrender with individuals bringing animals to the shelter. | Medium | n/a |
| 5.6 | The City of Greater Sudbury should develop a resource handbook that outlines community resources available to individuals who may need temporary assistance to support their ability to maintain their pet rather than choosing relinquishment. | Medium | n/a |
| 5.7 | All animals should be assessed in a timely manner for preexisting medical conditions and behavioral problems upon intake. | High | n/a |
| 5.8 | A strategic communications plan should be developed by the City of Greater Sudbury that identifies initiatives to increase transparency, promote animals that are available for adoption and enhance public awareness. This should include development of periodic newsletters, community meetings and a redesign of the website. Further, the City of Greater Sudbury is in a great position to help promote the adoption of animals through its social media channels. | Medium | n/a |
| 5.9 | Develop a volunteer program to ensure there is a coordinated effort to improve recruitment, training, and utilization of volunteers to support pound operations, animal care, and adoption events. | Medium | n/a |
| 5.10 | A proactive field canvassing program should be instituted for Animal Control Officers and volunteers to identify unlicensed pets. | Medium | n/a |
| 6.1 | The City of Greater Sudbury should make minor modifications to the bidding process to increase the potential for increasing the number of potential bidders. | High | n/a |

| Section | Recommendation | Priority | Estimated Fiscal Impact |
|----------------|---|-----------------|--------------------------------|
| 6.1 | The City of Greater Sudbury should consider compensating pound vendors entirely upon a set bid price. All revenues received related to licencing fees, adoptions, redemptions, etc. should be remitted to the City of Greater Sudbury. | High | Unknown |
| 6.2 | The City of Greater Sudbury should modify the RFP process to provide an additional step in the process where the draft RFP is reviewed with interested vendors while in 'draft' format. Potential vendors should be encouraged to provide input to the City of Greater Sudbury regarding terms, conditions or requirements contained in the draft RFP where it may be difficult to achieve compliance | Medium | n/a |
| 6.2 | The City of Greater Sudbury should review all input and feedback received, and finalize the RFP based upon balancing the desire to increase competition while protecting the City of Greater Sudbury's financial interest and liability. | Medium | n/a |
| 6.2 | The City of Greater Sudbury should consider establishing an initial term of service at five (5) years for a new contract with options to renew for an additional three (3) years based upon either a cost of living adjustment, or a new negotiated rate. | High | n/a |

The following chapters provide background materials developed by the project team and supporting narrative and analysis leading to the recommendation.

2. OVERVIEW OF EXISTING OPERATIONS

This overview of existing operations is designed to provide a summary of the current operational model utilized by the City of Greater Sudbury in providing Animal Control Services. This summary was developed based on data collection and analysis, interviews with staff, and site visits to the Rainbow District Animal Control Shelter.

1. Overview of the City of Greater Sudbury Animal Control Services.

In 2003, The City of Greater Sudbury began outsourcing animal control and pound services with a private company. The first contract was awarded to Rainbow District Animal Control and Shelter Services (RDAC) operating as Wenrick Kennels, Inc. Subsequent contracts have all been awarded to RDAC as well.

More recently, RDAC was awarded a five-year contract commencing in 2009. This contract expired on March 31, 2014, and then was extended to July 1, 2014 to allow time for the results of a public consultation process to be incorporated into a new Request for Proposal (RFP). The City of Greater Sudbury reviewed public comments regarding suggested improvements to services and the legislative by-law along with issues raised including the following: the method and quality of administering euthanasia; the quality of animal care; and public interactions and enforcement procedures.

As a result of the public review, on March 18, 2014, the City of Greater Sudbury issued a RFP in two parts. The first part related to current levels of animal control and shelter services and administrative service enhancements for reporting requirements and public interaction. The second one requested a separate bid on certain service

level enhancements including for euthanasia performed by veterinarians, extended operating hours at the shelter, and an increase to the current three-day redemption period for impounded dogs and cats and fee adoption from the shelter. Only RDAC bid on the RFP and at a significantly higher price from the prior contract. In June, 2014, an extension of the contract was authorized until November 2014 to allow for additional time to initiate a second process. This request separated opportunities to bid on either control and enforcement or pound services, or both. This RFP was issued on July 18, 2014 and again, only RDAC submitted a formal proposal. Based on the lack of any other competitors, the Council authorized a two-year contract through October 31, 2016 at an annual cost of \$599,999, an increase from the prior contract amount of \$442,892. No additional service level enhancements were included in the new contract.

2. Overview of Relevant Animal Control Regulations and By-Laws.

RDAC provides animal control and pound services to the City of Greater Sudbury through enforcement of the Animal Control By-law 2002-285 as amended, *The Pounds Act* (R.S.O. 1990, c. P.17), *The Animals for Research Act* (R.S.O. 1990, c. A.22) and the *Dog Owner's Liability Act*. In addition, RDAC must adhere by the *Ontario Society for the Prevention of Cruelty to Animals Act* (R.S.O. 1990, c. O.36).

Per the agreement with the The City of Greater Sudbury, RDAC provides the following major services:

- **Pound and Shelter Services** including regulations regarding facility usage and hours of operation; humane care and treatment of animals placed in care; adoption services; proper methods of euthanasia; and burial or cremation of dead animals.
- **Website** for residents outlining the policies and procedures for animal control and pound/shelter operations as well as information for adoption, lost and found, and educational material.

- **Licensing** – RDAC makes available and sells animal registrations to owners of cats and dogs.
- **Animal Control Services** including enforcement of the City of Greater Sudbury by-law. RDAC will dedicate three Animal Control Officers on duty for the City of Greater Sudbury during its hours of operations who will conduct proactive patrols, impound dogs or cats found at large, aid injured dogs and cats, issue Provincial Offences Notices and Summons regarding violations and appear in Provincial Court to give evidence regarding infractions.
- **Emergency service responses** for injured dogs and cats that require emergency treatment or for animals that pose a threat to public safety.
- **Reporting** – RDAC will provide detailed monthly activity reports to the City of Greater Sudbury regarding the calls for service as well as an annual financial report summarizing fees collected for impound, boarding and registrations.

RDAC is located at 411 St. Agnes Street, Azilda. Hours of operation are typically from 8:30am – 6pm, seven days a week. Staffing levels include the following:

| Day of the Week | Assigned Staff |
|-----------------|------------------------------|
| Sunday | 3 FT Animal Control Officers |
| | 1 FT Kennel Duty |
| Monday | 4 FT Animal Control Officers |
| | 1 FT Kennel Duty |
| Tuesday | 4 FT Animal Control Officers |
| | 1 FT Kennel Duty |
| | 1 PT Kennel Duty |
| Wednesday | 6 FT Animal Control Officers |
| | 1 FT Kennel Duty |
| Thursday | 3 FT Animal Control Officers |
| | 1 FT Kennel Duty |
| | 1 PT Kennel Duty |
| Friday | 3 FT Animal Control Officers |
| | 1 FT Kennel Duty |
| | 1 PT Kennel Duty |
| Saturday | 3 FT Animal Control Officers |
| | 1 FT Kennel Duty |

In addition to the staffing levels above, two (2) administrators also perform Animal Control duties as required and rotate covering after hours' service requests as

well. On Statutory Holidays, minimum staffing includes two (2) employees for Kennel Duty and one (1) Animal Control Officer. Please note that RDAC contracts with other municipalities. Per the contract, three (3) Animal Control Officers are dedicated to the City of Greater Sudbury.

3. Summary of Workload Data.

The following tables provide summary information regarding key workload and animal services control performance data. This information is provided to place the workload into context as consideration is given to differing alternative approaches in the future.

(1) Calls for Service

The following table outlines the number of calls, by location, for 2014 and 2015 YTD (at the time of collection and on-site visits data was available only through August / September).

| Calls for Service by Jurisdiction | 2014 | 2015 YTD* |
|--|-------------|------------------|
| Azilda | 84 | 58 |
| Blezard Valley | 3 | 3 |
| Capreol | 67 | 34 |
| Chelmsford | 137 | 88 |
| Coniston | 31 | 17 |
| Copper Cliff | 32 | 36 |
| Dowling | 19 | 17 |
| Falconbridge | 17 | 3 |
| Garson | 101 | 94 |
| Hanmer | 170 | 143 |
| Levack | 46 | 30 |
| Lively | 105 | 55 |
| McCrea Heights | 3 | 1 |
| Naughton | 7 | 5 |
| Onaping | 26 | 14 |
| Skead | 6 | 10 |

| Calls for Service by Jurisdiction | 2014 | 2015 YTD* |
|-----------------------------------|--------------|--------------|
| Sudbury | 1,736 | 1,156 |
| Val Caron | 86 | 85 |
| Val Therese | 24 | 15 |
| Wahnapiatae | 38 | 47 |
| Wanup | 7 | 4 |
| Whitefish | 13 | 8 |
| Worthington | 3 | 3 |
| Total | 2,761 | 1,926 |

(2) Calls for Service By Day of Week:

The following table outlines the number of calls, by day of the week, for 2014 and 2015 YTD.

| Calls by Day of Week | Total calls 2014-2015 YTD |
|----------------------|---------------------------|
| Sunday | 337 |
| Monday | 771 |
| Tuesday | 820 |
| Wednesday | 745 |
| Thursday | 841 |
| Friday | 760 |
| Saturday | 413 |
| Total | 4,687 |

(3) Calls for Service By Type of Call:

The following table outlines the number of calls, by call type, for 2014 and 2015 YTD.

| Call Type | Number of Calls 2014 - 2015 YTD |
|--|---------------------------------|
| Other | 10 |
| After Hours - Emergency Services Assistance | 31 |
| After Hours - Injured animal | 11 |
| After Hours - Threat to public safety | 4 |
| Animal for protective custody | 40 |
| Animal Mistreated | 27 |
| Animal trapping violation | 1 |
| Cat at large | 170 |
| Cat bite | 10 |
| Cat found | 241 |
| Cat in trap for pick up | 98 |

| Call Type | Number of Calls 2014 - 2015 YTD |
|-------------------------------------|---------------------------------|
| Cat injured | 22 |
| Cat Lost | 1 |
| Cat mistreated | 4 |
| Cat to release | 33 |
| Cat trap request | 35 |
| Dead animal | 270 |
| Dog at large | 1,502 |
| Dog attack (other domestic animal) | 113 |
| Dog barking | 810 |
| Dog bite | 105 |
| Dog found | 469 |
| Dog injured | 28 |
| Dog Lost | 23 |
| Dog mistreated | 13 |
| Dog Park regulations violation | 9 |
| Dog to release | 22 |
| Dog to release for Quarantine | 4 |
| Dogs in prohibited area | 3 |
| Dogs off leash | 4 |
| Dogs swimming at beach | 2 |
| Fail to stoop and scoop | 349 |
| Feeding Wildlife/Strays | 31 |
| Keep animal other than a dog or cat | 3 |
| Keep Exotic or other animals | 8 |
| Keep too many animals | 33 |
| Licence Follow Up | 1 |
| License requested | 40 |
| Livestock at large | 10 |
| Livestock in unzoned area | 5 |
| Miscellaneous | 40 |
| Potentially dangerous dog | 40 |
| Problems with wildlife | 2 |
| Requesting cat trap | 1 |
| Shelter inquiry | 6 |
| Wants to surrender animal | 3 |
| Total | 4,687 |

(4) Calls for Service By Month:

The following table outlines the number of calls, by month, for 2014.

| Month | 2014 Calls |
|-----------|------------|
| January | 180 |
| February | 150 |
| March | 204 |
| April | 271 |
| May | 295 |
| June | 262 |
| July | 298 |
| August | 256 |
| September | 295 |
| October | 175 |
| November | 182 |
| December | 193 |
| Total | 2,761 |

(5) Intakes per Month:

The following table summarizes various the intake reason / method during 2014.

| Intake | 2014 Total |
|------------------------------------|------------|
| Impound | 1,035 |
| Owner/guardian surrender | 344 |
| Protective custody | 19 |
| Quarantine | 8 |
| Return | 38 |
| Transfer from another organization | 6 |
| Total | 1,450 |

(6) Outcomes:

The following table outlines the number of various outcomes for 2014.

| Outcome Type | Female | Male | Unknown | Total |
|----------------------------------|--------|------|---------|-------|
| Adoption | 263 | 283 | 4 | 550 |
| Died | 12 | 12 | 0 | 24 |
| DOA | 26 | 28 | 9 | 63 |
| Euthanasia | 261 | 197 | 8 | 466 |
| Redemption | 111 | 198 | 1 | 310 |
| Transfer to another organization | 14 | 22 | 1 | 37 |
| Total | 687 | 740 | 23 | 1,450 |

The following table shows the outcomes for dogs from 2011-2013.

| Dogs | 2011 | 2012 | 2013 | Average |
|----------------|--------------|--------------|--------------|-------------|
| Impounded | 575 | 715 | 605 | 632 |
| Redeemed | 363 | 440 | 319 | 374 |
| Adopted | 161 | 193 | 160 | 171 |
| Euthanized | 52 | 100 | 53 | 68 |
| Dog Free Rides | 104 | 111 | 58 | 91 |
| DOA | 20 | 25 | 15 | 20 |
| Total | 1,275 | 1,584 | 1,210 | 1356 |

The following table shows the outcomes for cats from 2011-2013.

| Cats | 2011 | 2012 | 2013 | Average |
|----------------|--------------|--------------|--------------|-------------|
| Impounded | 857 | 876 | 941 | 891 |
| Redeemed | 32 | 55 | 60 | 49 |
| Adopted | 286 | 345 | 347 | 326 |
| Euthanized | 531 | 465 | 441 | 479 |
| Dog Free Rides | 9 | 15 | 4 | 9 |
| DOA | 37 | 44 | 89 | 57 |
| Total | 1,752 | 1,800 | 1,882 | 1811 |

(7) Calls for Service Per Month By Municipality for 2014:

The following chart shows the number of calls by municipality, by month, for 2014.

| Municipality-2014 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total Calls |
|-------------------|------------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| Azilda | 9 | 1 | 4 | 11 | 12 | 6 | 5 | 7 | 14 | 4 | 7 | 4 | 84 |
| Bleazard Valley | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 3 |
| Capreol | 1 | 2 | 13 | 9 | 7 | 9 | 2 | 13 | 3 | 4 | 2 | 2 | 67 |
| Chelmsford | 9 | 7 | 6 | 10 | 18 | 13 | 18 | 8 | 9 | 10 | 16 | 13 | 137 |
| Coniston | 0 | 3 | 4 | 6 | 1 | 2 | 2 | 6 | 3 | 0 | 0 | 4 | 31 |
| Copper Cliff | 0 | 1 | 0 | 1 | 4 | 6 | 1 | 4 | 2 | 5 | 6 | 2 | 32 |
| Dowling | 1 | 0 | 2 | 0 | 1 | 2 | 6 | 0 | 3 | 1 | 1 | 2 | 19 |
| Falconbridge | 2 | 0 | 0 | 1 | 1 | 1 | 5 | 2 | 4 | 0 | 0 | 1 | 17 |
| Garson | 11 | 7 | 8 | 7 | 8 | 10 | 14 | 9 | 9 | 4 | 7 | 7 | 101 |
| Hanmer | 12 | 17 | 6 | 10 | 17 | 16 | 16 | 12 | 23 | 18 | 12 | 11 | 170 |
| Levack | 1 | 1 | 3 | 4 | 8 | 0 | 4 | 6 | 4 | 3 | 6 | 6 | 46 |
| Lively | 3 | 5 | 10 | 9 | 15 | 13 | 13 | 5 | 11 | 8 | 6 | 7 | 105 |
| Mc Crea Heights | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 3 |
| Naughton | 0 | 0 | 3 | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7 |
| Onaping | 3 | 0 | 1 | 4 | 4 | 2 | 3 | 3 | 1 | 2 | 1 | 2 | 26 |
| Skead | 0 | 2 | 1 | 0 | 0 | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 6 |
| Sudbury | 115 | 99 | 127 | 180 | 184 | 166 | 191 | 162 | 190 | 104 | 105 | 113 | 1,736 |

| Municipality-2014 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total Calls |
|-------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| Val Caron | 5 | 2 | 6 | 5 | 7 | 8 | 11 | 12 | 9 | 4 | 5 | 12 | 86 |
| Val Therese | 3 | 0 | 3 | 6 | 1 | 2 | 2 | 2 | 0 | 2 | 1 | 2 | 24 |
| Wahnapitae | 3 | 3 | 2 | 4 | 3 | 1 | 2 | 3 | 6 | 4 | 5 | 2 | 38 |
| Wanup | 0 | 0 | 1 | 0 | 2 | 1 | 0 | 2 | 0 | 0 | 0 | 1 | 7 |
| Whitefish | 0 | 0 | 3 | 1 | 1 | 1 | 2 | 0 | 3 | 0 | 1 | 1 | 13 |
| Worthington | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 1 | 3 |
| Total | 180 | 150 | 204 | 271 | 295 | 262 | 298 | 256 | 295 | 175 | 182 | 193 | 2,761 |

(9) Listing of Revenues:

The following chart shows revenue amounts generated by various fees in 2014 and 2015 YTD (again, at the time this was compiled full data for 2015 was not available). 2015 YTD information was through August / September.

| Fee | 2014 | 2015 YTD |
|--------------------|---------------------|--------------------|
| Impound Fee | \$13,400.00 | \$6,450.00 |
| Boarding-Shelter | 5,550.00 | 2,355.00 |
| Surrender Dog | 22,560.00 | 9,960.00 |
| Surrender Cat | 14,220.00 | 7,380.00 |
| Adoption Fee | 65,267.50 | 27,327.00 |
| Miscellaneous | 1,952.50 | 800.00 |
| Licenses | 11,800.00 | 4,131.48 |
| Pick Up & Delivery | 2,116.25 | 920.00 |
| Sales Tax | 13,130.17 | 6,114.16 |
| Total | \$149,996.42 | \$65,437.64 |

This background information regarding workloads, revenue sources, and other characteristics of the current service levels may be beneficial during discussion regarding service options and alternatives. Additionally, this type of information will be useful for future vendors regarding the historical work volumes associated with the animal services contract.

3. COMMUNITY SURVEY SUMMARY

The Matrix Consulting Group conducted a survey of City of Greater Sudbury stakeholders in order to receive their feedback regarding various aspects of Animal Control Services in their community. This survey was active from September 10th through September 20, 2015 and was distributed both in electronic and paper format. The survey, which was available in English and French, had 825 completed responses.

1. INTRODUCTION TO THE PURPOSE AND STRUCTURE OF THE SURVEY

The survey consisted of three sections. The first section consisted of 34 positively-phrased statements about Animal Control Services to which respondents were asked to select from one of the following responses: “strongly agree”, “agree”, “neutral”, “disagree”, “strongly disagree”, and “N/A”. For purposes of this analysis, strongly agreeing and agreeing responses have been grouped together in some places (such as tables) in this document, as have disagreeing and strongly disagreeing. The last two sections included open-ended prompts providing stakeholders the ability to list their three most important changes that should be made in Animal Control Services in Greater Sudbury as well as the opportunity to give their opinions and thoughts on any issues related to Animal Control Services.

While responses to the survey are confidential, respondents were asked at the beginning of the survey to provide some information about themselves. This included the length of time that residents lived in the City of Greater Sudbury, whether they lived in an urban or rural part of Sudbury, and if they have had contact with Animal Control

Services in the last year and, if so, in what capacity. The following tables breakdown their responses.

| How long have you lived in the City of Greater Sudbury? | |
|--|-------------------------|
| Length of Residence | % of Respondents |
| < 5 years | 4.7 |
| 5-9 years | 5.3 |
| 10-14 years | 4.9 |
| 15-19 years | 5.7 |
| > 20 years | 79.4 |
| Total | 100.0 |

| Do you live in an urban or rural part of the City of Greater Sudbury? | |
|--|-------------------------|
| Residence | % of Respondents |
| Urban | 69.1 |
| Rural | 30.9 |
| Total | 100.0 |

| In the past year have you had any contact with the Animal Services? | |
|--|-------------------------|
| Response | % of Respondents |
| Yes | 47.0 |
| No | 53.0 |
| Total | 100.0 |

| If you have had contact with Animal Services, in what capacity has it been? | |
|--|-------------------------|
| Type of Interaction | % of Respondents |
| Field Enforcement | 27.0 |
| Shelter Services | 27.6 |
| Both Enforcement & Shelter Services | 18.9 |
| Other | 26.5 |
| Total | 100.0 |

2. MULTIPLE CHOICE STATEMENT RESPONSES

The first group of statements in this section had to do with the degree to which Animal Services meets the expectations of residents of the City of Greater Sudbury. The following table provides responses to those statements.

(1) Residents do not feel that Animal Control Services meets their expectations, especially in relation to Adoptions and Registration of dogs and cats.

As the chart below indicates, over 58 percent of respondents disagreed and/or strongly disagreed that Animal Control Services meets their expectations with less than one quarter of respondents stating that they agree and/or strongly agree that their expectations for such services were being met, in particular regarding adoptions and registrations of dogs and cats.

| Statement | Agree & Strongly Agree | Neutral | Disagree & Strongly Disagree | N/A |
|---|------------------------|---------|------------------------------|------|
| 6. In general, City of Greater Sudbury's Animal Services meets my expectations. | 23.6% | 14.3% | 58.7% | 3.4% |

Most residents feel strongly that Animal Services is not meeting their expectations in many of the service areas as the following chart shows. Of particular dissatisfaction are the public education component, field services including enforcement and animal care in the shelter. Urban resident's dissatisfaction with the adoption process were 17% higher than rural residents. Urban residents also were approximately 15% more dissatisfied with animal care in the shelter services than those who lived in a rural part of Greater Sudbury.

| Statement | Satisfied & Highly Satisfied | Neutral | Dissatisfied & Highly Dissatisfied | N/A |
|--|------------------------------|---------|------------------------------------|-------|
| 7a. Field Services (enforcement activities such as response to calls, stray animals, etc.) | 23.1% | 18.4% | 49.5% | 9.0% |
| 7b. Animal Care in the Shelter (including redemptions) | 21.2% | 15.9% | 53.5% | 9.4% |
| 7c. Adoptions | 26.6% | 22.8% | 38.2% | 12.4% |
| 7d. Public Education | 18.1% | 14.4% | 60.4% | 7.1% |
| 7e. Registration of Dogs and Cats | 25.6% | 28.3% | 36.0% | 10.1% |

The points below explore the differences in responses based on resident's experience with Animal Control Services.

Statement #6 – “In general, Greater Sudbury's animal services meets my expectations”.

Respondents who had interaction within the last year were 13% more likely to agree with this statement. Only 17% of those who did not interact with Animal Services in the last year agreed with this statement. Both groups however had an unfavorable view of approximately 58%. Approximately 22% of residents agreed with this statement versus 47% for non-residents. 65% of those who used field enforcement disagreed with this statement.

Statement #7a – “Animal Services meets my expectations for field services”.

Overall, 23% of respondents were satisfied with 49% dissatisfied. Those who had interaction in the last year agreed with this statement 18% more than those who did not have any interaction. Urban and rural responses were both around 49% in disagreement whereas rural residents were 5% more likely to agree with this statement. 65% of those who used field enforcement disagreed with this statement compared to 37% from those who used shelter services.

Statement #7b – “Animal Service meets my expectations for animal care in the shelter”.

Generally, 21% are satisfied and 54% are dissatisfied with this statement. Urban and rural residents had similar response levels regarding their level of dissatisfaction while rural respondents were 5% more favorable towards this service. Those who used Animal Services in the past year however had a much more favorable view and agreed at 28% versus non-users who agreed at only 13.5%. Only 20.6% of field enforcement users agreed with 29.8% of shelter service users agreeing.

Statement #7c – “Animal Service meets my expectations for adoptions”.

Of the total responses, 27% were satisfied while 38% were dissatisfied. Those who had interaction within the past year were twice as satisfied than those who did not. Over 34% of users agreed with this statement compared with 17.8% for non-users. Urban residents disagreed at a much higher rate (50.5%) than rural residents (33%) with this statement.

Statement #7d – “Animal Service meets my expectations for public education”.

The overwhelming majority (61%) of all respondents were dissatisfied while only 27% were satisfied. Both urban and rural residents level of disagreement were similar whereas the level of agreement was 8% higher for rural residents. Those using services within the last year were twice as likely to agree with this statement, however the level of satisfaction was only 23%.

Statement #7e – “Animal Service meets my expectations for registration of dogs and cats”.

Overall, 26% of respondents were satisfied with 36% dissatisfied. Users of animal services within the past year were 7.5% more satisfied as well as dissatisfied than non-users. Urban residents disagreed with this statement at 37.5% versus 32.7% for rural ones. Rural residents were 4% more likely to agree with this statement. Shelter service users were satisfied 34.9% of the time versus 20.6% for field enforcement.

A review of the survey results indicates that those respondents who had interaction with Animal Services within the past year were generally more satisfied with all areas of service than those who did not have any interaction. In many service areas, the level of satisfaction for users was double the percentage of non-users with Field Services 18% higher, adoptions approximately 17% higher and animal care 15% higher. The level of dissatisfaction with non-users were generally 8% higher compared with those who used Animal Services within the past year. The differences between urban and rural residents was not as dramatic in most areas except for adoptions, which urban residents were 17% more likely to be dissatisfied with this service.

(2) Residents believe that the current approach to Animal Services needs to be a high priority and that Greater Sudbury should have a “No Kill” policy. The majority of residents do not have a high opinion on the current program.

This section of statements focused on how the current level of services are viewed, whether there should be a “No Kill” policy and gauging the support for partnering with a private contractor or having the City of Greater Sudbury take over responsibility. Recent users of Animal Services tend to have a much more favorable impression than those who have not utilized services within the past year. The following table outlines the responses to these statements and shows that the services listed in this section are not viewed favorably.

| Statement | Agree & Strongly Agree | Neutral | Disagree & Strongly Disagree | N/A |
|--|------------------------|---------|------------------------------|-------|
| 8a. I view animal services as a high priority for the City of Greater Sudbury. | 80.0% | 5.8% | 13.8% | 0.4% |
| 8b. I have a high opinion of the current Animal Services Program. | 37.3% | 19.1% | 41.2% | 2.4% |
| 8c. Animal Services is prompt in responding to problems raised by the community. | 20.2% | 20.1% | 51.0% | 8.7% |
| 8d. Animal Services makes effective use of partnerships with community groups and rescue organizations. | 23.8% | 19.0% | 49.4% | 7.8% |
| 8e. The licencing process for dogs/cats is fair and reasonable. | 34.0% | 22.3% | 36.3% | 7.4% |
| 8f. Animal Services is responsive to law enforcement needs. | 21.1% | 27.7% | 35.4% | 15.8% |
| 8g. Animal Services does a good job promoting adoption services. | 24.1% | 15.9% | 55.7% | 4.3% |
| 8h. The City of Greater Sudbury should have a formal "No Kill" policy. | 76.5% | 7.1% | 15.7% | 0.7% |
| 8i. I support partnering with a private contractor for animal services. | 56.8% | 18.7% | 19.9% | 4.6% |
| 8j. I believe that the City of Greater Sudbury should directly provide Animal Services through City of Greater Sudbury employees even if there is a cost increase. | 51.3% | 17.6% | 25.5% | 5.6% |

Statement #8a – “I view Animal Services as a high priority for the City of Greater Sudbury”.

Just over 80% of respondents agree with this statement with only 13.8% disagreeing. As is evident, residents strongly believe the City of Greater Sudbury should have a great focus on Animal Services. Urban (81%) and rural (76.4%) resident's responses to this statement were representative of the overall feedback. Those with recent contact and as well as those without contact showed similar feedback.

Statement #8b – “I have a high opinion of the current Animal Services Program”.

Overall, 37.3% of respondents agree with this statement while 41.2% did not. Users of the service had a more favorable reaction (44.2%) versus non-users (30%). There was not a discernable difference in responses from urban and rural participants. Users of shelter services agreed at 49% compared with only 38.5% for field enforcement.

Statement #8c – “Animal Services is prompt in responding to problems raised by the community”.

Just over half of respondents did not agree with this statement. Agreeing and no opinion were the same at 20.1%. Recent users again were more pleased with

services in general and were 18% more favorable than non-users. Rural residents were 5.5% higher than urban residents regarding agreement with this statement. 57% of those who used field enforcement disagree with the statement whereas 44.5% of shelter were disagreeable.

Statement #8d – “*Animal Services makes effective use of partnerships with community groups and rescue organizations*”.

Only 23.7% of all respondents agreed with this statement with roughly half of all responses not believing this area is focused on enough. Recent user's positive reaction to this statement was double that on non-users (30.7% compared with 15.7%).

Statement #8e – “*The licencing process for dogs/cats is fair and reasonable*”.

Overall, this statement resulted in an almost even split regarding agreeing (34.1%) and disagreeing (36.2%). Recent users and non-users alike had similar responses as well as urban and rural residents.

Statement #8f – “*Animal Services is responsive to law enforcement needs*”.

Only 21.1% of all respondents agreed with this statement with 27.7% remaining neutral and 35.4% disagreeing. For recent users, 28% of respondents agreed whereas non-users had only a 11.4% positive response. Disagreement between these two groups were separated by only three percentage points. Field enforcement users disagreed 39% of their responses compare to 30.6% for shelter users.

Statement #8g – “*Animal Services does a good job promoting adoption services*”.

Overall, this statement drew the largest negative response to all the statements in this section (55.7%) with only 24.2 agreeing. Recent users however had a favorable response (32.3%) compared to non-users (15%). Recent users also disagreed with this statement at 48.4% compared to 64.2% for non-users. Urban residents were more likely to disagree with this statement by an additional 8%. 34% of shelter users agree with this statement while 46.4% disagree.

Statement #8h – “*City of Greater Sudbury should have a formal “No Kill” policy*”.

Although this statement received significant agreement (76.6%), recent users represented 70.6% versus 82.9% for non-users. Only 15.7% disagreed with this statement. This statement generated strong reaction with only 7.1% of respondents remaining neutral whereas this response to other statements in this section tended to have percentages in the high teens to low 20's. Urban responses were in line with the 76.6% agreement level whereas rural responses were closer to 72.9%.

Statement #8i – “*I support partnering with a private contractor for animal services*”.

More than half of all responses (56.6%) agreed with this statement. Disagreeing and remaining neutral split the remaining responses, roughly 19% each. Regarding recent users versus non-users, the responses were fairly consistent with the overall totals. 56.5% of field enforcement users agree and 59.6% of shelter users agree.

Statement #8j – “I believe that the City of Greater Sudbury should directly provide Animal Services through City of Greater Sudbury employees even if there is a cost increase”.

Overall responses generally fell in line with the statement regarding partnering with a private contractor for animal services. Recent and non-user responses were consistent with the overall responses.

(3) Residents believe there are a number of potential enhancements to improve Animal Control Services in the City of Greater Sudbury.

This group of statements within this section focused on the current operations and practices of Animal Services. Clearly, the vast majority responses believe that there are a number of areas that can be improved upon particularly with requiring all animals that are adopted through animal service having the requirement to be spayed or neutered as well as increasing programs to address feral cats, having alternative adoption sites, and establishing response time standards for responding to calls for injured or stray dogs and cats. The following table outlines residents' responses to each of the statements.

| Statement | Agree & Strongly Agree | Neutral | Disagree & Strongly Disagree | N/A |
|--|------------------------|---------|------------------------------|------|
| 9a. Implementation of a "No Kill" policy for all dogs entering the pound. | 79.9% | 5.0% | 15.0% | 0.1% |
| 9b. Implementation of a "No Kill" policy for all cats entering the pound. | 74.9% | 7.3% | 17.7% | 0.1% |
| 9c. Increased programs to address feral cat populations. | 87.0% | 4.7% | 8.0% | 0.3% |
| 9d. Requiring all euthanasia to be conducted by a veterinarian. | 80.0% | 3.8% | 15.6% | 0.6% |
| 9e. Establishing response time standards for responding to calls for service (i.e. - stray or injured dogs / cats). | 85.7% | 6.0% | 7.4% | 0.9% |
| 9f. Extending the holding period for dogs and cats taken into the pound to provide a longer time for owner redemption prior to making the animal available for adoption. | 75.1% | 8.8% | 14.9% | 1.2% |
| 9g. Providing alternative adoption sites in the community in addition to the current location (for example, a satellite adoption center). | 88.1% | 5.9% | 5.6% | 0.4% |

| | | | | |
|--|-------|-------|------|------|
| 9h. Requiring all animals adopted through Animal Services to be spayed or neutered. | 90.7% | 3.1% | 6.0% | 0.2% |
| 9i. Animal behavioral evaluation upon impound to determine adaptability of the animal. | 76.5% | 12.2% | 9.8% | 1.5% |

Statement #9a – “Implementation of a “No Kill” policy for all dogs entering the pound”.

Almost 80% of all respondents agreed with this statement. For recent users, 74.7% agreed with 85.4% of non-users agreeing. The disagreement for recent users was 19.8% compared to 9.2% for non-users. 82% of urban residents agreed with 74% of rural ones agreeing. Rural resident's negative responses were more than double urban ones.

Statement #9b – “Implementation of a “No Kill” policy for all cats entering the pound”.

Responses for “No Kill” policy for cats were very similar to those for dogs. Agreement with this statement was about 5% lower than the percentage for dogs. Rural residents tended to disagree at a much higher rate (23.6%) versus urban (15.1%). Recent users were more than 10% lower (70%) than non-users (80.6%) in agreeing with this statement and had a much higher level of disagreement (24% to 11.6%).

Statement #9c – “Increased programs to address feral cat populations”.

The over-whelming majority of respondents (87%) would agree with increasing programs for feral cats. Urban and rural responses were very similar and in line with the overall response totals. Recent users disagreed at a higher rate (11.7% to 3.3%) than those who have not used services within the past year.

Statement #9d – “Requiring all euthanasia to be conducted by a veterinarian”.

Almost 80% agreed with this statement with 15.8% disagreeing. 74.6% of recent users agreed while non-users agreed with 86.5%. Urban users followed the trend of recent users and rural responses were in line with non-users.

Statement #9e – “Establishing response time standards for responding to calls for service (i.e. –stray or injured dogs/cats”.

More than 85% agreed with this statement. There was some wide discrepancy with agreement between recent users (79.3%) and non-users (92.5%). The level of disagreement was substantial as well with recent users at 13.2% versus 1.5% for non-users. Urban and rural responses were very similar and reflected the overall totals.

Statement #9f – “Extending the holding period for dogs and cats taken into the pound to provide a longer time for owner redemption prior to making the animal available for adoption”.

75% felt this was a good idea while about 15% disagreed. Non recent users agreed with this (84.2%) far greater than recent users (67.3%). 72% of field enforcement users agreed with this statement versus 64.8% for shelter services.

Statement #9g – “Providing alternative adoption sites in the community in addition to the current location (for example, a satellite adoption center)”.

87.5% of all respondents agreed with this statement. Overall, responses were very consistent with various respondent groups.

Statement #9h – “Requiring all animals adopted through Animal Services to be spayed or neutered”.

This statement received the largest positive response with more than 90% agreeing. Only 5.9% disagreed with this statement. As with the previous statement, responses were very consistent with various respondent groups.

Statement #9i – “Animal behavioral evaluation upon impound to determine adaptability of the animal”.

More than 76% of respondents agreed with this statement. This statement also had the most neutral responses in this section (11.9%). Recent users were 11% less agreeable than non recent ones (71.4% versus 82.3%) and 10% higher is disagreement (14.2% versus 4.5%).

(4) This section related to funding issues/options of potential enhancements to Animal Services.

Roughly 50% of respondents felt that a combination of licencing fees and property taxes were agreeable. However, between one quarter and one third of responses felt that services should not be added if overall costs increase. The following table outlines residents' responses to each of the statements.

| Statement | Increased Licencing Fees | Increased Property Taxes | Combination of Licencing Fees & Property Taxes | Increased Costs Should Not Be Funded |
|---|--------------------------|--------------------------|--|--------------------------------------|
| 9a. Implementation of a "No Kill" policy for all dogs entering the pound. | 20.2% | 9.6% | 49.2% | 21.0% |
| 9b. Implementation of a "No Kill" policy for all cats entering the pound. | 19.4% | 9.4% | 46.3% | 24.9% |
| 9c. Increased programs to address feral cat populations. | 17.3% | 14.6% | 45.7% | 22.4% |
| 9d. Requiring all euthanasia to be conducted by a veterinarian. | 16.5% | 11.1% | 48.1% | 24.3% |
| 9e. Establishing response time standards for responding to calls for service (i.e. - stray or injured dogs / cats). | 16.1% | 11.8% | 45.9% | 26.2% |

| | | | | |
|--|-------|-------|-------|-------|
| 9f. Extending the holding period for dogs and cats taken into the pound to provide a longer time for owner redemption prior to making the animal available for adoption. | 18.7% | 9.7% | 43.3% | 28.3% |
| 9g. Providing alternative adoption sites in the community in addition to the current location (for example, a satellite adoption center). | 14.5% | 13.1% | 44.5% | 27.9% |
| 9h. Requiring all animals adopted through Animal Services to be spayed or neutered. | 22.2% | 12.2% | 45.8% | 19.8% |
| 9i. Animal behavioral evaluation upon impound to determine adaptability of the animal. | 18.6% | 8.7% | 41.5% | 31.2% |

Statement #10a – “Implementation of a “No Kill” policy for all dogs entering the pound”.

49.2% of respondents selected funding this statement with a combination of licencing fees and property taxes while 20.2% would like it funded through licencing only and another 21.1% not wanting to fund any increase cost. Urban residents were less receptive to paying through any combination of increased fees and taxes (73.2%) versus rural who were at 80.4% willingness to fund.

Statement #10b – “Implementation of a “No Kill” policy for all cats entering the pound”.

Overall, responses to funding this enhancement was very similar to that for dogs. Residential responses were about three percent lower for willingness to fund compared with that for dogs.

Statement #10c – “Increased programs to address feral cat populations”.

About 78% of respondents were in favor of funding this program. As with every enhancement listed in this section, the majority of responses (44% to 49.2%) would fund them with a combination of increased licencing and property taxes. 32.1% of shelter users do not support funding this initiative.

Statement #10d – “Requiring all euthanasia to be conducted by a veterinarian”.

Just over 75% would agree to additional cost charges to fund this idea. Non recent users agreed with this statement at a much higher rate (81.8%) than recent users (74%).

Statement #10e – “Establishing response time standards for responding to calls for service (i.e. –stray or injured dogs/cats”.

Keeping in line with other potential enhanced services in this section, about 74% were willing to fund it, again with about 46% suggesting through a combination of licencing and property taxes. Rural residents were willing to fund this at a much higher level than urban ones (80.4% to 70%). For those who used both services, roughly 40% would not support funding increased costs.

Statement #10f – “Extending the holding period for dogs and cats taken into the pound to provide a longer time for owner redemption prior to making the animal available for adoption”.

This statement was the second least favorite in this section with 28.4% stating that this service should not be funded if there are increased costs to bear by residents. Recent users agreed at 66% whereas non recent users agreed at 77.8%. 28.2% of field enforcement users agree whereas only 29.7% of shelter users agree.

Statement #10g – “Providing alternative adoption sites in the community in addition to the current location (for example, a satellite adoption center)”.

This enhancement was favored for funding by 72%, leaving 28% feeling that they should not cover increased costs associated with this option.

Statement #10h – “Requiring all animals adopted through Animal Services to be spayed or neutered”.

Over 80% of all respondents were willing to pay for this enhancement which is the highest in this section. Urban residents however were less likely to agree to fund this with about 23.2% against the proposal.

Statement #10i – “Animal behavioral evaluation upon impound to determine adaptability of the animal”.

31.1% of respondents were not in favor of being responsible for funding this enhancement. Rural residents were opposed by 36% compared to 29% for urban citizens.

3. RESIDENTS ARE LOOKING FOR A NUMBER OF CHANGES TO THE CURRENT ANIMAL CONTROL SERVICES THEY CURRENTLY RECEIVE.

The last two sections of the survey asked respondents what are the three most important changes that should be made in Animal Control Services in the City of Greater Sudbury and to provide any additional comments that they would like to share with the project team. The following summaries the most common themes of residents' responses.

- A “No Kill” policy should be implemented.
- Euthanasia should be more humane and performed by a veterinarian.
- Field enforcement needs to improve regarding responsiveness and effectiveness.
- More emphasis/requirement should be in place for spay/neutering.

- Adoption efforts could be improved.
- Need to address feral cat issue.

These issues listed above were indicative of the many responses provided. The “No Kill” policy resonated with the majority of responders to this survey. In addition, residents strongly believe in addressing the following areas: spaying and neutering (along with assisting with cost); increasing public education; and increasing enforcement and response times. They are also concerned that if an animal is to be put down, that a veterinarian be utilized. While the survey showed many residents believe there are areas of Animal Services that could be improved, they have also show a willingness to fund enhancements via licencing, property taxes or a combination of both to pay for the increased cost associated with doing so.

4. ANALYSIS OF SERVICE DELIVERY STRUCTURE

This chapter outlines how the existing service delivery structure of animal service care compares to other municipalities, summarizes the cost of providing services, and recommends the future structure of Animal Services.

1. A COMPARISON TO OTHER ANIMAL SERVICES PROGRAMS SUPPORTS A CHANGE IN THE SERVICES CONTRACTED.

In our review of Animal Control Services for the City of Greater Sudbury, we reached out to other municipalities to inquire as to how they provide animal control services to its' citizenry, whether through in-house staff, contracted services with a third party or, a combination of both. The municipalities surveyed included the following:

- Timmins, Ontario
- Chatham-Kent, Ontario
- Cape Breton, Nova Scotia
- Halifax, Nova Scotia
- Kawartha Lakes, Ontario
- Hamilton, Ontario
- Ottawa, Ontario
- Saanich, British Columbia
- Burlington, Ontario
- Richmond, British Columbia
- St. John's, Newfoundland

A wide range of municipalities were reviewed with regard of various population size and geographic area, in order to have comparison cost information for Animal Services. We found that all but St. John's utilizes a third party for shelter services, typically through the local Humane Society. Three of the cities in our survey group, Chatham-Kent, Timmins, and Cape Breton contracted all animal control and shelter service functions with a third party, similar to the City of Greater Sudbury. As such,

these municipalities provide the closest cost comparison for the City of Greater Sudbury. The following chart shows the cost per capita for all costs associated with animal control for the three cities noted above as well as for the City of Greater Sudbury:

| Municipality | Population | Size (km) | Contract Cost | Cost Per Capita |
|-----------------|------------|-----------|---------------|-----------------|
| Greater Sudbury | 160,274 | 3,227 | \$599,999 | \$3.74 |
| Chatham-Kent | 103,671 | 2,458 | \$539,626 * | \$5.20 |
| Timmins | 43,165 | 2,979 | \$175,000 | \$4.05 |
| Cape Breton | 97,398 | 2,433 | \$386,625 * | \$3.97 |

* Contracted costs for Chatham-Kent and Cape Breton are shown at 2014 levels.

As the table above shows, the City of Greater Sudbury's cost per capita is actually the lowest of the three comparable cities that fully contract all animal control related expenses. The average of the other communities is \$4.41 cost per capita. At this rate, the City of Greater Sudbury would expend approximately \$707,000 annually for services. While it is difficult to control for all variations on the level of service provided, it is fair to say that the City of Greater Sudbury's current service levels – while strong – are not deemed best in class and that to achieve this will require additional resources. However, it is important to note that the City of Greater Sudbury's cost per capita compares extremely favorably to these other communities.

Of the remaining eight cities in our survey group, all provided non-shelter services through in-house employees. Of the eight, five cities have dedicated staff for animal control enforcement whereas three cities have staff who perform additional by-law duties, such as parking violation enforcement. The following chart summarizes the

number of employees participating in animal control enforcement along with an indication if they have additional duties:

| Municipality | Population | Size (km) | Animal Control Employees (FTE) | Comments Regarding Animal Control Services |
|---------------------|-------------------|------------------|---------------------------------------|--|
| Halifax | 390,096 | 5,490 | 7 | Dedicated animal control staff. |
| Kawartha Lakes | 73,214 | 3,083 | 8 | Municipal law enforcement officers also perform other by-law duties. |
| Hamilton | 519,949 | 1,117 | 33.6 | Dedicated animal control staff. |
| Ottawa | 883,391 | 2,790 | 40 | Municipal law enforcement officers also perform other by-law duties. |
| Saanich | 109,752 | 103 | 2 | Pound Inspectors also perform other by-law duties. |
| Burlington | 175,779 | 185 | 8.7 | Dedicated animal control staff. |
| Richmond | 190,473 | 129 | 1 | In addition to one (1) dedicated animal control employee, the City contracts for two (2) others through the Richmond Animal Protections Society. |
| St. John's | 106,172 | 446 | 12 | Dedicated animal control staff. |

Because costs for these communities are not maintained by Animal Control expenditures specifically, it was not possible to get reliable figures from all communities on the annual expenditure for the provision of Animal Control Services - only Burlington has budget details solely representing animal control expenditures. The remaining seven have budget information that is combined into a larger budget (i.e. – By-Law Operations), and therefore cannot be used for direct expenditure comparisons.

For example, while Hamilton has dedicated animal control staff, their related costs are combined in the City's Emergency and Protective Services budget and are not broken down for use in our cost analysis. As mentioned, Burlington does have a dedicated animal control budget showing costs related to its 8.7 FTE's and is highlighted in the chart below:

| Municipality | Population | Size (km) | Budgeted Expenses | Cost Per Capita |
|--------------|------------|-----------|-------------------|-----------------|
| Burlington | 175,559 | 185 | \$888,209 | \$5.05 |

As shown, Burlington – most comparable in population to the City of Greater Sudbury than the other comparative entities shows a per capita cost of \$5.05 or \$1.31 per capita higher than the City of Greater Sudbury. If the City of Greater Sudbury allocated this level of resource to its animal control programs, the annual budget would be approximately \$809,000. Consistent with highlighted costs throughout, expenses are shown at the gross amount and do not reflect any potential offsetting revenue enhancements.

This comparative survey shows that at the present time, the City of Greater Sudbury appears to be funding animal services at a level below that of other comparable communities. While increased funding is always difficult to allocate, it does demonstrate – by one measure – that the total annual expenditures is excessive in comparison to costs incurred by other jurisdictions; though, again, it is important to note that not all service levels are consistent across these jurisdictions.

Finding: The City of Greater Sudbury spends a lower per capita annual expenditure for animal control services than comparable jurisdictions.

2. THE CITY OF GREATER SUDBURY HAS AN OPPORTUNITY TO INCREASE THE REVENUES RECEIVED THROUGH LICENCING FEES.

To estimate the level of potential revenue that the City of Greater Sudbury can achieve from pet licencing, it is necessary to estimate the actual dog and cat population within the City of Greater Sudbury. According to a report by Alberta Agriculture and Forestry, 57 percent of the 7.5 million Canadian Households own pets. Cats are more popular pets than dogs with 37 percent of Canadian households owning one (1) or more

cats and 32 percent owning one (1) or more dogs. Overall Canada is home to roughly 5.9 million dogs and 7.9 million cats. This data was developed from a long term market research project which included the use of various survey techniques.

For our projections on the number of dogs and cats in the City of Greater Sudbury, we utilized a formula developed by the American Veterinary Medical Association (AVMA) – one that is routinely utilized in the industry - that estimates the number of animals in a given community based on its' population. AVMA created a formula that projects the number of households that own dogs and cats and then translates that information into the estimated overall pet population. The City of Greater Sudbury's population based on the 2011 census of 160,274.

Applying the AVMA formula, 14% of City of Greater Sudbury's population, or 22,500 will be dog owners. Of that amount, each will own on average 1.6 dogs for a total of 36,000 dogs in the community. For cats, approximately 11.7% of the City of Greater Sudbury's population or 18,740 will be cat owners. Of that amount, each will own on average about 2.1 cats for a total of 39,329 in the community. Based on the AVMA formula, the total pet population of City of Greater Sudbury is estimated at 75,329 as the following chart shows:

| Animal | Percent of Population (160,274) Owning Pet | Number of Pet Owning Households | Average Number of Pets Per Household | Estimated Pet Population |
|---------------|---|--|---|---------------------------------|
| Dogs | 14.0% | 22,500 | 1.6 | 36,000 |
| Cats | 11.7% | 18,740 | 2.1 | 39,329 |
| Total | | 41,240 | 1.8 | 75,329 |

Utilizing the estimated pet population figures shown above, the following chart highlights projected pet registration revenue based on varying levels of collection. The

current annual registration fee is \$30 for each dog and cat. However, this fee is reduced to \$15 per animals for the following: animals that are spayed/neutered; senior discount; and for animals registering after October 31st of the given year. For estimated revenues, this analysis assumes that 50% of dog and cat registrations will pay \$30 and 50% will pay \$15 per animals as illustrated in the chart that follows:

| Animal | Registration Fee | Number of Animals | 100% Collection | 85% Collection | 65% Collection | 50% Collection |
|--------|------------------|-------------------|-----------------|----------------|----------------|----------------|
| Dog | \$30 | 18,000 | \$540,000 | \$459,000 | \$351,000 | \$270,000 |
| Dog | \$15 | 18,000 | \$270,000 | \$229,500 | \$175,500 | \$135,000 |
| Cat | \$30 | 19,665 | \$589,935 | \$501,445 | \$383,458 | \$294,968 |
| Cat | \$15 | 19,665 | \$294,968 | \$250,722 | \$191,729 | \$147,484 |
| Total | | | \$1,694,903 | \$1,440,667 | \$1,101,687 | \$857,452 |

For 2014, annual revenues collected by the City of Greater Sudbury and RDAS for dog and cat registrations totaled approximately \$148,000. As shown in the above projections, greater compliance with registration would have a significant impact on potential revenues, which would offset costs associated with the animal control services program. Using the estimated dog and cat population figures in the community, even at a 50% compliance level with registering these animals would result in an annual increase in revenue from \$148,000 to more than \$857,000.

This is a major unrealized revenue stream that can off-set the costs of providing services within the City of Greater Sudbury. Since the pet population is estimated, and not based upon any quantifiable objective census, the City of Greater Sudbury should be conservative in future revenue projections. However, there is undoubtedly extensive room for growth in revenue realization.

The City of Greater Sudbury should implement a much stronger effort to register pets within the City of Greater Sudbury's boundaries to provide a dedicated revenue stream to support the provision of services. Since most of the revenue received will be "new funds" not previously received by the City of Greater Sudbury, some portion of these could be utilized for enhanced services or incentives to increase registration such as the provision of a lifetime registration at a reduced fee. For example, there are limited examples of communities that will provide a lifetime registration for a fee comparable to 10 year of registration. For pets registered under this program that are owned longer than 10 years, the City of Greater Sudbury may not realize the same revenue amount as would be achieved through annual registrations, the benefits of increased registration and compliance with the registration requirement has other benefits worth considering.

Recommendation: The City of Greater Sudbury should place the highest priority on pet registrations to provide a dedicated revenue stream to support the provision of its Animal Services programs.

2. THE CITY OF GREATER SUDBURY SHOULD PROVIDE ANIMAL CONTROL BY-LAW ENFORCEMENT AND GREATER ANIMAL SERVICES PROGRAM OVERSIGHT BY CITY OF GREATER SUDBURY EMPLOYEES.

As previously noted, the majority of communities surveyed shows that a more common practice is to provide animal control by-law enforcement by City of Greater Sudbury employees. While it is feasible to contract this out (as other communities including the City of Greater Sudbury have done), the enforcement of municipal by-laws is best accomplished with city staff who are well-trained, accountable to City of Greater Sudbury officials, and have greater experience in dealing with the public, interpreting and enforcing by-laws, and have no conflicts of interest (real or perceived) related to the

enforcement. The current practice of contracting this out to the same provider that performs pound services can create a perception issue regarding preferential enforcement of a focus on revenue generation.

After consideration of all alternatives, and the work loads historically seen for field enforcement activities, the project team recommends that the City of Greater Sudbury bring this enforcement action in-house and that by-law officers be cross utilized, as is done in most other communities, to provide animal services by-law enforcement.

This will require additional by-law Officers, estimated at three full-time positions – though this number may increase based upon the actual service levels to be provided, as determined through policy decisions, related to service enhancements outlined later in the report. For estimation purposes, the annual salary and benefits cost per position was estimated at \$81,250.

The following table summarizes the estimated costs associated costs with bringing this function in-house.

| Cost Element | Estimated Annual Cost |
|--------------------------------------|------------------------------|
| 3 By-Law Officer (Salary / Benefits) | \$243,750 |
| Annual Vehicle / Equipment Expenses | \$27,000 |
| Training / Clothing | \$4,000 |
| Field Computer / Software Access | \$10,000 |
| TOTAL | \$284,750 |

The most difficult component to estimate is the reduction in the current costs associated with the contract expenditures from bringing this component of service in-house. The current contract does not segregate all services by field or pound services and therefore makes a reliable estimate difficult. It is clear that the cost of salaries and benefits will be greater for City of Greater Sudbury employees than contracted services.

Based upon prior experience, the project team estimates that the City of Greater Sudbury may see a reduction in the contracted service amount of approximately \$150,000 to \$175,000 for a net cost increase of approximately \$110,000 to \$135,000. It should be noted, that if revenue increases are realized, all of this amount could be offset through increased revenues.

Recommendation: The City of Greater Sudbury should conduct animal services by-law enforcement through the use of City of Greater Sudbury employees.

3. THE CITY OF GREATER SUDBURY SHOULD CONTINUE TO CONTRACT FOR POUND SERVICES.

While pound services could also be brought in-house, as in done in some selected other cities, the analysis conducted by the project team on the costs of doing so, indicate that this appears to be cost-prohibitive. Since the City of Greater Sudbury does not have a current pound that can be utilized, it would either need to retrofit an existing facility or has, lease a space, or construct a new facility. Leasing and/or retrofitting an existing space will vary in case depending upon location, but estimated costs of doing this could range from a low of \$75,000 to retrofit an existing space owned by the City of Greater Sudbury to over a \$1,000,000 if a new state-of-the art Animal Shelter with veterinarian facilities and adoption center are desired.

Additionally, the cost of providing this service with City of Greater Sudbury staff would increase compared to the costs of providing the service through contracted vendors. As shown in the by-law analysis above, this would increase personnel costs by up to 45% of existing costs of service provision. This would increase the total annual expenditures on Animal Control Services (field operations and pound services) from around \$600,000 to almost \$900,000.

After review of the existing service provided, and the expressed interest and availability of other pound service providers in the area, this is an option that should only be considered during the next round of the RFP if insufficient interest is not identified in the community. While this could delay the ultimate decision on provision of pound services, the benefits versus costs do not favor bringing this service in-house. If increased revenues can be achieved, then in the future, this is an option that may be more cost effective for the City of Greater Sudbury to consider.

However, there is the potential to increase the level of competition in the bidding of pound services to increase competition, reduce overall cost, and provide more than one (1) service vendor – reducing the City of Greater Sudbury's risk of having only one (1) pound service provider. While not utilized by other communities, it is a realistic alternative for use in the next bidding process. The City of Greater Sudbury should allow future bidders on pound services, to bid to provide them to either the entire City of Greater Sudbury geographic area, or a smaller service area. It is recommended that no more than three service areas be defined. Based upon the City of Greater Sudbury's geography and layout, reasonable alternatives would be: Service Area 1 – Northeastern City of Greater Sudbury, Service Area 2 – Western and Southwestern City of Greater Sudbury, and Service Area 3 – densely incorporated greater downtown area of the City of Greater Sudbury. Vendors should be allowed to bid to provide services in one, two or all three of these areas. Under this approach, the City of Greater Sudbury would be responsible for establishing standards regarding the software to be utilized by vendors for managing animal populations under their control and providing a consolidated webpage for the pounds to ensure that the public has a single place to visit to seek

adoptions, view animals available for reclaiming, and getting information regarding services. The provision of a consolidated software system, available for use by all vendors, should not exceed \$50,000 in one (1) time costs.

Recommendation: The City of Greater Sudbury should continue to contract out for pound services rather than bring these services in-house.

Recommendation: To increase competition and the potential for a larger number of qualified bidders, the City of Greater Sudbury should bid pound services with options to provide for the entire City of Greater Sudbury or one (1) of three (3) smaller service areas.

4. AN ADDITIONAL MANAGERIAL POSITION IS NEEDED TO PROVIDE THE NECESSARY TIME TO EFFECTIVELY OVERSEE ANIMAL SERVICES.

The provision of animal services to a community, requires an individual who can dedicate his/her entire time and effort to overseeing the program, ensuring accountability for consistent and timely services, and develop the programs and community relationships necessary for a well-functioning program. This is not a part-time or additional duty that can be accomplished along with substantial other duties. To this end, the project team recommends that the City of Greater Sudbury implement an additional managerial position that can develop and administer the animal service program on a full-time basis in accordance with the future service levels adopted by the City of Greater Sudbury's Council. This position is especially critical if the City of Greater Sudbury brings by-law enforcement in-house and has multiple pound vendors. Coordination and establishment of the animal services protocols and developing relationships with rescue and volunteer groups will take dedicated time and effort to enhance the services to the public.

It is estimated that this position would cost approximately \$85,000 in salary and benefits.

Recommendation: The City of Greater Sudbury should dedicate a management position full-time to overseeing, administering and developing the Animal Services Program.

5. ANALYSIS OF SERVICE ALTERNATIVES

During the review and evaluation of the current operational practices of the Rainbow District Animal Control and Shelter Service (RDAC), several improvement opportunities were identified that would improve the efficiency and effectiveness of staff, the care of animals under control of RDAC, and improve the general level of services provided to customers. It is important to keep in mind, in reviewing these recommendations, several key issues that impact the operations of RDAC. These include:

- **RDAC operates under an “open admission” approach.** All animals acquired through field pick-ups and those brought to the shelter for surrender by owners are accepted without regard to current animal populations, space limitations, or staffing impacts. This service delivery approach provides greater challenges to managing animal populations at the shelter than organizations operating under a “limited admission” methodology.
- **The industry standard for “no-kill” animal service providers is a save rate above 90%.** According to RDAC, they currently reach a save rate of 90% for dogs and 56% for cats.
- **The Service Provider should work better to cooperate with other animal care providers in the region.**

In developing the recommendations contained in this report, the project team used the eleven core requirements of the no-kill philosophy as its strategic guide.

These are summarized in the following table (Source:

<http://www.nokilladvocacycenter.org/shelter-reform/no-kill-equation/>):

The 11 Tenets of the No-Kill Philosophy

| Tenet | Description | Status/Comment |
|-----------------------------------|--|--|
| Trap-Neuter-Release (TNR) | Trap-Neuter-Release (TNR) programs for free-living cats allow shelters to reduce death rates. | Currently, the City of Greater Sudbury does not have any TNR program in place. Effective implementation is typically conducted through partnerships with community organizations and rescue groups. |
| High-Volume, Low-Cost Spay/Neuter | No-and low-cost, high-volume spay/neuter reduces the number of animals entering the shelter system, allowing more resources to be allocated toward saving lives. | An allocation of additional funding to support the implementation of a subsidized spay and neuter program can assist in increasing compliance from those who are non-compliant due to financial constraints. There are many models available for consideration including the program implemented by Thunder Bay. Veterinarian's associations can be an important partner in effective implementation. |
| Rescue Groups | An adoption or transfer to a rescue group frees up scarce cage and kennel space, reduces expenses for feeding, cleaning, and killing, and improves a community's rate of lifesaving. | Currently, RDAC has indicated they do or have worked with a variety of rescue groups that operate in and around the City of Greater Sudbury area including: <i>Small Things CATS</i> , <i>Pets Need Love Too</i> , and transfers of dogs also transfers dogs through <i>Province of Ontario Breed Specific</i> and <i>All Breed Rescue Directory</i> . Some limitations on the use of rescue groups has occurred in the recent past due to some rescue groups lack of interest in working with the current vendor. A highly coordinated rescue group partnership managed by the City of Greater Sudbury is needed to achieve maximum save rates. |
| Foster Care | Volunteer foster care is a low-cost, and often no-cost way of increasing a shelter's capacity, caring for sick and injured or behaviorally challenged animals, and thus saving more lives. | No formal foster care program is currently in place. On an ad hoc basis, some fostering activities occur. A strong foster program is beneficial for communities that have adopted a no kill philosophy to deal with animals that need different socialization than can occur in the shelter, or where long-term pound habitation is causing behavioral issues. |

| Tenet | Description | Status/Comment |
|---------------------------------|---|---|
| Comprehensive Adoption Programs | <p>Adoptions are vital to an agency's lifesaving mission. The quantity and quality of shelter adoptions is in shelter management's hands, making lifesaving a direct function of shelter policies and practice. If shelters better promoted their animals and had adoption programs responsive to community needs, including public access hours for working people, offsite adoptions, adoption incentives, and effective marketing, they could increase the number of homes available and replace killing with adoptions. Contrary to conventional wisdom, shelters can adopt their way out of killing.</p> | <p>All animals adopted from the Shelter are spayed or neutered. RDAC rates include \$130 for cats that need to be spayed or neutered and \$295 for dogs that need to be spayed or neutered. Dogs and cats that are already spayed or neutered are offered at the discounted rate of \$35 for cats and only \$70 for dogs.</p> <p>All pet owners are still required to purchase a license, which varies between \$10 and \$30 (for altered newly acquired pets) depending on the age of the applicant and where you live.</p> <p>All animals deemed suitable for adoption are vaccinated at the end of the redemption period.</p> <p>Overall, RDAC saw 550 adoptions in 2014 versus 465 kills and 310 redemptions. RDAC saw a 56% save rate for cats and 90% save rate for dogs.</p> <p>Adoption programs are promoted on the website and social media. Some events are hosted to promote adoptions but no set incentives are in place. Some of the partner groups do have reduced rates for adoptions funded through local fundraising.</p> |

| Tenet | Description | Status/Comment |
|--|--|--|
| Pet Retention | While some surrenders of animals to shelters are unavoidable, others can be prevented—but only if shelters work with people to help them solve their problems. Saving animals requires shelters to develop innovative strategies for keeping people and their companion animals together. And the more a community sees its shelters as a place to turn for advice and assistance, the easier this job will be. | <p>Efforts are made to make sure potential owners are prepared for the responsibilities of pet ownership. No formal retention programs are in place. RDAC does informal discussions with animal owners who are surrendering their animals based on their experience.</p> <p>No resource handbook is in place to guide animal owners on available support options, nor are there any programs to provide specific financial assistance to those in need. These programs are generally funded by non-profits (not the City of Greater Sudbury) and cover medical care or temporary sustenance support for those with temporary financial difficulties.</p> |
| Medical & Behavior Programs | To meet its commitment to a lifesaving guarantee for all savable animals, shelters need to keep animals happy and healthy and keep animals moving efficiently through the system. To do this, shelters must put in place comprehensive vaccination, handling, cleaning, socialization, and care policies before animals get sick and rehabilitative efforts for those who come in sick, injured, unweaned, or traumatized. | <p>According to the organization's policies and procedures manual, all treatments, vaccinations and medicine information are to be documented and noted on kennel cards and adoption materials.</p> <p>Owners are to be provided with all medical records upon adoption and informed about the animal's health information.</p> <p>No formal behavior programs are in place.</p> |
| Public Relations/Community Development | Increasing adoptions, maximizing donations, recruiting volunteers and partnering with community agencies comes down to increasing the shelter's public exposure. And that means consistent marketing and public relations. Public relations and marketing are the foundation of a shelter's activities and success. | <p>Adoptions are advertised through social media, the organization's website and public events.</p> <p>The website and social media also ask for donations and volunteers with applications forms online.</p> <p>No other forms of donations, or volunteer recruitment is immediately present.</p> |

| Tenet | Description | Status/Comment |
|------------------------|--|---|
| Volunteers | Volunteers are a dedicated "army of compassion" and the backbone of a successful no-kill effort. There is never enough staff, never enough dollars to hire more staff, and always more needs than paid human resources. That is where volunteers make the difference between success and failure and, for the animals, life and death. | <p>A limited volunteer program is currently in place. The organization also uses a co-op student program to assist with operations. More volunteer use could benefit the organization.</p> <p>The organization's animal care partners appear to utilize volunteers to a greater extent. Volunteer programs are generally a critical component of providing a comprehensive animal care service in communities as it is cost-prohibitive to staff at a level sufficient to meet all needs (especially those, such as daily walks, interactive play time, socialization, behavior modification - that go beyond basic care).</p> |
| Proactive Redemptions | One of the most overlooked areas for reducing killing in animal control shelters are lost animal reclaims. Shifting from a passive to a more proactive approach has allowed shelters to return a large percentage of lost animals to their families. | <p>The redemption period is 72 hours. Rules are in place regarding the showing of animals during the redemption period. During redemption period, animals can't be placed into foster care or adoption.</p> <p>People calling to adopt animals can be added as a "wants" on the animal record. However, no guarantees are made that they will be able to adopt.</p> <p>A strongly enforced licensing program designed to increase the percentage that are licenced increases the ability of Animal Control Officers to be more proactive in tracking down owners. Additionally, ACOs while in the field should canvas the neighborhood where animals are found to see if ownership can be determined.</p> |
| Compassionate Director | A hard-working, compassionate animal control or shelter director not content to continue killing, while regurgitating tired clichés about "public irresponsibility" or hiding behind the myth of "too many animals, not enough homes." | This tenet is less quantifiable and objective. However, moving forward, there is no doubt that the City of Greater Sudbury's representative allocated to oversee Animal Services (whether performed in-house or contracted) is engaged in ensuring high levels of service, advocating for animal services, and providing frequent oversight to all contractors, rescue groups and volunteers that participate in service provision. |

If the City of Greater Sudbury desired to move to a “No Kill” status, as many in the community appear to desire, a comprehensive effort that addresses each of these tenets should be developed. This approach can be adopted without regard to the decision reached by the City of Greater Sudbury regarding whether City staff provide services, it remains completely contract out, or a hybrid approach is utilized.

The following sections address, for each of these tenets, a brief summary of the project team's assessment of where the City of Greater Sudbury stands at the current time in addressing each tenet. Additionally, where applicable, further improvement opportunities are noted that will improve the shelter's ability to strengthen their focus and further implement each tenet to continue their achievement as a no-kill community.

1. FERAL CAT TRAP-NEUTER-RELEASE (TNR) ASSESSMENT.

This initiative should be a high priority for the region. The City of Greater Sudbury could partner with rescue groups to implement an enhanced feral cat trap and release program. This program essentially traps feral cats, neuters them, and returns them to their original location. To minimize the negative public perception that sometimes arises from feral cat trap and release programs (where residents do not want the animals returned), continued public education regarding the purpose and benefits should occur. This humane and effective method to manage feral cat colonies is widely accepted and has been successful in other Ontario municipalities such as Toronto, London, Windsor and Chatham-Kent and is popular worldwide.

As one example of a TNR program implemented in the greater regions is an example of a program implemented in Thunder Bay. Superior Street Cats was created in early 2015 as a sub-committee of the Friends of the Animals Group in the City of

Thunder Bay. Superior Street Cats is working in partnership with the City's Animal Services Department to establish a six-month pilot project to Trap, Neuter and Return feral cats within Thunder Bay. The primary goal of Superior Street Cats is to reduce both the number of free-roaming cats in the community and the number of cats impounded and euthanized by Animal Services. TNR also costs less than sheltering and euthanizing cats and the program principally on donation and grant money.

Thunder Bay Animal Services, in partnership with Superior Street Cats (a sub-committee of the Friends of the Animals Group) received approval from City Council on Aug.31, 2015 to establish a six-month pilot project to Trap, Neuter and Return (TNR) feral cats within the City. The Pilot Project will be funded from the Animal Services Donation Reserve Fund at a cost of \$8,000, and Animal Services has applied for a \$5,000 grant through PetSmart Charities of Canada.

Recommendation: The City of Greater Sudbury should allocate \$15,000 to conduct a comprehensive pilot-program to support implementation of a TNR program. This funding should be distributed through a competitive process.

Recommendation: The City of Greater Sudbury and the Service Provider should actively promote the benefits of a trap and release program to educate the public about the merits of the initiative.

Recommendation: Continued funding of the program after the pilot-program should be based upon performance of the participating groups, and the impact on reducing the feral cat population. Grant and fundraising should be developed as a primary funding mechanism.

2. HIGH-VOLUME, LOW-COST SPAY AND NEUTER PROGRAM ASSESSMENT.

All animals adopted from RDAC have been either spayed or neutered and limited programs are available to assist residents who have a need for financial assistance in spaying or neutering pets.

The City of Greater Sudbury should consider partnerships with rescue groups to develop a more comprehensive and expanded program. The City of Greater Sudbury should increase efforts to proactively promote a low-cost spay and neuter options on their website; including information on other community resources that are available to residents to spay or neuter their pets. Additional community support and funding should be sought to ensure that all responsible pet owners seeking to have their pets spayed or neutered, but are without financial means to accomplish this, have financial support to do so.

The City of Greater Sudbury should hold periodic public events and proactive earned media initiatives to educate the public on the benefits and availability of, support for spaying and neutering pets. Many effective low cost spay and neuter programs are developed in partnerships with veterinarians and their professional associations to service those who qualify (who may not have a regular veterinarian). Additionally, some veterinarians will provide reduced fees for those participating through the program.

To maximize the impact of the available funding, the City of Greater Sudbury should implement a means based test to determine participant qualification with free or reduced cost vouchers provided to those who qualify. Providing vouchers on a means basis will maximize the number of animals that may be served through the City of Greater Sudbury's investment.

Recommendation: The City of Greater Sudbury should allocate \$20,000 annually to support implementation of an expanded spay and neuter program and explore additional partnerships including rescue groups and veterinarians.

Recommendation: The City of Greater Sudbury should highly publicize available spay and neutering programs through public education events, proactive media initiatives, its website and social media channels.

3. RESCUE GROUP PARTNERSHIPS ASSESSMENT.

Currently, the City of Greater Sudbury's vendor has a strong working relationship with several rescue groups. Additionally, there are some strained relationships with other rescue groups for a variety of reasons.

While it's positive that RDAC has relationships with a number of animal rescue groups in the City of Greater Sudbury area, working relationships are fractured with some other animal care groups and should be improved. A concerted effort must be made to rebuild these relationships to ensure a better-coordinated service is provided for local area residents and to meet the no-kill objective.

One approach for coordinating the efforts of the City of Greater Sudbury area's no-kill community would be for the City of Greater Sudbury to hold a quarterly meeting with other interested parties. Such meetings could focus on opportunities for cooperation, strategies for improving communication when shelters are nearing capacity and other emerging issues that impact the no-kill community. This partnership is one of the most critical elements that must be in place to achieve the City of Greater Sudbury's desired goal.

This review presents an opportune time for all parties to step back and reflect on their common goal and develop the working relationship necessary to achieve this goal.

Recommendation: The City of Greater Sudbury must strengthen the working relationships with all rescue groups. A quarterly coordination meeting should be held between the City of Greater Sudbury and representatives of each rescue group to develop strategies for working together, increasing dialogue, and addressing issues that arise in a timely manner.

4. FOSTER CARE ASSESSMENT.

As the City of Greater Sudbury seeks to increase the save rate for animals within the pound (most particularly for dogs) the utilization of a well-developed foster program is important. Foster programs can increase the number of animals it can provide assistance to especially those that are not suitable for long-term care in a pound. In addition to providing relief during periods of overcrowding, foster programs in other jurisdictions have demonstrated many other benefits; including the opportunity for fostered animals to develop better socialization skills through increased interaction with humans than they would have received at the shelter. Many dogs develop minor behavioral problems if they are housed at a pound operation for extended period of time. If these behavioral issues are not address, they may become less suitable for placement.

As part of future efforts, to increase services and partnerships with the community and rescue groups, the City of Greater Sudbury should create a foster program for appropriate animals at the shelter. This initiative should include a database of suitable people for providing foster homes, provide training and education to these individuals regarding their roles, and place animals waiting for adoption with these individuals. This initiative could provide relief for pound operations during times of peak capacity at the pound. There are extensive models available on developing such programs and many rescue groups are familiar with this approach as it is one they often utilize to manage and care for animals under their care. They would be a good resource to assist in developing this program for the City of Greater Sudbury. Volunteers – many who are looking for alternative ways to assist the City of Greater

Sudbury, other than walking dogs or through fundraising may be suitable candidates for this program.

Recommendation: The City of Greater Sudbury should work in collaboration with the rescue groups to develop a foster care program to provide an additional avenue for placement of animals, on a temporary basis during times of overcrowding at the pound or to socialize animals back to a home environment after extended periods of time at the pound.

5. COMPREHENSIVE ADOPTION PROGRAMS ASSESSMENT.

In order to raise awareness pound animals as a source for future pets, and to promote animals currently available for adoption, the City of Greater Sudbury should coordinate a comprehensive adoption outreach and education effort throughout the year. If, as recommended, the City of Greater Sudbury continues to contract out pound operations, the City of Greater Sudbury should require as part of the RFP responses, a level of proactive adoption effort from each vendor selected. The City of Greater Sudbury should consider, within available financial resources, the creation of adoption incentives; including reduced or no cost adoptions during specific periods of time (often associated with high pound volumes). Many shelters in North America use these incentive programs to place animals in permanent homes. While this approach reduces revenues from adoption fees, it also reduces the cost of care for animals (food, medical, etc.). Ultimately this approach can help shelters reach their no-kill goal. If the City of Greater Sudbury were to adopt a no-kill philosophy, the cost of care of animals should be considered relative to the minor revenue received from adoptions.

RDAC provides access to shelter services seven days a week (Monday through Sunday) and enforcement by Animal Control Officers Monday through Sunday. Animal

Control Officers are on call evenings and weekends to address emergency situations.

The following table outlines the specific service hours by function:

| Center Location / Function | Operating Hours |
|--|--|
| Rainbow District Animal Control and Shelter Services | Monday – Sunday: 8:30 a.m. - 6:00 p.m. |
| Animal Control Field Services | Monday – Sunday: (Staff conduct after hours pick-ups as needed) |

RDAC is providing a high level of access to service by operating seven days a week and providing services on weekends. Providing variety in operating hours provides greater access for residents of the City of Greater Sudbury to take advantage of the services available at a time convenient to their personal schedules.

The contractor is currently meeting most of the operating guidelines regarding hours of operation and access to services. Due to individual work schedules, some residents may not be able to easily access services during the current operating hours. The Service Provider may find it beneficial to decrease Sunday hours (e.g. reduce operations to 12:00 p.m. – 5:00 p.m.) and increase hours during one (1) week night (e.g. Wednesday from 8:30 a.m. – 9:00 p.m.) to improve convenience for citizens.

The Service Provider may also find it beneficial to partner with other organizations in the community to showcase pets for adoption. For example, a cat café in Vancouver (Café) has partnered with the Society for the Prevention of Cruelty to Animals to introduce cats to potential owners. During the first three weeks of the partnership, 11 cats were adopted after owners met the animals at the café. The City of Sudbury may not be a large enough market for a Cat Café, however, other innovative partnerships may be available to showcase the animals.

Recommendation: The City of Greater Sudbury and the Service Provider should continue its focus on adoption programs.

Recommendation: The City of Greater Sudbury and the Service Provider should employ various adoption incentive events throughout the year and innovative partnerships.

Recommendation: The City of Greater Sudbury should consider requiring evening hours for adoptions at least one (1) night per week at the shelter.

Recommendation: The City of Greater Sudbury should consider innovative partnerships with organizations in the City of Greater Sudbury area to showcase animals available for adoption.

6. PET RETENTION ASSESSMENT.

Gaining a good understanding of why individuals are surrendering their pets can help staff determine if there are addressable issues that would result in the owner not seeking to surrender the animal. For example, there are times where individuals are facing medical issues, financial difficulties or lifestyle changes that have resulted in them being temporarily unable to maintain their companion animal. A formal pet retention policy should be developed and all Service Provider staff should have enhanced training on how to discuss pet surrender – in a sensitive manner – with clients. Staff should also learn to accurately discern the reason individuals are relinquishing their pet and how to present alternatives. These sensitive conversations require staff to be well trained in conversing with the public in a professional and caring manner. The surrender of a family pet can be quite an emotional decision for individuals and families.

If contractor staff are well trained to identify addressable and have appropriate resources available, they may be able to work with pet owners to prevent some instances of surrender from occurring. However, this requires staff to have resources to

draw upon; such as donations to provide food or medical care the owner is unable to provide or temporary fostering for owners with temporary medical issues that prevent them from providing appropriate care. Rescue groups, animal care charities and volunteers are key components for providing support and resources in this area.

Recommendation: Staff should create an enhanced sensitivity training instructions and training for all staff concerning how to appropriately discuss pet surrender with individuals bringing animals to the shelter.

Recommendation: The City of Greater Sudbury should develop a resource handbook that outlines community resources available to individuals who may need temporary assistance to support their ability to maintain their pet rather than choosing relinquishment.

7. MEDICAL AND BEHAVIOR PROGRAM ASSESSMENT.

A well-documented policy and procedure manual on medical and behavior programs is integral to providing quality care for animals and ensuring that suitable animals are placed for adoption rather than euthanized due to misdiagnosed behavioral issues.

(a) Medical Program.

In evaluating the medical protocols, shelter cleaning protocols, and similar policies and procedures related to animal care, disease management, and infection control, RDAC is generally compliant with recognized industry practices in these areas and have passed inspection standards in recent visitations. The medical protocols provide comprehensive guidance to staff in handling animals that do not require veterinarian intervention.

According to the organization's policies and procedures manual, all treatments, vaccinations and medicine information are to be documented and noted on kennel

cards and adoption materials. Owners are to be provided with all medical records upon adoption and informed about the animal's health history.

Training on animal behavior approaches for staff is also an important component of the overall skills necessary to operate an effective animal control operation. RDAC does not currently have a formal process in place. The following elements are important in the development of an effective behavior program:

(b) Behavior Program.

Integral parts of a comprehensive shelter behavior program, should include:

- Behavioral assessment test upon intake,
- Behavioral history / relinquishment questionnaire,
- A behavioral guideline or plan for the shelter,
- Trained professional behaviorist on staff (or available on contract),
- Foundation behavior and training program,
- Behavioral problem modification program,
- Screening during the adoption stage,
- Behavioral counseling (pre and post adoption), and
- Follow-up after adoption.

The City of Greater of Sudbury and the Service Provider should develop a comprehensive animal behavioral program. The most critical and immediate short-term component is the behavioral assessment test and relinquishment questionnaire. These two components will enable staff to assess an animal's behavioral temperament quickly and identify issues that will impact the animal's adoption. This initiative will require staff to receive additional training on how to conduct such assessments.

Recommendation: All animals should be assessed in a timely manner for pre-existing medical conditions and behavioral problems upon intake.

8. PUBLIC RELATIONS / COMMUNITY DEVELOPMENT ASSESSMENT.

A key feature of communities that achieve no-kill status is an effective and sustained public awareness campaign. Such an initiative must ensure the public is aware of City of Greater Sudbury's services it provides. Further, the public must also understand how and where to access services and view animals available for redemption and adoption. RDAC has several key components of this program in place, such as a website, Facebook presence, and utilization of press releases and other public education campaigns.

For instance, Burbank, California's Pet Animal Service's division has partnered with the Burbank Leader Newspaper to tweet out a "Pet of the Day" that is available for adoption. Official Twitter accounts for the City of Vancouver, Winnipeg and Brampton will also regularly highlight pets that are available for adoption or pet-related events.

The City of Greater Sudbury and the Service Provider must develop a plan to increase public awareness about the benefits and improvements in the save rate that have been achieved, and other accomplishments and activities. The City of Greater Sudbury can more effectively distribute information through the website with a redesign of its current approach. While there is an appropriate amount of information available on the website, it is not always well laid out or easy to find. Additionally, the City of Greater Sudbury should hold regular community meetings, in conjunction with local animal service providers, to publicize the achievements that have been made; for

example, the 90% save rate for dogs. Such meetings should also solicit public input and support for reaching other goals.

Recommendation: A strategic communications plan should be developed by the City of Greater Sudbury that identifies initiatives to increase transparency, promote animals that are available for adoption and enhance public awareness. This should include development of periodic newsletters, community meetings and a redesign of the website. Further, the City of Greater Sudbury is in a great position to help promote the adoption of animals through its social media channels.

9. VOLUNTEER PROGRAM ASSESSMENT.

One critical component to providing animal control services in a cost effectively manner for municipalities, is the utilization of volunteers to supplement municipal (or contractual staff). At the present time, there is a small component of approximately a dozen volunteers who regularly walk dogs at the Shelter. For communities of this size, the volunteer base typically numbers between Forty (40) to eighty (80) in number – though activity and participation levels vary. In addition to volunteers, RDAC also benefits from co-op students who help out weekly. Other organizations that help out with animal care in the area also utilize volunteers. For example, Small Things Cats uses approximately thirty (30) volunteers on an annual basis.

Based upon experience and discussions with other shelters, the City of Greater Sudbury should seek to increase its volunteer base. The majority of work currently tasked to volunteers is related to walking dogs. However, volunteers could be utilized in a number of additional activities, including:

- Providing administration assistance at adoption centers to support full-time staff.
- Cleaning the facility,

- Animal Socialization,
- Animal Screenings (with some restrictions),
- Public Education Support and Event Attendance, and
- Fundraising

There are many other avenues to further utilize volunteers to supplement the time and efforts of City of Greater Sudbury or contracted staff, and improve the well-being of animals under care. It is important that there is well-defined volunteer program including orientation and training. Typically, the greatest challenge has been the involvement of volunteers in providing services, matching their interests and skills with the needs of the animal services program, and clearly defining the role of volunteers.

This has been an extremely underutilized resource with further potential for enhancement and cost avoidance for the City of Greater Sudbury.

Recommendation: Develop a volunteer program to ensure there is a coordinated effort to improve recruitment, training, and utilization of volunteers to support pound operations, animal care, and adoption events.

10. PROACTIVE REDEMPTION ASSESSMENT.

Currently RDAC places all animals received on their website upon intake to make the public aware of animals at the shelter. However, this approach requires owners to search the website to determine if their pet is at the shelter.

The City of Greater Sudbury and its Service Provider(s) could benefit from a more aggressive strategy to canvass the community to determine unlicensed pets within the community to increase the percentage of animals licenced as this is the easiest way to return animals to their rightful owners. While the shelter has educational information

on its website and provides multiple methods for acquiring licenses, there will always remain a segment of the population that does not comply voluntarily. Animal Control Officers should increase their effort at proactive canvassing to identify unlicensed animals. A typical goal is three hours per week for community canvassing per Animal Control Officer. Ultimately, this activity will lead to an increase in the percentage of licensed pets in the community and the likelihood that pets will be reunited with their owners.

Recommendation: A proactive field canvassing program should be instituted for Animal Control Officers and volunteers to identify unlicensed pets.

6. ANALYSIS OF KEY RFP REQUIREMENTS

The prior RFP document utilized by the City of Greater Sudbury to solicit proposals for the provision of Animal Care Services was evaluated to identify potential barriers to the submission of proposals from viable vendors. It is critical, if any component of the Animal Services function remains contracted out, that the City of Greater Sudbury is able to receive as many viable responses to gain the most cost effective responses.

1. A REVIEW OF RFP REQUIREMENTS IDENTIFIED SOME MODIFICATIONS THAT SHOULD BE CONSIDERED TO INCREASE COMPETITION AND THE POTENTIAL NUMBER OF BIDDERS.

The project team reviewed several other RFP's for similar animal control services issued by other communities over the last several years. There are some requirements, required by the City of Greater Sudbury, that were more stringent than the other surveyed cities, and which may limit the number of responses received. The key issues identified are highlighted in the chart below:

| City of Greater Sudbury RFP Requirement | Halifax, NS | Richmond, BC | Cowichan Valley Regional District, BC | Erin, ON |
|--|----------------------|--|---------------------------------------|----------------------|
| Bid Deposit of \$17,500 for each of options A & B totaling \$35,000. No bid bond is accepted as an alternative. | No deposit required. | \$20,000 letter of credit security deposit, no cash. | No deposit required. | No deposit required. |
| Deposit is retained for duration of contract as performance guarantee. | N/A | Letter of credit through contract. | N/A | N/A |
| Deposit forfeited if awarded contractor not complying with agreement conditions within 14 days of notice of award. | N/A | N/A | N/A | N/A |

| City of Greater Sudbury RFP Requirement | Halifax, NS | Richmond, BC | Cowichan Valley Regional District, BC | Erin, ON |
|---|---|---|--|--|
| General Liability insurance requirement of \$5 million. | \$2 million | \$5 million | \$5 million | \$2 million |
| Automobile Liability insurance requirement of \$2 million. | \$2 million | \$5 million | \$5 million | \$2 million |
| Non-compliance of contract areas equates to reduction in payments to vendor (similar to a fine) | N/A | N/A | N/A | N/A |
| Reference letter from proponents bank manager attesting to proponents financial capability to complete contract. | N/A | N/A | N/A | N/A |
| Reference letter from insurance company addressed to the City of Greater Sudbury attesting proponents ability to have insurance coverage required by City of Greater Sudbury. | N/A | N/A | N/A | N/A |
| Three years experience in care and keeping of companion animals. | Required personnel and management with expertise. | Required listing of personnel with animal experience. | General statement based on experience. | General statement based on experience. |

In an effort to potentially increase competition along with increasing service levels, accountability in the provision of services, and achieving a better price, we are suggesting minor modifications to language that has been included in the City of Greater Sudbury's prior RFP for animal control services. The modifications should expand the amount of competition available in the provision of services. The key changes are outlined in the following points:

- No longer require cash deposits that must be retained for the duration of the contract. A letter of credit, similar to Richmond's requirement should suffice. While many other communities did not require a letter of credit, or other means of ensuring performance, this is a reasonable requirement given the potential to select a vendor that has not provided services to the City of Greater Sudbury in the past.
- While most other communities did not include provisions that reduced payments to the vendor based upon non-compliance, some payment penalty should be imposed. Otherwise, the City of Greater Sudbury's only recourse is to cancel the contract and, in most cases, this is not the most appropriate initial response for non-compliance.
 - However, the basis for reductions in the payments should be revisited, refined and modified to be more meaningful.
- No longer require letter from proponent's bank manager attesting to proponent's financial capability to complete contract. For new potential vendors, who have not previously provided this service for a municipality, it may be difficult – if not impossible, for the vendor to secure this attestation. In lieu, the City of Greater Sudbury should consider requiring both a financial plan, and financial statements from the submitting vendor and conduct its own financial viability review.
- The City of Greater Sudbury should continue to require vendor to provide evidence that they will be able to acquire the required insurance coverage if awarded a contract for service.
 - The City of Greater Sudbury should consider a reduction in the insurance coverage levels to \$2 million in general liability coverage. While the amounts required by other municipalities is generally either at the \$2 million or \$5 million level, acquisition of coverage at the higher level may be a barrier for a new enterprise bidding on providing service to the City.
- The City of Greater Sudbury should list as a preferred requirement, that vendor's demonstrate three years' experience in care and keeping of companion animals. However, the City of Greater Sudbury should enable bidders to provide evidence of comparable or alternative experience that would substantially meet this requirement.
 - For example, should the City of Greater Sudbury choose to provide all field services with City of Greater Sudbury staff and contract only pound services, prior experience running a rescue operation, a private boarding operation, or other animal care service would be appropriate alternative experience.
 - However, if the City of Greater Sudbury determines to continue to contract all services, responding bidders who have not previously provided comparable services should be required to demonstrate how

they will acquire and train employees appropriately in by-law enforcement.

We believe these changes could increase the bid pool and provide the City of Greater Sudbury with additional qualified vendors for the delivery of animal control services either as currently contracted, or under alternative service delivery options (i.e. – provision of pound services only).

Finally, the City of Greater Sudbury should strongly consider modification to the approach to funding pound operations. At the present time, the vendor receives additional revenues (other than the cost paid by the City of Greater Sudbury directly) relative to various fees paid for adoption, a percentage of licencing fees paid to them, etc. In the future, it is suggested that all revenues received from adoptions, redemptions, licensing fees, etc. be submitted in totality to the City of Greater Sudbury and the pound Service Provider be compensated entirely based upon their bid to the City of Greater Sudbury. This will increase the transparency of operations, increase accountability, and provide a more precise approach to compensation. This approach may have increased variability than currently exists, as the amount paid may be established as a base fee for up to a set number of animals, with an increase for each additional animal maintained at the pound.

Recommendation: The City of Greater Sudbury should make minor modifications to the bidding process to increase the potential for increasing the number of potential bidders.

Recommendation: The City of Greater Sudbury should consider compensating pound vendors entirely upon a set bid price. All revenues received related to licencing fees, adoptions, redemptions, etc. should be remitted to the City.

2. MINOR MODIFICATIONS TO THE RFP PROCESS SHOULD BE INSTITUTED TO INCREASE THE LIKELIHOOD OF SUCCESS.

Because of the City of Greater Sudbury's desire to maximize responses to the next RFP, several minor modifications should be implemented regarding the approach utilized in developing and issuing the RFP to maximize potential responses. Once policy decisions are reached regarding the level of service desired, the City of Greater Sudbury should develop a draft RFP outlining the service delivery approach desired (i.e. – contract all services, or contract only pound service) and the alternatives that it is willing to consider (i.e. – more than one (1) provider of pound services).

Once the draft RFP is developed, the City of Greater Sudbury should hold a public information session as part of the RFP educational process, to enable potential vendors to review the draft document, meet with staff to discuss the proposed terms and conditions, and provide input into additional potential modifications. This is essentially comparable to having a “pre-bid” conference, but would be completed earlier in the process to enable modifications to the RFP document prior to formal issuance. This provides potential vendors an opportunity to identify to the City of Greater Sudbury any terms or conditions that may be difficult to comply with, limit competition, or create an unfair bidding advantage to one (1) vendor or entity. The City of Greater Sudbury should review and consider all input received prior to finalization of the RFP document for issuance.

While, the project team strongly recommends that the City of Greater Sudbury seek input from potential vendors in developing an appropriate set of terms, conditions and requirements for RFP responses, we are in no manner suggesting that the City of Greater Sudbury eliminate all requirements that may limit responses. For example,

some entities, though well intentioned and who would provide a high level of service, may have issues complying with select insurance requirements in a cost-effective manner. However, since the City of Greater Sudbury has a legitimate business interest in managing risk and ensuring residents and others are adequately protected, the requirement for some level of general liability insurance is necessary – however, the specific amount required may be open for discussion.

Another key consideration is the term of the agreement. Short duration contracts tend to have higher costs than contracts with longer term – even without any change in the service provided. Vendors are reluctant to invest in new infrastructure, technology, or other service enhancements when they are not ensured of maintaining the contract in the future. The City of Greater Sudbury is highly likely to get most cost effective responses on a longer term contract. The City of Greater Sudbury should consider a contract term of at least 5 years, with options to renew for one (1) or two (2) three (3) year period if performance is satisfactory. Increases in the contract term can be done through a cost-of-living adjustment, or a negotiating period that occurs prior to contract termination. This discussion would need to occur sufficiently in advance of contract termination in order to enable the City of Greater Sudbury to go out to bid if necessary.

Finally, the City of Greater Sudbury should undertake, in advance of the potential bidders meeting, a comprehensive outreach effort to make all potential bidders aware of the upcoming contract opportunity. In addition to typical public outreach efforts undertaken (such as newspaper advertisements, and publication on the City of Greater Sudbury's website), the City of Greater Sudbury should consider directly notifying area

groups including veterinarians, rescue groups, doggie day-care providers, and similar entities about the opportunity and encourage their consideration of the RFP and attendance at the bidder's meetings.

Recommendation: The City of Greater Sudbury should modify the RFP process to provide an additional step in the process where the draft RFP is reviewed with interested vendors while in draft format. Potential vendors should be encouraged to provide input to the City regarding terms, conditions or requirements contained in the draft RFP where it may be difficult to achieve compliance.

Recommendation: The City of Greater Sudbury should review all input and feedback received, and finalize the RFP based upon balancing the desire to increase competition while protecting the City's financial interest and liability.

Recommendation: The City of Greater Sudbury should consider establishing an initial term of service at five years for a new contract with options to renew for an additional three years based upon either a cost of living adjustment, or a new negotiated rate.

Final Report Presentation – Evaluation of Animal Services

City of Greater Sudbury, Ontario



matrix 
consulting group

January 26, 2016

Key Decisions to be Made:

- ◆ Who provides services to the community:
 - ➔ A) Enforcement
 - ➔ B) Pound
- ◆ What service level is to be adopted by the City related to the animal care provided?
- ◆ Council will be provided with a decision based report in February.

Service Delivery Evaluation:

- ◆ The cost of providing Animal Services is comparable, and slightly less, than that of other jurisdictions.
 - ➔ Bringing all services in-house would increase costs anywhere between 1.25 to over 2 times existing costs, depending upon the infrastructure costs required for acquiring and managing a pound.
- ◆ Implementation of service enhancements, or a new service delivery structure, are likely to increase the cost of providing services.
- ◆ There is unrealized revenue potential from licencing that the City should pursue to offset the cost of providing animal control services.
 - ➔ Longer-term the City should adopt a cost recovery policy for animal services. Typically, this is well below 100% as few communities can achieve full cost recovery for this service.

Service Delivery Evaluation:

- ◆ The City should transition to providing Animal Services by-law enforcement in-house.
 - ➔ A majority of communities surveyed use by-law Officers for this purpose.
 - ➔ Blended By-Law / Animal Control Officers offer greater flexibility / service.
 - ➔ Three FTEs recommended to provide this service in-house (weekend and evening coverage)
- ◆ Given the infrastructure costs that would be incurred, the City should continue to contract out pound services, although alternatives should be considered:
 - ➔ Options should be allowed to bid on providing pound services for the entire City or smaller geographic areas (maximum of three recommended)
- ◆ Under this approach, the City should add a dedicated position to oversee Animal Services and develop new programs / services.
- ◆ Net total cost of implementation of this element is \$135,000 plus redeployed staff.

Key Principles of Low Kill Approach

The eleven core tenets of the Low Kill philosophy (90%+ adoption rate) are generally recognized as those below.

- ◆ Trap-Neuter-Release (TNR)
- ◆ High-Volume, Low-Cost Spay/Neuter Programs
- ◆ Rescue Group Partnerships
- ◆ Foster Care
- ◆ Comprehensive Adoption Programs
- ◆ Pet Retention
- ◆ Medical & Behavior Programs
- ◆ Public Relations / Community Development
- ◆ Volunteers
- ◆ Proactive Redemptions
- ◆ Compassionate / Accountable Management



Service Enhancement Alternatives:

- ◆ **Trap-Neuter-Release (TNR)**
 - ➔ The City should allocate \$15,000 to support a pilot TNR program.
- ◆ **High-Volume, Low-Cost Spay/Neuter Programs**
 - ➔ The City should allocate \$20,000 to support low cost spay/neuter program.
 - ➔ Participants should be selected based upon financial need.
- ◆ **Rescue Group Partnerships**
 - ➔ City should strengthen partnerships with rescue groups through a quarterly coordinating meeting of an Advisory Group.
- ◆ **Foster Care**
 - ➔ Collaborate with rescue groups to develop foster program.
- ◆ **Comprehensive Adoption Programs**
 - ➔ Maintain strong focus on adoption programs including special events.

Service Enhancement Alternatives:

◆ Pet Retention

- Encourage all vendors to develop staff training dealing with pet relinquishment including discussions with owner.
- Develop a resource handbook to assist owners with maintaining pets.

◆ Medical & Behavior Programs

- Full and timely assessments for medical and behavioral condition upon intake.
- The City should require all future vendors to develop and implement a behavior assessment program (with focus on long term sheltered animals and animals where behavior modification needed to increase adoptability).

◆ Public Relations / Community Development

- ◆ A strategic communications plan should be developed to increase transparency; enhance public awareness of programs, progress, and successes; and promote animals for adoption.

Service Enhancement Alternatives:

◆ Volunteers

- Volunteer program currently underutilized.
- In future years, the City should develop a coordinated volunteer program to support Animal Services.

◆ Proactive Redemptions

- Need to implement a field canvassing program by Animal Control Officers and volunteers to identify unlicensed pets.
- Animal Control Officers should spend time when picking up a stray animal canvassing the area to gain leads regarding animal ownership.

◆ Compassionate / Accountable Management

- The City should have a dedicated position to overseeing Animal Services operations and developing the relationships necessary to implement the service approach and programs adopted by the City Council.

◆ Total cost of implementation of this element is \$35,000 plus staff time.

RFP Process Modifications:

- ◆ Prior to reissuance, several RFP requirements should be considered for modification, including:
 - ➔ Review of general liability insurance levels.
 - ➔ Modification of experience requirement.

- ◆ The RFP Process should include the following actions to improve the number of potential bidders:
 - ➔ Conduct a pre-bidders meeting prior to issuance of RFP to enable interested parties to identify potential requirements or provisions that would inhibit their participation.
 - ➔ Conduct outreach to ensure wide-spread knowledge of the RFP process.
 - ➔ Target 5 year initial term with options for 3 year renewals.

Financing:

◆ Overall Service Delivery Costs:

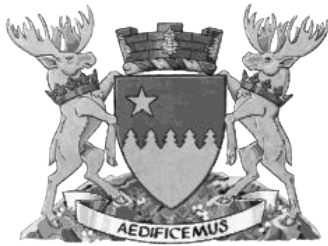
| Current Cost | | Proposed Cost | |
|--------------|-----------|-------------------------|-----------------------|
| AS Contract | \$599,999 | Pound Contract | \$200,000 - \$450,000 |
| | | Service Enhancement | \$35,000 |
| | | 3 FTEs w/ veh/equip. | \$285,000 |
| Total Cost | \$599,000 | Total Cost | \$520,000 - \$770,000 |
| | | | |
| | | Revenue Increase 1st Yr | \$150,000 |
| Net Cost | \$599,000 | Net Cost | \$370,000 - \$620,000 |

Conclusion :

- ◆ The City is unlikely to provide Animal Control Services at an annual cost below that which is currently expended.
 - ➔ Service enhancements can be implemented for moderate costs.
 - ➔ Longer-term, potential to offset larger percentage of cost with new revenues.
 - ➔ Improved by-law enforcement and animal services.
 - ➔ Stronger community partnerships.

Recommendation:

- ◆ Who provides services to the community:
 - ➔ A) Enforcement – **Provide Animal Control By-law Enforcement by City Employees.**
 - ➔ B) Pound – **Continue contracting for pound services but with options for smaller geographic service areas.**
- ◆ What service level is to be adopted by the City related to the animal care provided?
 - ➔ **Formally adopt a Low Kill Service philosophy with a 90%+ adoption rate based upon the 11 recommendations (5.1 through 5.10)**



City of Greater Sudbury Charter

WHEREAS Municipalities are governed by the Ontario Municipal Act, 2001;

AND WHEREAS the City of Greater Sudbury has established Vision, Mission and Values that give direction to staff and City Councillors;

AND WHEREAS City Council and its associated boards are guided by a Code of Ethics, as outlined in Appendix B of the City of Greater Sudbury's Procedure Bylaw, most recently updated in 2011;

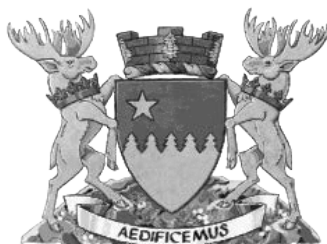
AND WHEREAS the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

THEREFORE BE IT RESOLVED THAT Council for the City of Greater Sudbury approves, adopts and signs the following City of Greater Sudbury Charter to complement these guiding principles:

As Members of Council, we hereby acknowledge the privilege to be elected to the City of Greater Sudbury Council for the 2014-2018 term of office. During this time, we pledge to always represent the citizens and to work together always in the interest of the City of Greater Sudbury.

Accordingly, we commit to:

- Perform our roles, as defined in the Ontario Municipal Act (2001), the City's bylaws and City policies;
- Act with transparency, openness, accountability and dedication to our citizens, consistent with the City's Vision, Mission and Values and the City official motto;
- Follow the Code of Ethical Conduct for Members of Council, and all City policies that apply to Members of Council;
- Act today in the interest of tomorrow, by being responsible stewards of the City, including its finances, assets, services, public places, and the natural environment;
- Manage the resources in our trust efficiently, prudently, responsibly and to the best of our ability;
- Build a climate of trust, openness and transparency that sets a standard for all the City's goals and objectives;
- Always act with respect for all Council and for all persons who come before us;
- Ensure citizen engagement is encouraged and promoted;
- Advocate for economic development, encouraging innovation, productivity and job creation;
- Inspire cultural growth by promoting sports, film, the arts, music, theatre and architectural excellence;
- Respect our historical and natural heritage by protecting and preserving important buildings, landmarks, landscapes, lakes and water bodies;
- Promote unity through diversity as a characteristic of Greater Sudbury citizenship;
- Become civic and regional leaders by encouraging the sharing of ideas, knowledge and experience;
- Work towards achieving the best possible quality of life and standard of living for all Greater Sudbury residents;



Charte de la Ville du Grand Sudbury

ATTENDU QUE les municipalités sont régies par la Loi de 2001 sur les municipalités (Ontario);

ATTENDU QUE la Ville du Grand Sudbury a élaboré une vision, une mission et des valeurs qui guident le personnel et les conseillers municipaux;

ATTENDU QUE le Conseil municipal et ses conseils sont guidés par un code d'éthique, comme l'indique l'annexe B du Règlement de procédure de la Ville du Grand Sudbury dont la dernière version date de 2011;

ATTENDU QUE la devise officielle de la Ville du Grand Sudbury, « Ensemble, bâtissons notre avenir », a été choisie afin de célébrer la diversité de notre municipalité ainsi que d'inspirer un effort collectif et l'inclusion;

QU'IL SOIT RÉSOLU QUE le Conseil de la Ville du Grand Sudbury approuve et adopte la charte suivante de la Ville du Grand Sudbury, qui sert de complément à ces principes directeurs, et qu'il y appose sa signature:

À titre de membres du Conseil, nous reconnaissons par la présente le privilège d'être élus au Conseil du Grand Sudbury pour le mandat de 2014-2018. Durant cette période, nous promettons de toujours représenter les citoyens et de travailler ensemble, sans cesse dans l'intérêt de la Ville du Grand Sudbury.

Par conséquent, nous nous engageons à :

- assumer nos rôles tels qu'ils sont définis dans la Loi de 2001 sur les municipalités, les règlements et les politiques de la Ville;
- faire preuve de transparence, d'ouverture, de responsabilité et de dévouement envers les citoyens, conformément à la vision, à la mission et aux valeurs ainsi qu'à la devise officielle de la municipalité;
- suivre le Code d'éthique des membres du Conseil et toutes les politiques de la municipalité qui s'appliquent à eux;
- agir aujourd'hui pour demain en étant des intendants responsables de la municipalité, y compris de ses finances, biens, services, endroits publics et du milieu naturel;
- gérer les ressources qui nous sont confiées de façon efficiente, prudente, responsable et de notre mieux;
- créer un climat de confiance, d'ouverture et de transparence qui établit une norme pour tous les objectifs de la municipalité;
- agir sans cesse en respectant tous les membres du Conseil et les gens se présentant devant eux;
- veiller à ce qu'on encourage et favorise l'engagement des citoyens;
- plaider pour le développement économique, à encourager l'innovation, la productivité et la création d'emplois;
- être une source d'inspiration pour la croissance culturelle en faisant la promotion de l'excellence dans les domaines du sport, du cinéma, des arts, de la musique, du théâtre et de l'architecture;
- respecter notre patrimoine historique et naturel en protégeant et en préservant les édifices, les lieux d'intérêt, les paysages, les lacs et les plans d'eau d'importance;
- favoriser l'unité par la diversité en tant que caractéristique de la citoyenneté au Grand Sudbury;
- devenir des chefs de file municipaux et régionaux en favorisant les échanges d'idées, de connaissances et concernant l'expérience;
- viser l'atteinte de la meilleure qualité et du meilleur niveau de vie possible pour tous les résidents du Grand Sudbury.