



FINANCE AND ADMINISTRATION COMMITTEE AGENDA

Finance and Administration Committee Meeting
Tuesday, February 6, 2018
Tom Davies Square

COUNCILLOR MIKE JAKUBO, CHAIR

Deb McIntosh, Vice-Chair

4:00 p.m. FINANCE AND ADMINISTRATION COMMITTEE MEETING
COUNCIL CHAMBER

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DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

PRESENTATIONS

1. Communications Strategic Plan and 311

(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Eliza Bennett, Director of Communications and Community Engagement

(The presentation will provide an overview of the City's new Communications Strategic Plan and plans related to a customer service strategy for the organization.)

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.)

CORRESPONDENCE FOR INFORMATION ONLY

C-1. Report dated January 22, 2018 from the General Manager of Corporate Services regarding Council Remuneration 2019: Elimination of Non-Taxable Allowance.

4 - 7

(FOR INFORMATION ONLY)

(This report provides information relating to the financial impact of the elimination of the non-taxable allowances for members of legislative assemblies and municipal officers effective 2019.)

REGULAR AGENDA

MANAGERS' REPORTS

R-1. Report dated January 15, 2018 from the General Manager of Growth and Infrastructure regarding Downtown Sudbury Community Improvement Plan - Allocation of 2018 Funding.

8 - 20

(RESOLUTION PREPARED)

(This report identifies the source of the 2018 Community Improvement Plan funding, and provides options as to how the CIP monies can be allocated in 2018.)

R-2. Report dated January 23, 2018 from the General Manager of Corporate Services regarding Water Wastewater 2018 Budget - Business Cases Funding Report.

21 - 25

(RESOLUTION PREPARED)

(This report advises the Finance and Administration Committee of the 2018 Capital Projects that will be deferred to fund the business cases approved during the 2018 budget deliberations.)

- R-3. Report dated January 19, 2018 from the General Manager of Corporate Services regarding Transient Accommodation Tax. **26 - 31**
(RESOLUTION PREPARED)
(This report provides background information on the Transient Accommodation (Hotel) Tax.)
- R-4. Report dated January 24, 2018 from the Chief Administrative Officer regarding 2018 Provincial Election Strategy. **32 - 36**
(RESOLUTION PREPARED)
(This report provides information regarding a 2018 Provincial Election Strategy.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

For Information Only

Council Remuneration 2019: Elimination of Non-Taxable Allowance

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Feb 06, 2018

Report Date Monday, Jan 22, 2018

Type: Correspondence for
Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to Responsive, Fiscally Prudent, Open Governance: Focus on openness, transparency and accountability in everything we do.

Report Summary

This report provides information relating to the impact to the City and Members of Council due to the elimination of non-taxable allowances for members of legislative assemblies and certain municipal officers effective for the 2019 taxation year. The City must comply with this legislation and the method proposed is in accordance with the City's Remuneration By-law.

Financial Implications

The elimination of the non-taxable allowance and the related costs will result in an increase to the 2019 budget of \$188,000. This will not result in any change to the Mayor or Councillors' net pay.

Signed By

Report Prepared By

Lorraine Laplante
Manager of Accounting
Digitally Signed Jan 22, 18

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Jan 22, 18

Financial Implications

Jim Lister
Manager of Financial Planning and
Budgeting
Digitally Signed Jan 22, 18

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Jan 22, 18

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 22, 18

Background

As part of the 2017 Federal Budget, allowances for members of legislative assemblies and certain municipal officers will be affected, effective for the 2019 taxation year.

Currently Members of Council have a one third (1/3) deemed tax exemption on their earnings as per Canada Revenue Agency guidelines. Therefore fewer taxes are deducted, resulting in a higher take home pay. The City is able to claim an HST rebate on the one third (1/3) exempt portion, resulting in a lower cost to the City.

Effective 2019, the Federal Budget requires that current non-accountable allowances paid to Members of Council be included as taxable income and taxed. The reimbursement of employment expenses (i.e. kilometer reimbursement) remains a non-taxable benefit.

Impact to the City of Greater Sudbury

HST rebate

In 2019 the City will no longer be able to claim an HST rebate on the non-taxable earnings as done in previous years. As a result, in 2019 there will be an increase to the net operating budget of approximately \$20,000.

Salary and employer deductions

As required by section 7(3) of the Remuneration By-law 2016-15F and amended by 2017-15, the City is required to increase the Members of Council remuneration to ensure that Members of Council are effectively compensated at the same rate as provided for in the By-Law, effective January 1, 2019.

Salary

Gross salary costs will increase by approximately \$117,000:

- \$45,000 for Mayor and
- \$72,000 for Councillors (\$6,000 per Councillor {12})
- \$117,000 Total

Employer deductions

In addition, the City must increase its share of deductions for Members of Council relating to CPP, EI, OMERS and EHT due to the elimination of the one third (1/3) exempt portion. The variance is largely due to an increase in the OMERS contribution as earnings are now fully pensionable.

- \$ 33,500 OMERS
- \$ 17,500 Other deductions
- \$ 51,000 Total

The total impact to the City is approximately \$168,000 for salary and employer deductions.

Total financial impact to the City

This will result in an increase to the 2019 budget of \$188,000 (Salary, Deductions and lost HST rebate).

Survey Conducted

Human Resources conducted a survey of 17 municipalities to determine how other municipalities are handling the elimination of the one third non-taxable portion.

Results: 8 municipalities currently do not provide a one-third non-taxable portion, therefore no change to remuneration
 2 municipalities have grossed up earnings to effectively compensate members of Council (as is being done by the City of Greater Sudbury)
 7 municipalities have not yet determined how they will be handling this change.
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Impact to Members of Council

The following table illustrates the financial implications to Members of Council and contains basic examples that do not include any additional earnings relating to committees and assumes basic tax exemptions.

| | With 1/3 non-taxable | | Fully Taxable | |
|----------------------------|-----------------------------|---------------|----------------------|---------------|
| | Mayor | Councillor | Mayor | Councillor |
| Annual Remuneration | 120,746 | 35,788 | 165,746 | 41,788 |
| Taxable Earnings | 80,498 | 23,859 | 165,746 | 41,788 |
| Non-Taxable Earnings | 40,248 | 11,929 | - | - |
| Allowances * | | | | |
| Taxable | 6,304 | 1,840 | 9,456 | 2,760 |
| Non Taxable | 3,152 | 920 | - | - |
| Taxable Benefits ** | 622 | 185 | 854 | 216 |
| Deductions: | | | | |
| Income Tax | (16,596) | (2,208) | (48,266) | (5,748) |
| CPP | (2,564) | (1,108) | (2,564) | (2,041) |
| OMERS | (9,667) | (2,330) | (22,574) | (4,026) |
| Net Pay | 91,919 | 30,142 | 92,342 | 29,973 |
| Difference in net pay | | | 423 | (169) |
| Difference in gross pay | | | 45,000 | 6,000 |

* includes items such as car allowance, telephone allowance, internet allowance, etc

** includes life insurance, AD&D

The table indicates that the Mayor's annual gross pay will be increased by approximately \$45,000 while a Councillor's annual gross pay will be increased by approximately \$6,000 to be able to effectively compensate Members of Council at the same net pay with the one third (1/3) deemed expenses now taxable.

Members of Council will benefit with an increase in pensionable earnings which may increase the amount of their OMERS pension.

List of Resources

Federal Budget: Tax Measures – Supplementary Information

<http://www.budget.gc.ca/2017/docs/tm-mf/tax-measures-mesures-fiscales-2017-en.pdf>

Request for Decision

Downtown Sudbury Community Improvement Plan - Allocation of 2018 Funding

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Feb 06, 2018

Report Date Monday, Jan 15, 2018

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury selects Option 2, and approves the funding of both the Façade Improvement Grants and the Residential Incentive Program within the existing funds of \$600,000, as outlined in the report entitled “Allocation of 2018 Downtown Sudbury Community Improvement Plan and Town Centre CIP Initiatives Funding”, from the General Manager of Growth and Infrastructure, presented at the Finance and Administration Committee meeting of February 6, 2018;

AND THAT Council authorizes staff to enter into any necessary agreements with the property owners and/or tenants listed in Appendix A in accordance with By-law 2016-246;

AND THAT Council directs staff to accept new applications to the City’s Community Improvement Programs annually until June 30 of each calendar year, for consideration as part of the following budget year;

AND THAT Council directs staff to fund the Downtown Sudbury Community Improvement Plan, and the Town Centre Community Improvement Plan Initiatives, in the amount of \$600,000 and \$100,000, respectively, from the reduction of capital envelope funding for two Roads capital projects from the 2018 Capital Budget being “Barry Downe from Kingsway to Westmount” by \$360,000 as well as “Beatty Street” by \$340,000;

AND THAT funding for Beatty Street be replenished with the carry forward of OCIF government grant funding from 2017 in the amount of \$340,000.

Signed By

Report Prepared By

Ed Landry
Senior Planner
Digitally Signed Jan 15, 18

Manager Review

Kris Longston
Manager of Community and Strategic
Planning
Digitally Signed Jan 15, 18

Division Review

Jason Ferrigan
Director of Planning Services
Digitally Signed Jan 15, 18

Financial Implications

Jim Lister
Manager of Financial Planning and
Budgeting
Digitally Signed Jan 19, 18

Recommended by the Department

Tony Cecutti
General Manager of Growth and
Infrastructure
Digitally Signed Jan 22, 18

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 22, 18

Relationship to the Strategic Plan / Health Impact Assessment

Council’s 2015-2018 Strategic Plan identifies a priority of implementing the economic development related

plans approved by Council, with the necessary resources to support them. This priority rests under the Growth and Economic Development pillar.

Report Summary

1. Council approved two business cases including \$600,000 for the Downtown Sudbury Community Improvement Plan (CIP), and \$100,000 for the Town Centre CIP Initiatives, as part of the 2018 Budget. This report identifies the source of the funding, and provides options as to how the CIP monies can be allocated in 2018.

Financial Implications

Council approved two business cases of \$600,000 for the Downtown Sudbury Community Improvement Plan (CIP), and \$100,000 for the Town Centre CIP Initiatives, as part of the 2018 Budget. These two business cases are being funded from the reduction of capital envelope funding for two Roads projects from the 2018 Capital Budget, in accordance with the direction from Council.

The Barry Downe from Kingsway to Westmount project capital envelope funding will be reduced by \$360,000 (\$700,000 to \$340,000). This project will proceed in 2018 for the first phase \$340,000 and the next phase \$360,000 would be shovel-ready for completion in 2019. The next phase will be considered in the 2019 Budget subject to the new capital budget policy, currently in development.

The Beatty Street project capital envelope funding will be reduced by \$340,000. This project will proceed in 2018 and the \$340,000 reduction will be funded from surplus OCIF government funding from specific 2017 road OCIF funded capital projects that were completed under budget.

Allocation of 2018 Downtown Sudbury Community Improvement Plan and Town Centre CIP Initiatives Funding

Planning Services Division

Report Date: January 15, 2018

Background

Under the *Municipal Act, 2001*, municipalities are prohibited from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprises through the granting of certain financial incentives (generally called "bonusing"). Prohibited actions include giving or lending money, or municipal property; leasing or selling any municipal property at below fair market value; guaranteeing borrowing; giving a total or partial exemption from any levy, charge or fee.

Despite the general prohibition against bonusing, the Province enables municipalities to designate community improvement project areas and to develop community improvement plans, under section 28 of the *Planning Act*. These plans allow municipalities to focus public attention on local priorities and municipal initiatives, target areas in transition or in need of repair, rehabilitation and redevelopment, facilitate and encourage community change in a coordinated manner, and stimulate private sector investment through municipal incentive-based programs.

The municipality has developed a number of community improvement plans, including the Capreol 2018 CIP, the Town Centre Community Improvement Plan, and the former Financial Incentives for Downtown Renewal Pilot Program. And further to the recommendations of the Downtown Master Plan, the City of Greater Sudbury adopted a new Downtown Sudbury Community Improvement Plan (DSCIP) on December 13, 2016 (See Reference 1).

The overall concept of DSCIP is: to revitalize the core; increase the residential population of the downtown; create and retain employment opportunities; grow the municipal assessment base; grow the municipal property tax revenue; repair and intensify the existing urban fabric with compatible projects; take advantage of existing infrastructure; and, enhance the quality of the public realm.

The DSCIP includes various financial incentives for development and redevelopment in Downtown Sudbury, including:

- Tax Increment Equivalent Grant Program;
- Multi-Residential Interest-Free Loan Program;
- Residential Incentive Program;
- Planning and Building Fee Rebate Program;
- Façade Improvement Program; and,
- Feasibility Grant Program;

As part of the 2017 Budget process, Council examined the funding of 4 CIPs (Brownfields CIP, Town Centre CIP, Capreol 2018 CIP, and the Downtown Sudbury CIP), and passed the following resolution on December 14, 2016:

"[FA2016-43A8] THAT the [CIP] [...] be removed from the 2017 Budget, with the understanding that Council fully supports the community and town centre CIPs and that an application process is yet to be developed and that any applications submitted will come to Council for decision."

In 2017, the City launched an Expression of Interest (EOI) process to implement the DSCIP. The EOI process garnered 40 applications. 35 of these applications were deemed eligible based on DSCIP eligibility criteria and EOI requirements. One proponent withdrew his application prior to the 2018 Budget proceedings, resulting in a total monetary request of the City for the 34 applications of \$ 2,715,083 over 5 years, while the total private investment leveraged would have been \$35,218,888, representing a ratio of 1:12. Staff outlined its findings in an August 21, 2017 report to Planning Committee (See Reference 2). City Council directed staff to bring forward a business case for its consideration as part of the 2018 Budget process.

As part of the 2018 Budget process, Council examined the business case for funding the Downtown Sudbury Community Improvement Plan and passed the following resolution:

"[FA2017-36-A-4 / CC2017-358] THAT the business case for Downtown Sudbury Community Improvement Plan [...] be added to the recommended service level changes in the amount of \$600,000 subject to a corresponding reduction in the allocations to capital with a report to be brought back by staff to the Finance and Administration Committee no later than February 2018, with recommendations on the project or projects to be impacted and further that staff also bring a report regarding the allocation of the CIP funding herein."

Council also examined the business case for funding Community Infrastructure components of CIPs and passed the following resolution:

"[FA2017-36-A-17/CC2017-358] THAT the business case for Community Improvement Plans – Community Infrastructure [...] be added to the recommended service level changes in the amount of \$100,000 to be contributed to the Capital Financing Reserve Fund – Planning to provide seed funding for Town Centre CIP initiatives and funded through a reduction in the allocation to capital with a report to be brought to the Finance and Administration Committee with recommendations on the project or projects to be impacted."

Council therefore approved one-time funding of \$700,000 for Community Improvement Plans, including \$600,000 for the Downtown Sudbury Community Improvement Plan, and \$100,000 to a new fund for Community Infrastructure projects established under community improvement plans.

Staff anticipates that the \$100,000 will be used to advance community infrastructure projects such as the Whitson River Trail contemplated in the in-process Chelmsford Town

Centre Community Improvement Plan, and other community infrastructure projects to be identified in future Community Improvement Plans associated with the City's Nodes and Corridors strategy.

Discussion

Source of Funding

City staff from Roads and Finance examined the cash flow of various projects with the goal of identifying monies that could be reallocated to the CIPs, while maintaining Council's capital investment goals. Pursuant to Council's decision on the 2018 Budget, staff recommends that the capital allocation for the "Barry Downe from Kingsway to Westmount" be reduced by \$360,000 (from \$700,000 to \$340,000), and the capital allocation for "Beatty Street" of \$340,000 be moved to fund these initiatives, for a total of \$700,000.

The funding for Beatty Street will be replenished from surplus of OCIF government funding from specific 2017 road capital projects with OCIF funding that were completed under budget. The Barry Downe project will proceed in 2018 for the first phase and the next phase would be shovel-ready by 2019 for completion in 2019. Therefore, the next phase of this project for additional funding will be considered in the 2019 Budget subject to the new capital budget policy, currently in development.

Expression of Interest Follow Up

Staff followed up with those applicants that had submitted an expression of interest. Of the 34 applications submitted, 27 projects are expected to proceed in 2018 (see Appendix A). The total request for funding can now be summarized as follows:

| Incentive Program | Total Amount |
|--------------------------------------|--------------------|
| Tax Increment Equivalent Grant | \$760,096 |
| Façade Improvement Grant | \$345,372 |
| Planning Fee Rebate | \$20,060 |
| Building Permit Fee Rebate | \$155,294 |
| Residential Incentive Program | \$262,400 |
| Multi-Residential Interest-Free Loan | \$690,000 |
| Feasibility Study Grant | \$35,000 |
| Total | \$2,268,222 |

Approximately 50% (13 of 27) of these 27 projects have requested more than 1 financial incentive. Given this, staff explored which programs were most critical to the success of these projects. In these instances, applicants re-confirmed their interest in all of the requested incentives.

Approximately 50% (14 of 27) of the projects are standalone façade improvement projects, representing a total grant request of \$175,122.

Recommended Allocation to the Downtown Sudbury CIP Projects

Council allocated one-time funding of \$600,000 to the Downtown Sudbury CIP projects as part of the 2018 Budget. The total monies requested for 2018 is \$2,268,222. The following outlines a series of options for Council's consideration, along with staff's recommendation with regards to the allocation of the \$600,000.

These options are based on Council's downtown revitalization objectives, as expressed in the DSCIP, which are to:

- revitalize the core;
- increase the residential population of the downtown;
- create and retain employment opportunities;
- grow the municipal assessment base;
- grow the municipal property tax revenue;
- repair and intensify the existing urban fabric with compatible projects;
- take advantage of existing infrastructure; and,
- enhance the quality of the public realm.

Option 1: Fund Façade Improvement Grants OR Residential Incentive Program

This option considers the programs as the basis for the \$600,000 allocation. Both the Tax Increment Equivalent Grant and the Multi-Residential Interest-Free Loan program requests are beyond the \$600,000 allocation and therefore do not form part of the option.

Monies required to fund both the Façade Improvement Grant and the Residential Incentive Grant is \$607,772. Council can choose one or the other, together with financial incentive requests associated with these applications.

Option 1a: Façade Improvement Grants

| Incentive Program | Total Amount |
|--------------------------------------|------------------|
| Tax Increment Equivalent Grant | \$0 |
| Façade Improvement Grant | \$345,372 |
| Planning Fee Rebate | \$20,060 |
| Building Permit Fee Rebate | \$155,294 |
| Residential Incentive Program | \$0 |
| Multi-Residential Interest-Free Loan | \$0 |
| Feasibility Study Grant | \$35,000 |
| Total | \$555,726 |

The total request for Façade Improvement Grants is \$345,372. Of all programs, the façade improvements are most likely to start and be complete within a shorter timeframe. The grant payments are made once the receipts for the work are submitted to the City for payment.

Option 1b: Residential Incentive Program

| Incentive Program | Total Amount |
|--------------------------------------|---------------------|
| Tax Increment Equivalent Grant | \$0 |
| Façade Improvement Grant | \$0 |
| Planning Fee Rebate | \$20,060 |
| Building Permit Fee Rebate | \$155,294 |
| Residential Incentive Program | \$262,400 |
| Multi-Residential Interest-Free Loan | \$0 |
| Feasibility Study Grant | \$35,000 |
| Total | \$472,754 |

Option 1a (Façade Improvement) would help revitalize the core and enhance the quality of the public realm. Option 1b (Residential Incentive Program) would help revitalize the core, increase the residential population of the downtown, grow the municipal assessment base, grow the municipal property tax revenue, take advantage of existing infrastructure, and enhance the quality of the public realm.

An additional benefit of approving option 1a or 1b is that the approved funding is less than the budget direction.

Should option 1a or 1b be selected, Staff would enter into the necessary agreements with the applicants of the EOI period.

Option 2 – Fund Façade Improvement Grants AND Residential Incentive Program

Option 2 allows Council to fund the Façade Improvement Program (\$345,372) and the Residential Incentive Grant (\$262,400) for a total of \$607,772. This is staff's recommended option as it achieves a larger portion of City Council's revitalization objectives.

The amount requested is only slightly above the investment target established by Council during the 2018 budget process. If all of the applications proceed, the difference in funding could be drawn from another existing CIP.

Notwithstanding the recent re-confirmation of interest in proceeding, if this option is approved by Council, some projects may not proceed, bringing the actual investment below the planned investment.

Option 3: Fund Tax Increment Equivalent Grants

The total request for Tax Increment Equivalent Grants (TIEG) is estimated at \$760,096. TIEG is provided once reassessment occurs and once the taxes on the property are paid in full. In practice, this means that the first TIEG payments, if approved, would happen in 2019.

Should this option be approved by Council, staff recommends that a business case for the remaining TIEG funding (\$160,096) be prepared and considered as part of the 2019 budget process.

Staff estimates that the TIEG program could be budgeted in the following fashion and may be presented as a business case for consideration in the 2019 Budget:

| Year | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| TOTAL TIEG | \$190,024 | \$190,024 | \$190,024 | \$95,012 | \$95,012 |

Option 3 would help revitalize the core, increase the residential population of the downtown, create and retain employment opportunities, grow the municipal assessment base, grow the municipal property tax revenue, repair and intensify the existing urban fabric with compatible projects; take advantage of existing infrastructure, and enhance the quality of the public realm.

Further Recommendation

Annual Intake of Community Improvement Plan Applications

City Council has expressed an interest to continue to receive applications under the Downtown Sudbury CIP, the Town Centre CIP, and the Brownfield Strategy and CIP, on an ongoing basis, and to consider the cumulative impact of these requests during annual budget processes. Given this, staff recommends that new applications to the City's Community Improvement Programs be accepted until June 30 of each year (or the preceding Friday if that date falls on a weekend). This would add certainty to the process, and would allow the City to consider these applications and to bring financial requests forward through the annual budget exercise. The City could also more appropriately market and better communicate the incentive programs with an annual deadline date.

SUMMARY

Council approved two business cases including \$600,000 for the Downtown Sudbury Community Improvement Plan (CIP), and \$100,000 for the Town Centre CIP Initiatives, as part of the 2018 Budget. This report identifies the source of the funding, and provides options as to how the CIP monies can be allocated in 2018.

References

1. Downtown Sudbury Community Improvement Plan:
<https://www.greatersudbury.ca/play/downtown-sudbury/the-downtown-sudbury-master-plan/downtown-community-improvement-plan/community-improvement-plan/>
2. "Downtown Sudbury Community Improvement Plan: Results of Expression of Interest Period", report presented August 21, 2017

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1112&itemid=13444>

Appendix A – 2018 Investment-Ready Downtown Sudbury CIP Projects

| Address | Grant Type | Description | Grant Amount | Estimated Project Cost |
|------------------|--|--|---------------------|-------------------------------|
| 45 Hartman | Façade Improvement | Re-point brick and paint exterior. Replace windows and cladding. | \$15,000 | \$120,000 |
| 143 Pine | Façade Improvement | Comprehensive porch and façade repair | \$10,200 | \$20,340 |
| 20 Ste Anne Road | Tax Increment Equivalent Grant/ Façade Improvement/ Planning Fee Rebate / Building Permit Fee Rebate | Expansion of seniors' residences. | \$690,829 | Approx \$20M |
| 30 Ste Anne Road | Façade Improvement/ Planning Fee Rebate / Building Permit Fee Rebate | Associated with expansion of seniors' residences. | \$50,000 | \$3M |
| 162 Mackenzie | Façade Improvement/ Planning Fee Rebate / Building Permit Fee Rebate | Associated with expansion of seniors' residences. | \$34,395 | \$1.5M |
| 151 Pine | Façade Improvement | Refacing of front of building. | \$15,000 | \$31,052 |
| 307 Elm | TIEG/Façade Improvement | Comprehensive Façade | \$16,800 | \$165,000 |

| | | | | |
|----------------|--|---|-----------|-------------|
| | /Building Permit Fee / Planning Fee | Improvement and office upgrades. | | |
| 255 Larch | Façade Improvement / Building Permit Fee Rebate | Façade and boardroom upgrades. | \$16,080 | \$104,000 |
| 15 Mackenzie | Façade Improvement | Aesthetic improvements | \$15,000 | \$47,593 |
| 36 Elgin | Façade Improvement | Rehabilitation of clock tower | \$15,000 | \$35,000 |
| 71 Lorne | TIEG / Façade Improvement / Planning Fee/ Building Permit Fee Rebate / Feasibility | Comprehensive redesign of interior and exterior of building | \$25,762 | \$85,000 |
| 110 Elm | Façade Improvement | Repainting of Façade | \$7,174 | \$14,294 |
| 82 Ignatius | Façade Improvement | Comprehensive Façade Improvement | \$15,000 | \$35,000 |
| 152-158 Durham | TIEG / Façade Improvement / Building Permit Fee Rebate / Per-Door Grant | Façade Improvement and creation of residential unit | \$36,100 | \$100,000 |
| 66 Elm Street | Façade Improvement / Building Permit Fee Rebate / Feasibility | Comprehensive Façade Improvement | \$25,350 | \$500,000 |
| 283 Cedar | Façade Improvement | Repainting of Façade | \$6,125 | \$12,250 |
| 93 Cedar | TIEG/ Building Permit Fee | Conversion of upper floors to | \$377,694 | \$1,491,084 |

| | | | | |
|---------------|--|--|-----------|-------------------------|
| | Rebate/ Per-Door Grant / Loan / Feasibility Study | residential | | |
| 79 Cedar | TIEG / Façade Improvement / Building Permit Fee Rebate / Feasibility Study | Rehabilitation of Parking Garage | \$80,891 | \$2,877,000 |
| 19 Durham | Façade Improvement | Rehabilitation to improve aesthetics | \$15,000 | \$31,870 |
| 96 Larch | TIEG/ Façade Improvement / Building Permit Fee / Per-Door Grant / Loan / Feasibility | Conversion to Residential and Façade Improvement | \$406,528 | \$1,248,050 |
| 40 Elm | Façade Improvement | Redesign of Rainbow Mall's Ste-Anne Entrance | \$14,000 | \$31,640 |
| 40 Elm | Façade improvement | Redesign of Rainbow Mall Main Entrance | \$15,000 | Not known at this time. |
| 85 Ste-Anne | Façade Improvement Grant | Redevelop entrance | \$4,500 | \$8,943 |
| 10 Elm Street | Façade Improvement | Redesign of Entrance to Mall Offices | \$15,000 | \$203,722 |
| 311 Elm | TIEG / Façade Improvement / Planning Fee / Building Permit Fee Rebate / Per- | Addition of residential units and façade improvement | \$311,471 | \$755,000 |

| | | | | |
|---------------|--|--|--------------------|---------------------|
| | Door Grant / Loan / Feasibility Study | | | |
| 41 Lorne | Façade Improvement Grant | New siding, painting and upgrading | \$13,750 | \$27,500 |
| 124 Elm | Façade Improvement Program / Building Permit Fee Rebate / Feasibility Study Grant | Improve aesthetics. | \$20,600 | \$55,000 |
| TOTALS | | | \$2,268,222 | \$34,060,188 |

Request for Decision

Water Wastewater 2018 Budget - Business Cases Funding Report

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Feb 06, 2018

Report Date Tuesday, Jan 23, 2018

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury approves the cancellation of \$1,408,449 and addition of \$25,000 of 2018 Water and Wastewater capital projects to fund the 2018 Water Wastewater Business cases approved during the 2018 budget deliberations, as outlined in Table 1 in the report entitled "Water Wastewater 2018 budget - Business Case Funding Report", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on February 6, 2018.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

The purpose of this report is to provide the Committee with a list of 2018 Water and Wastewater capital projects to be cancelled in order to meet the criteria of the various business cases approved by the Committee during the 2018 Budget Deliberations.

Financial Implications

2018 capital projects in the amount of \$1,408,449 will be cancelled and \$25,000 will be added in order to fund the business cases approved during the 2018 budget deliberations to maintain the overall water wastewater rate increase to 7.4%.

Signed By

Report Prepared By

Dion Dumontelle
Co-ordinator of Finance, Water
Wastewater
Digitally Signed Jan 23, 18

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Jan 23, 18

Financial Implications

Jim Lister
Manager of Financial Planning and
Budgeting
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Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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Background

During the 2018 budget deliberations, the Finance and Administration Committee approved the Water Wastewater budget with an overall increase of 7.4%. Staff recommended five business cases for the Committee's consideration. The business cases had a net zero impact to the overall rate, with the proposed increase to operating budget offset by a corresponding decrease to the capital budget. Staff committed to provide the Committee a list of the Capital Projects cancelled or added once the budget was finalized and the corresponding business cases had been approved.

The purpose of this report is to provide the Finance and Administration Committee a summary of the 2018 capital projects that will be cancelled or added, resulting from the business case approvals.

Business Case Funding

Staff is recommending that certain 2018 capital projects be cancelled or added to fund the approved business cases. The following is a summary of the business cases that will result in the cancellation/addition of capital projects:

1. W/WW User Fee Amendment

Operating Budget Decrease (\$25,000)

In an effort to promote fairness and balance among water and wastewater customers, new user fees were recommended to be applied against specific services, and paid by those customers benefitting from those services. These new fees include, but are not limited to, a sewer blockage fee when the City clears a blockage caused by the customer, a rental fee for the H2O to go Water Buggy, as well as renewal fees for certain Source Control agreements.

2. Hydraulic Modeler/ Analyst

Operating Budget Increase \$96,640

The planning and operational optimization for 1,800 kilometres of linear infrastructure requires in-depth analysis utilizing computer models. Currently, hydraulic modeling is performed by consultants as requested, but the models are not being calibrated. The contract with the consultant is coming to an end with the completion of the Water/Wastewater (W/WW) Master Plan (MP) and staff recommended hiring an internal resource which would allow the City to take advantage of an opportunity for in-house accountability and responsibility of our core infrastructure.

3. Water/Wastewater Master Plan and Asset Management Plan Task Force

Operating Budget Increase \$650,000

During 2017, Council had received/endorsed the first iteration of the W/WW MP and the W/WW Asset Management Plan (AMP). The 2018 Capital budget submission contained funds to address recommendations of the MP and AMP. The business case for the MP and AMP Task Force was developed to ensure dedicated resources for these very important initiatives.

4. Project Manager – Water and Wastewater Facilities

Operating budget Increase \$123,809

The combined capital envelopes for W/WW have seen an approximate annual increase of \$12 million since 2008. Staff anticipates that this amount will continue to grow due in part to Council's commitment to address infrastructure needs, expected commitments from senior levels of government and recommendations from the W/WW MP and AMP. This proposal recommended the hiring of a full-time project manager to address increased workload in delivering the capital program effectively, efficiently and on a timely basis.

5. Improved Hydrant Painting Standard

Operating Budget Increase \$540,000

This business case proposed using new and improved factory applied painting methods that would give the paint a longer life, improve the operability and aesthetics of the hydrant inventory, reduce potential risk associated with lead based paints and relate the maintenance cycle to the improved life span.

The net impact of the five business cases approved was an increase to the operating budget of \$1,383,449.

Summary of Capital Projects Cancelled or Added

Table 1 lists the capital projects cancelled or added to fund the approved business cases.

Table 1

| Capital Project | (Cancelled)/Added |
|---|--------------------------|
| 2018 Master Plan Recommendations - Water | (\$600,000) |
| 2018 Master Plan Recommendations - Wastewater | (\$434,224) |
| 2018 Distribution System Optimization - Water | (\$250,000) |
| 2018 Valve Inspection and Maintenance - Water | (\$124,225) |
| 2018 System Wide Security Improvements | \$25,000 |
| | |
| Total | (\$1,383,449) |

The amount of staff resources needed to deliver the capital program has not kept pace with the increased capital allocations in recent years. The investment in the task force will enable the City to prioritize the AMP and MP recommendations, such as leakage reduction and inflow and infiltration. This plan allows staff to focus on developing these extremely important initiatives and prioritizing and undertaking the work programs to support them. The Project Manager will be instrumental in the planning and delivery of W/WW capital facilities projects. The hydraulic modeler/analyst will support the asset management program, capital project planning, development planning and operational optimization of water and wastewater systems.

Notwithstanding the aforementioned cancellations in 2018, it should be noted that annual funding for these projects/initiatives have been identified in the 2019 through 2022 capital outlook as presented. The establishment of the task force will take a few months during 2018 and then the planning and prioritization process will commence, with implementation of MP and AMP recommendations expected in 2019.

Water projects that will be cancelled related to the MP, AMP recommendations and Distribution System Optimization allocations include water efficiency plan, detailed district metering study, leak detection survey, water system pressure studies and implementation of pressure management measures. Wastewater projects cancelled are the implementation of flow monitoring and the downspout disconnection program.

Regarding valve inspections and maintenance, staff will continue to conduct inspections and valve turning with internal resources. The 2018 Capital Budget included an amount of \$200,000 which was intended to supplement the program to a best practice service level. The scope of the planned contracted work will be reduced by the amount cancelled. There will be \$75,000 remaining in the budget that will support an increased level of service above the current situation.

The cancellation of the 2018 projects listed above are strategic in nature and pose less risk than the cancellation of planned repairs and replacement of both linear and facility infrastructure. Particularly important is maintaining linear spending at budgeted levels as in most cases it is aligned with roads projects.

This reallocation from capital to operating will allow staff to assess future budget allocations for operating and capital dollars prior to 2019 budget deliberations. As well, the Financial Plan for Water and Wastewater Services is scheduled to be updated during 2018 and presented to Council for approval. It is anticipated that the 2019 operating and capital budget will reflect updated spending allocations recommended in the Plan.

Request for Decision

Transient Accommodation Tax

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Feb 06, 2018

Report Date Friday, Jan 19, 2018

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury approves a 4% Transient Accommodation Tax (Hotel Tax);

AND THAT staff be directed to proceed with industry consultation and a review of best practices in other municipalities;

AND THAT 50% of net revenue from the Hotel Tax be directed towards the debt obligation required for the Event Centre;

AND THAT the City of Greater Sudbury Community Development Corporation be designated as the non profit organization required to administer the remaining 50% of the Hotel Tax net revenue and that those funds be designated exclusively for tourism promotion and development;

AND THAT staff be directed to report back to the Finance and Administration Committee in Q2 2018 with a detailed proposal for the structure and implementation of the program as well as providing Council the appropriate enacting by-laws as outlined in the report entitled "Transient Accommodation Tax", from the General Manager of Corporate Services, presented at the Finance and Administration Committee meeting on February 6, 2018.

Signed By

Report Prepared By

Ron Henderson
Special Advisor to CAO
Digitally Signed Jan 19, 18

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Jan 19, 18

Financial Implications

Jim Lister
Manager of Financial Planning and
Budgeting
Digitally Signed Jan 19, 18

Recommended by the Department

Kevin Fowke
General Manager of Corporate
Services
Digitally Signed Jan 22, 18

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's strategic pillar of Responsive, Fiscally Prudent, Open Governance.

Report Summary

This report will be seeking Council's approval to implement a Transient Accommodation Tax in the City of Greater Sudbury effective July 1, 2018.

Financial Implications

If approved, 50 percent of the net revenue will be directed towards funding of the City's debt obligation for the Event Centre.

The remaining 50 percent will be designated exclusively for tourism promotion and development.

Background

In April 2017 the Province of Ontario passed Bill 127, the “Stronger, Healthier Ontario Act”, which permits municipalities in Ontario the opportunity to charge a transient accommodation tax, also called a “Hotel Tax”. In a letter to the Head of Council dated November 24, 2017 from The Honourable Bill Mauro, the province gives the choice to municipalities to implement a hotel tax. The provincial government also recognizes the importance of balancing the interests of the municipal sector with ensuring the vitality of Ontario’s tourism sector.

The letter advised that the relevant legislative changes would take effect on December 1, 2017 and noted several highlights of the regulations:

- Municipalities will be required to share the revenues with not-for-profit tourism organizations “for the exclusive purpose of promoting tourism”, including product development;
- Where no formal Destination Marketing Program (DMP) exists (as in the case of Greater Sudbury), at least 50 per cent of the revenues from the tax - less the municipality’s reasonable costs of collecting and administering the tax - must be shared with an eligible tourism organization;
- The legislation grants municipalities the authority to impose this tax by enacting appropriate bylaws;
- The regulations leave the design, administration and collection of the tax at the discretion of the municipalities themselves; and
- The regulations do exempt transient accommodations associated with universities and colleges, but do not exempt other transient accommodation providers such as AirBNB and other rentals-by-owner accommodation providers.

With respect to Greater Sudbury, the City of Greater Sudbury Community Development Corporation (CGSCDC) is well positioned to act as the receptive non-profit organization for 50% of the net revenues. This organization currently administers and guides investments on behalf of the City of Greater Sudbury through the Community Economic Development Fund as well as the Arts & Culture Grant Program. In addition, the Board of Directors of the CGSCDC is independent of the City and includes community representation from diverse sectors, including Tourism. The Corporation oversees the implementation of the Community Economic Development Strategic Plan *From the Ground Up*, which has identified tourism as a key sector of Greater Sudbury’s economy and a priority area for ongoing investment.

Staff are recommending that the CGSCDC serve as the recipient organization, with appropriate structures and governance to deliver relevant programs for the tourism sector, together with a clear focus and mandate to grow the tourism industry. The overall intent would be to reinvest revenues into the tourism sector under the guidance of the sector stakeholders themselves.

Pending Council approval, staff will report back with a detailed proposal for structure and implementation of the program.

Analysis/Rationale

Currently Greater Sudbury has over 2,000 rooms collectively, offered by more than 45 businesses operating in the accommodation sector, from Bed and Breakfast accommodators to nationally-branded hotels. There are also between 77 and 83 room listings on Airbnb within Sudbury.

Based on the average occupancy rates of the branded hotels in Greater Sudbury over the past three years, it is estimated that a 4% room tax could generate approximately \$1,680,000 per year. It should be noted that this number does not include the total number of rooms offered by all transient accommodations in the city, such as smaller motels and similar properties, but it does provide an approximate forecast.

As stated previously, the province has determined that 50% of those net revenues would need to be shared with a not-for-profit tourism organization “for the exclusive purpose of promoting tourism”.

Best practices now being followed propose that the 4% hotel tax would be applied to the rental rate per room, per night, following the existing model generally used for Destination Marketing Fees. This approach, which is familiar to most consumers, clearly indicates the fee charged to the customer on the final bill as an individual line applied to each night of the hotel or motel stay, with a description showing “Municipal Accommodation Tax”, as required by the provincial regulations.

In years past, CGS staff have engaged local Sudbury hotel partners in exploration of a voluntary destination marketing program with a corresponding Destination Marketing charge or fee (frequently referred to as a “Destination Marketing Fee”). Hotels have emphasized that a key component of their own participation in collection of a fee from their customers is that Council would first commit to maintaining current levels of funding provided for the Tourism sector through CGS operating budgets, rather than seeking to use new revenue to replace municipal funding.

While additional consultation is required, initial discussions with industry stakeholders in Greater Sudbury indicate consensus that Transient Accommodation Tax revenue presents new opportunities to market Greater Sudbury, including attraction of additional meetings and convention business and enhancement of the leisure marketing component, both of which represent an important boost to hotel room-nights sold within the city.

Short term rentals offered by home owners are not exempt from the transient accommodation tax; however, the nature of the business and the varying locations and availability of the rooms would present a challenge to the municipality in adequately tracking and collecting the tax from owners. Should Council wish to proceed with the tax for Greater Sudbury, staff will outline a recommended approach for hotels and will explore best practices for rental-by-owner accommodations being developed in other Ontario municipalities pursuing the accommodation tax.

Tourism Investment

Staff are recommending that the 50% of the net revenues designated exclusively for tourism promotion and development would be used to enhance existing operational dollars with potential in the following areas:

- Enhance the Greater Sudbury Tourism Event Support program by increasing the funding and providing additional resources for new events, festivals, meetings, conventions and sport tournaments
- Support Bid opportunities through event support funding that can be provided in support of costs associated with major event bid opportunities, such as was required for the City's 2021 Canada Summer Games bid efforts
- Broaden reach of targeted marketing to strategic sectors, including Meetings, Conventions & Sport and student attraction
- Advance destination and product development investments, such as implementing a wayfinding strategy.

Given the major investments and new facilities expected in Greater Sudbury in the next several years, the timing of this new revenue is optimal for gaining a competitive edge as a destination of choice for meetings, conventions and sports tournaments and events.

Consultation

As noted, consultation with the hotel and motel industry in Greater Sudbury will be an important next step, and this will be conducted by Economic Development staff. Staff will conduct outreach to both management staff and ownership groups of hotels, together with motel businesses and Bed & Breakfast operators in order to solicit feedback on the best approach to collecting and investing the Hotel Tax revenues. This input will help to ensure the implementation process for the tax has regard for how these businesses are operated, including how room-night bookings are tracked, and how occupancy can be audited on a regular basis.

The feedback and engagement of these businesses will be important to ensure the tax is being collected in a fair and transparent manner, and the dollars are being reinvested into the industry in an effective way to maximize the benefits for the industry as a whole.

Summary

Should the Committee provide direction to proceed with a Transient Accommodation Tax for Greater Sudbury, the following next steps are recommended:

- Proceed with industry consultation as well as the review of best practices being developed in other municipalities

- Designate funding towards the Event Centre as the municipality's share of the funds (50% of net revenue)
- Designate the CGSCDC as the appropriate non profit recipient organization.

The recommended role of the CGSCDC would be to:

- Act as the designated recipient for the balance of funds
- Provide guidance and oversight based on their positive track record of funding program administration. Ensure an alignment based approach on tourism objectives and sector needs (including the Tourism Objectives outlined in the Community Economic Development Strategic Plan *From the Ground Up*)

Staff will report back to the Finance & Administration Committee in Q2 2018 with a detailed proposal for the structure and implementation of the program along with the appropriate enacting by-laws.

With Council's approval, it is anticipated that the implementation of the Hotel tax can come into force on July 1, 2018.

Resources Cited

Arena/Event Centre Update, City Council - June 27, 2017:

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=1&id=1130>

Request for Decision

2018 Provincial Election Strategy

Presented To: Finance and
Administration
Committee

Presented: Tuesday, Feb 06, 2018

Report Date Wednesday, Jan 24,
2018

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury directs staff to prepare a report for the March meeting of the Finance and Administration Committee recommending a plan and related tools to raise awareness and engage the community in a dialogue during the 2018 provincial election campaign about Greater Sudbury's priorities as outlined in the report entitled "2018 Provincial Election Strategy", from the Chief Administrative Officer, presented at the Finance and Administration Committee meeting on February 6, 2018.

Relationship to the Strategic Plan / Health Impact Assessment

While the outcomes of the recommended strategy support all four strategic themes in Council's 2015-2018 Strategic Plan, the choice to develop and implement a plan promoting Greater Sudbury's priorities to provincial candidates and the next provincial government is most closely aligned with the "Responsive, fiscally prudent and open government" theme.

Report Summary

Achieving the City's strategic priorities requires working with senior orders of government. The communication of issues important to Greater Sudbury in anticipation of the provincial election will help draw the attention of political party leaders, decision-makers, local candidates and the community.

Financial Implications

There are no direct financial implications associated with this report.

Signed By

Report Prepared By

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 24, 18

Financial Implications

Jim Lister
Manager of Financial Planning and
Budgeting
Digitally Signed Jan 24, 18

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 24, 18

BACKGROUND

The next provincial election is scheduled for June 7, 2018. Elections are valuable opportunities to highlight the value of strong partnerships between all orders of government.

Greater Sudbury could communicate its views ahead of the provincial election to local provincial election candidates and their parties. This would focus on issues that reflect the highest priority needs for the city in a way that engages key government stakeholders and the broader community. While this has not previously been the city's practice, an ongoing advocacy program and/or development of a provincial election strategy is a typical practice among larger municipalities.

Communicating Greater Sudbury's priorities in anticipation of a provincial election represents an opportunity to engage candidates in a dialogue and establish a basis for discussion once the election is complete. By identifying its interest this way, the city also increases the potential for collaboration following the election with the provincial government, other municipalities and provincial associations.

ANALYSIS

Elements of a Provincial Election Strategy

A review of previous announcements about Greater Sudbury's, AMO's or FCM's position on issues informs a discussion about appropriate elements of a provincial election strategy. For example:

- The need for long-term, sustainable investments in municipal infrastructure has long been a priority for large and midsize Canadian municipalities, with advocacy by the Federation of Canadian Municipalities (FCM) and the Association of Municipalities of Ontario (AMO).
- The city's understanding of asset condition and renewal needs, while evolving, indicates there are significant long-term infrastructure gaps in areas such as roads, social housing and water/wastewater. Considering Greater Sudbury's role in northern Ontario, the need for provincial investment in highway infrastructure to support goods movement and our economy has been well documented. Asset renewal and infrastructure management could serve as a fundamental component of the city's advocacy based on the evolving dialogue about "smart cities" initiatives that anticipate the further integration of data, electronic workflows and e-commerce services, along with opportunities for continuing the development of energy-efficient and green building construction retrofits.
- There is continued need and support for immigration and workforce development (specifically working with northern cities on the Provincial Nominee Program), employment related incentives including skills development and diversity supports as well as supports for increased labour force participation for first nations.
- The province could be a source of financial support for the development of the planned Library/Art Gallery and Convention and Performance Centre.
- Province-wide bargaining for Police and Fire services and/or a commitment to a thorough review of the interest arbitration process could materially benefit municipal taxpayers.
- There are calls across the province for municipalities to have new revenue tools that help alleviate the cost of public services for taxpayers.
- Provincial commitment to support research and development in specific sectors could assist northern municipalities that have not realized the same level of economic growth experienced in other parts of the province.
- Provincial commitment to partner with and expand local, community-funded venture capital funds would promote sustainable economic development across northern Ontario.

- Collaboration between the province and Greater Sudbury on issues of common interest to all northern communities, taking advantage of the city's geography and infrastructure to make services accessible to smaller communities that could not afford them on their own could be further explored (for example, transportation subsidies for recycling or organics processing services that normalize the cost of such programs for small communities, with processing provided in Greater Sudbury, could advance provincial policy goals).

A platform also provides an opportunity to provide a variety of key statistics about Greater Sudbury's demographics, economy, employment and infrastructure as well as a message from the Mayor and a summary of all key platform recommendations.

Developing the Election Strategy

The goal of the city's provincial election strategy should be to familiarize key government stakeholders, political parties, Greater Sudbury Provincial Parliament candidates and the broader community (residents, businesses, community groups) with Greater Sudbury's infrastructure and social needs. The strategy is intended to influence policy development and political discussion in advance of the June 2018 Election.

Following Council's approval of this report, staff could prepare summaries of 5-7 key issues that would be compiled as appendices to a report for Council's approval in March. The focus would be on:

- Describing the issue and its importance to Greater Sudbury (for example, regarding infrastructure renewal, a brief description could be provided about the city's current asset condition, the effect of inadequate asset condition on current service levels, opportunities associated with establishing appropriate asset renewal practices and directions we are taking to realize them)
- Providing references to previous staff reports/Council motions on the subject, and
- Identifying a direction it would anticipate the next provincial government could take that would align with Greater Sudbury's needs (for example, regarding infrastructure renewal, a possible direction statement could be, "*The next Ontario government should ensure that infrastructure funding programs reflect collaboration with municipalities to address the city's most critical asset renewal needs, without incrementality requirements, to support appropriate long-term asset management practices.*")

The focus will be on creating awareness about the City of Greater Sudbury's perspective on topics that should be of interest to candidates and, ultimately, the next provincial government.

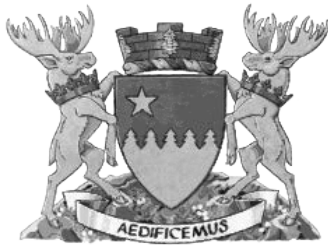
Strategy Execution

Communications and Community Engagement staff would be enlisted to prepare a document suitable for circulation among community stakeholders and published on the city's website as part of a communication plan to promote the city's position on each issue. This could, for example, be circulated to:

- a) All major political party leaders (Green, Liberal, Progressive Conservative, New Democratic)
- b) All Greater Sudbury MPP candidates
- c) Community Stakeholders including but not limited to: Chamber of Commerce, United Way, others
- d) Association of Municipalities of Ontario

Traditional media could be used to advance awareness of the city's issues (news release, op-eds) and the city's social media tools could also be employed. Communication with Greater Sudbury political party caucuses could be arranged to discuss the platform and provide more general information about the City of Greater Sudbury.

Staff could provide a verbal update on the plan's progress to the Finance and Administration Committee at each meeting leading up to June 2018. A staff report in June, following the Provincial election, could be produced to assess the plan's performance.



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;

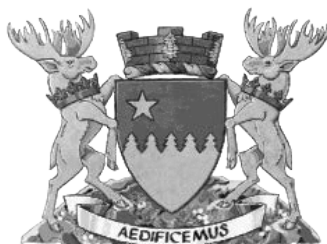
AND WHEREAS the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

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.