



AGENDA / ORDRE DU JOUR
COMBINED COUNCIL MEETING / RÉUNION COMBINÉE DU CONSEIL

Wednesday, May 3, 2017 at 6pm / mercredi le 3 mai 2017 à 18h
Council Chambers / Salle du conseil

1. Call to Order and Roll Call / Ouverture de la réunion et présence

2. Adoption of Agenda / Adoption de l'ordre du jour

3. Disclosure of Pecuniary Interest / Déclarations d'intérêts pécuniaires

4. Delegations / Délégations

- 4.1** French River Nurse Practitioner Led Clinic and Sudbury East Community Health Center
Update on the new model of health care for Sudbury East **p.3**

5. Resolution to resolve into Committee

COMMITTEE OF THE WHOLE / COMITÉ PLÉNIER

6. Reports and Items for Consideration / Rapports et sujets pour considération

6.1 General Government / Gouvernement général

- 6.1.1** Report - Operational Review Opportunities Status Report **p.35**
6.1.2 Report - Janitorial Services at Municipal Complex **p.47**
6.1.3 Funding Application to TD Friends of the Environment Grant for an amount of up to \$5,000 **p.48**
as part of a partnership with Ami village des aînés for the Joe Chartrand Park Trail building
and restoration

6.2 Finance / Finances

- 6.2.1** Recommendation to authorize Reserve Transactions **p.51**
6.2.2 Report - Reserve Funds to pay off Municipal Debt **p.53**
6.2.3 Report - Statement of Council Remuneration **p.65**

6.3 Public Works & Environment Services / Travaux public et services de l'environnement

- 6.3.1** Report - Award of the Request for Proposal #2017-002 Recycling Acceptance Services **p.67**

6.4 Community Services / Services communautaires

- 6.4.1** French River Public Library Board Report by Councillor Pageau

6.5 Emergency Services and Public Safety / Services d'urgence et sécurité publique

- 6.5.1** Ontario Provincial Police First Quarter Report **p.69**
6.5.2 Manitoulin-Sudbury District Services Board Report by Councillor Wenborne
6.5.3 Recommendation to award the Request for Tender#2017-005 for the supply of a Stock Four **p.77**
Door Side Control Pumper for the French River Fire Department

6.6 Development & Planning / Développement et planification (NIL)

6.7 Correspondence / Correspondance

- 6.7.1** French River Cultural Industries Council, Rubber Boots Festival June 23-24, 2017 **p.79**

- Request to authorize an exemption to the Zoning By-law for overnight camping during the event, to exempt the rental fees and to authorize a road closure
- 6.7.2** Federation of Canadian Municipalities **p.82**
Invitation to contribute to the annual voluntary Legal Defense Fund (\$63.47 annually)
- 6.7.3** Ontario Provincial Police **p.85**
Letter relating to the North East Region Realignment

REGULAR MEETING / RÉUNION RÉGULIÈRE

- 7. Verbal Motion to return into the Regular Meeting / Motion verbale pour retourner en réunion régulière**
- 8. Consideration of the adoption of recommendations from Committee of the Whole / Résolutions pour adopter les procédures du Conseil en comité**
- 9. Consent Agenda / Ordre du jour regroupé**
- 9.1 Adoption of Minutes / Procès-verbaux adoptés**
- 9.1.1** Special Council Meeting held April 19, 2017 **p.86**
- 9.1.2** Regular Council Meeting held April 19, 2017 **p.88**
- 9.2 Receipt of Minutes / Procès-verbaux reçus (NIL)**
- 9.3 Items for Consideration or Information / Items pour consideration ou information (NIL)**
- 9.4 By-laws / Règlements (NIL)**
- 10. Notices of Motion / Avis de motion**
- 11. Announcement and Inquiries / Annonce et questions**
- 12. Closed Session / Session à huis clos (NIL)**
- 13. Adjournment / Ajournement**
Resolution to adopt Confirmation By-law / Résolution pour adopter le règlement de confirmation
Resolution to adjourn / Résolution d'ajournement



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Demande pour être une délégation / Delegation Request Form

DATE DE LA RÉUNION / DATE OF MEETING:

MAY 3, 2017

Nom / Name:

Nicolas Plante-Duhamel / Michel Mayer

Date:

APRIL 26, 2017

Adresse/Address:

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Sujet – Topic

(S.V.P. inclure documentation d'appui à votre demande)

(Please enclose documentation supporting your request)

THE FRNPLC + THE SECHC WOULD LIKE TO PROVIDE AN
UPDATE TO THE MUNICIPALITY OF FRENCH RIVER ON
ITS NEW MODEL OF HEALTH CARE FOR SUDBURY
EAST. THIS DOCUMENT (SEE ATTACHED DOCUMENT) WAS
PRESENTED TO GOVERNMENT IN FEBRUARY 2016, AND
WE ARE ACTIVELY PURSUING SEVERAL ELEMENTS
OF THIS PROPOSAL.

[Signature]
Signature du demandeur / Signature of applicant

[Signature]
Signature du Greffier / Signature of Clerk

La présentation aura un temps limite de 15 minutes.

Presentation cannot exceed 15 minutes.

Proposal

A New Model of Health Care for the Sudbury-East Region: Design and Implementation

Michel Mayer, ED at SECHC
Michel Raymond, Acting ED at FRNPLC

Alban, ON
February 26th, 2016

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Executive summary

The lead health care providers of the Sudbury-East region, the Sudbury-East Community Health Centre (SECHC) and the French River Nurse Practitioner-Led Clinic (FRNPLC), are working together to design more efficient health services for their region. This proposal outlines the design of a new health care model for the Sudbury-East area, a Rural Sub-LHIN. Throughout the report, we will explain the situation, present the recommended approach and outline how we propose to achieve the results we are looking for.

Taking the time to fully understand Sudbury-East rural realities and struggles becomes essential as a starting point for imagining and designing a new model of health care for its residents. In light of recent publications, and by following the region's evolution through the years, it is easy to see how the current climate and local leadership make it a perfect time for strategic and sustainable, client/patient driven change.

We have built a case by showing how we intend to design and plan a new model of care by following the provincial guidelines and proposals outlined in the "Patients First" document and supported by tangible arguments and strategies.

More service coordination

Shared resources among health care services in the region will allow for better client/case management, communication and service planning.

Primary Care

A Rural Sub LHIN (RSL) in the Sudbury-East region will allow for "**a more integrated and responsive**" service to local health care needs and bring planning and monitoring of primary care closer to its community. The Sudbury-East RSL will work closely with the NE LHIN to deliver a plan to offer seamless health care services to its communities.

Home and community Care

With the proposed Sudbury-East RSL, these services will be **integrated at the local level** to better coordinate care for the region.

Population and Public Health

To foster a more **collaborative approach** between Public Health and Primary Care organizations, we propose to create a position for Health Promotion that would work out of the new RSL.

These objectives and results will be supported by a proven, **Human-Centered Service Design** methodology rolled out in 4 phases.

1. Empathize understand and define

Research and work with stakeholders will be done to get a better understanding of the current offerings and situation, including background information. A lot of work has already been done for this in the last years and will be considered when preparing for the development of the Model.

2. Ideate and prototype

The Design team and stakeholders will work together into idea generation, ensuring that all aspects of the services are designed in an efficient and effective manner. Together, a vision of

what the new model for Health Care and related services in the region could look like will be developed.

3. Test & iterate

The project Design team will then present to members of the organization, to partners and stakeholders to validate and ensure the model reaches it's goals. Internal and external « pilot projects » will be proposed, approved and put to the test.

4. Implement and evaluate

Final adjustments to the model will be made and the design team will work with the delivery teams to develop evaluation plans to facilitate implementation and cross-sequential « service » rollout. A customized accompaniment plan will be developed for all service teams to ensure smooth and professional delivery.

Overseen by the global design and implementation strategy, the framework of the new model lies within the following 11 elements:

1. Rural Sub LHIN for the Sudbury-East area

A RSL in SE is crucial to ensure the area continues to offer health services to the community that are as efficient as possible and are geared to the needs of the residents of SE.

2. Primary Care Integration

Integration of primary care services between the FRNPLC and the SECHC, governed by one Board and one ED will improve efficiencies and increase the overall number of clients. This will facilitate opportunities for bundling or integrating funding between acute care, community care, primary care and possibly other health care sectors.

3. Home Care Integration

Integrating the North East Community Care Access Centre (CCAC) services and Seniors Support under one department within the Primary Care sector will improve services to residents of SE and provide a better flow of critical information between all groups providing health care services. Better and more coordinated services will lead to better health of the client.

4. Mental Health Services

With control on the mental health funding, a more efficient service will be provided to the residents of Sudbury East. Current LHIN contracts with HSN could be collapsed with funding redirected to SE for the hiring of two mental health employees.

5. Urgent Care Clinic

Having to travel 100 km to access urgent care services in Sudbury, North Bay or Sturgeon Falls is taxing on residents of the Sudbury-East region. An urgent care clinic will help reduce some of the more costly Emergency Department visits, as residents could be treated locally.

6. Recruitment and Retention

An increase in base funding of 5% for salaries per year for the next four years will ensure equity within the health sector and help to recruit and retain health care professionals in the Sudbury-East region.

7. Dialysis Services

Offering dialysis services to residents will keep them at home longer, will require less travel for frail clients, and will keep them in better health.

8. Chemotherapy Services

Offering chemotherapy services to residents will keep them at home longer, will require less travel for frail clients, and will keep them in better health.

9. Assisted Living and Long Term Care Beds

A seniors' housing project with Assisted Living and Long Term Care Beds will allow seniors to remain in their community and improve their quality of life during their final days.

10. Transportation

Offering transportation services to residents will keep them at home longer, will require less self-travel for frail clients, and will keep them in better health.

11. Health Promotion Integration

A coordinated effort between all key health sector stakeholders is crucial to move forward the health agenda and to continue to improve the overall population health in the SE area.

In this proposal, you will find a breakdown of potential long term and one-time costs, along with a Global budget supported by a design and planning investment

The Sudbury East area is ready to move to the next level of health care. The time is right and the region needs it. This comprehensive approach to a new model of health care is an exemplary model that could be rolled-out and/or adapted in other parts of rural Ontario. The Sudbury East area does not need a new hospital, it just needs better primary care services and this submission certainly addresses this. By providing better primary care services, less hospital visits will be required, hospital stays will be shorter, and readmission rates will go down. The overall health of the Sudbury East residents will improve greatly.

The success of the "Patients First" proposal lies in local solutions. We truly believe in the model of health put forward in this submission. We understand that a lot of hard work lies ahead, and we are ready for the challenge and eager to start the work to better health services.

1.4 Population of Sudbury-East: a demographic perspective

The Sudbury-East area includes the municipalities of Markstay-Warren, St-Charles, French River and Killarney. Some 6,500 residents are spread out over this vast area in a very rural setting. Here is an approximate breakdown of clients serviced in each area:

Municipality	Clients
French River (SEHC Noëlville Site)	1200
St-Charles (SEHC St-Charles Site)	650
Markstay-Warren (SEHC Warren Site)	550
French River (FRNPLC Alban Site)	900
Killarney (Nursing Station)	200

With their combined client groups, the three current health care organizations are providing services to approximately half of the population in the Sudbury-East area. By joining forces and expanding its services, it is projected that the new model could reach out to an additional 1,000 clients in the area, bringing the total number of clients to approximately 4,500 or 70% of the residents of Sudbury-East.

The new health service model would make better use of its workforce and would offer services to them where they are needed the most, keeping in mind the clients geographical location, health status and their needs.¹

¹ Due to various reasons (personal, geographic, etc.), it is projected that a local primary care provider may only reach out to approximately two thirds of the residents of the area, some 4,500 residents. This is based on an assumption that a portion of the population is already serviced by a family physician in Sudbury, Sturgeon Falls or North Bay, and that they are satisfied with the service that they receive. Very few of these clients are expected to become clients of the SEHC or the FRNPLC as they are satisfied with their current arrangement.

2. Rural Sub LHIN (RSL) : a new model of care for Sudbury-East

The premise of Sudbury-East improving its health care services lies on the area becoming more autonomous and self-serving. By finding solutions locally and applying them locally the Sudbury East area will start improving its health offer. It is critical that the Sudbury East area becomes its own microcosm of health care, whether it is called a Health Hub, a Rural Sub-LHIN Region or a Patient Care Group, the time has come for the region to assert itself and take the next step.

2.1 Patient Care Groups: What are they? And why can't we have one?

According to *"Patient Care Groups: A new model of population based primary health care for Ontario"*², a Patient Care Group is a new concept in the population-based model of integrated primary health care delivery in Ontario. The PCG is a fund-holding organization that is accountable to the ministry through the Local Health Integration Networks (LHINs).

Given the variety of care delivery settings in the province, 3 variations of the PCG model have been developed:

1. "Standard" PCG with a roster of patients scaled to meet the needs of a logical population group:
 - An existing, high functioning suburban **Health Links organization** expands its functions, scope and responsibilities, as described in this report, and establishes a PCG as part of its operations.
2. "Rural" PCG (aligned with Rural Hub model)

² Patient Care Groups: A new model of population based primary health care for Ontario, Price, Baker, Golden, Hannam. (2015) - http://health.gov.on.ca/en/common/ministry/publications/reports/primary_care/primary_care_price_report.pdf

- A small, **rural hospital** assumes the functions and responsibilities of the PCG for primary care in its region.
3. “Urban” PCG for large urban centres.
- A large **urban Family Health Team** leverages its management resources while maintaining and expanding its inter-professional services and assumes the functions and responsibilities of a PCG.

According to this report, the “approach to primary care has been designed with an acute awareness of the full spectrum of structures and services in the Ontario health system, and allows for a variety of forms to meet the primary care needs of Ontarians.” This being said, the Sudbury-East area (along with other rural regions in Ontario) are not well serviced by the current structures because of geographical distances, sparse resources and uncoordinated health care services. For this reason, we strongly believe that the region would greatly benefit from a new amalgamated rural entity (Rural Sub-LHIN) that would assume the functions and responsibilities of the PCG for primary care.

2.2 Patients First Proposal: tying it all together

To reduce gaps and strengthen services, the Ministry of Health and Long-Term Care has proposed to expand the role of the Local Health Integration Networks. In *Patients First: A Proposal to Strengthen Patient-Centred Health Care in Ontario*, the ministry states the following:

*“The next phase of our plan to put patients first is to address structural issues that create inequities. We propose to truly integrate the health care system so that it provides the care patients need **no matter where they live**. Our proposal is focused on population health and **integration at the local level**. It would improve **access to primary care**, standardize and strengthen home and community care, and strengthen population and public health. It would also ensure that services are **distributed equitably across the province** and are appropriate for patients”.*

Patient First: a proposal to strengthen patient-centred health care in Ontario, page 2

The report elaborates on 4 major guiding principles that we feel represent the needs of the Sudbury-East community as well:

- More effective integration of services and greater equity.
- Timely access to primary care, and seamless links between primary care and other services.
- More consistent and accessible home and community care.
- Stronger links between population and public health and other health services.

In the Patients First report, 4 key proposals were made in regards to restructuring of the health care system in Ontario, namely when it comes to the way they are planned and delivered. This section will focus on those 4 proposals and explain why our proposed new model of care, the new Rural Sub-LHIN for Sudbury-East, answers directly to them.

2.2.1 “Patients First” Proposal #1: More Service Coordination

To provide care that is more integrated and responsive to local needs, make LHINs responsible and accountable for all health service planning and performance.

Identify smaller regions as part of each LHIN to be the focal point for local planning and service management and delivery

Patient First: a proposal to strengthen patient-centred health care in Ontario

Seeing as the “LHINs would be asked to identify smaller geographic areas within their regions — or LHIN sub-regions — that reflect community geography, such as the current Health Links regions”, an obvious and direct solution to the outlined challenges would be to appoint a Rural Sub LHIN to the Sudbury-East region. This would give patients and users, better access to services and practitioners at a local level such as:

- Primary Health Care
- Health Promoter
- System Navigator
- Complimentary therapies: physiotherapy, chiropractor, massage therapists
- Social workers
- Mental health professionals and services
- Dietician or nutritionist
- OTN
- Aboriginal health and social services

Shared resources among health care services in the region will allow for better client/case management, communication and service planning. Having more flexible hours and a greater access to the complementary treatment will inevitably result in support for health care system navigation and more rigorous and systematic « post-op follow-ups ». A shared clinical coordinator will allow for greater client focus, flexibility and will limit the need for clinical leads to spend time on managerial tasks.

See our design elements #1 through #11 for a clearer description of what we foresee for the Sudbury-East Rural Sub-LHIN.

2.2.2 “Patients First” Proposal #2: Primary Care

Bring the planning and monitoring of primary care closer to the communities where services are delivered. LHINs, in partnership with local clinical leaders, would take responsibility for primary care planning and performance management.

Set out clearly the principles for successful clinical change, including engagement of local clinical leaders.

Patient First: a proposal to strengthen patient-centred health care in Ontario

According to *Patients First*, all clients of the health care system should have a “Medical Home, offering comprehensive, coordinated, and continuous services and working with other providers across the system to ensure that patient needs are met”.

A Rural Sub LHIN (RSL) in the Sudbury-East region will allow for “a more integrated and responsive” service to local needs and bring planning and monitoring of primary care closer to

its community. The Sudbury-East RSL would work closely with the NE LHIN to deliver a plan to offer seamless health care services to its communities.

The Sudbury-East Community Health Centre and the French River Nurse Practitioner led clinic are currently working together to propose a better alternative to health care services in the region to address the main challenges that they are experiencing. With the integration of 2 service providers and the expansion of services, they hope to resolve some of these challenges:

FRNPLC Main Challenges	SECHC Main Challenges
<ul style="list-style-type: none"> There is currently no permanent executive director 	<ul style="list-style-type: none"> Maintaining all of the primary care services needed is becoming increasingly more difficult as operational costs are increasing year over year.
<ul style="list-style-type: none"> The board is unable to meet its mandate going forward without NPs as part of their governance model. 	<ul style="list-style-type: none"> In order to balance its budget, the SECHC has trimmed its administrative staff to two positions, the Executive Director and the Finance/HR Director
<ul style="list-style-type: none"> Unable to recruit or attract physicians to the area based on the stipend that is provided. 	<ul style="list-style-type: none"> The SECHC does not have an IT or DMC funded position, nor does it have a Program Manager funded position.
<ul style="list-style-type: none"> Unable to recruit or attract NPs to the remote area with a salary offer that is 25% less than other health care organizations in the big centers. 	<ul style="list-style-type: none"> Unable to recruit or attract NPs to the remote area with a salary offer that is 25% less than other health care organizations in the big centers.

See our design elements #1, #2, #5 and #6 (amongst others) for a clearer description of what we foresee for the Sudbury-East Rural Sub-LHIN.

2.2.3 “Patients First” Proposal #3: Home and Community Care

Strengthen accountability and integration of home and community care. Transfer direct responsibility for service management and delivery from the CCACs to the LHINs.

Patient First: a proposal to strengthen patient-centred health care in Ontario

“Home and community care services are inconsistent across the province and can be difficult to navigate. Many family caregivers who look after people at home are experiencing high levels of stress – due in part to the lack of clear information about the home care services available and how to access them. Primary care providers report problems connecting with home care services, and home care providers say the same thing about their links to primary care”. With the proposed Sudbury-East RSL, these services would be **integrated at the local level** to better coordinate care for the region.

See our design elements #1, #2, #3, #6 and #9 (amongst others) for a clearer description of what we foresee for the Sudbury-East Rural Sub-LHIN.

2.2.4 “Patients First” Proposal #4: Population and Public Health

Integrate local population and public health planning with other health services. Formalize linkages between LHINs and public health units.

Patient First: a proposal to strengthen patient-centred health care in Ontario

“Public health has historically been relatively disconnected from the rest of the health care system. Public health services vary considerably in different parts of the province and best practices are not always shared effectively. While local initiatives and partnerships have been successful, public health experts are not consistently part of LHIN planning efforts to improve population health”.

Health promotion is a key element of the work of FRNPLC and the SECHC. To foster a more collaborative approach between Public Health and Primary Care organizations, we propose to create a position for Health Promotion that would work out of the new RSL. Currently, the primary care organizations in the area have dedicated staff conducting health promotion activities as well as community programs. Unfortunately, these activities are sometimes duplicated between these organizations, reducing efficiencies.

See our design elements #1, #2, #6 and #11 (amongst others) for a clearer description of what we foresee for the Sudbury-East Rural Sub-LHIN.

3. Putting the pieces together: how to make it all happen?

3.1 Service Design

Having managed several health care teams, worked with health planning consultants and knowing our region's challenges, we've come to realize that planning is the science and the alchemy created between systematic information analysis and guided guesswork. We know that is it also a creative, co-creation, collaboration and innovation process that leads to building strong teams and to creating and defining the essential **COMPASS** that will guide our decisions relating to the required services and project at hand.

We want this **COMPASS** to guide the development and describe the impacts and results that we need to see in the **DESIGN** of a new model of Health Care in our region. This design process will involve the end-user – the community - from start to finish, putting them at the heart of every step.

« ...Service design as a practice generally results in the design of systems and processes aimed at providing a holistic service to the user. This cross-disciplinary practice combines numerous skills in design, management and process engineering. Services have existed and have been organized in various forms since time immemorial. However, consciously designed services that incorporate new business models are empathetic to user needs and attempt to create new socio-economic value in society. Service design is essential in a knowledge driven economy. »

- The Copenhagen Institute of Interaction Design, 2008

« Service design is a design specialism that helps develop and deliver great services. Service design projects improve factors like ease of use, satisfaction, loyalty and efficiency right across areas such as environments, communications and products – and not forgetting the people who deliver the service. »

- Engine Service Design, 2010

3.2 The Challenge and the Solution

We face the challenge of finding and striking a balance between exploring and addressing the region's systemic and operational issues linked to Access, Equity and Quality in Health Care.

To do this, it's important to view the Service Path, from the perspective of (clients, patients, users, service providers, stakeholders or community partners and funders) and develop a flexible Health Care model that will guide the users towards positive results.

To feed and guide the Design, Planning and Collaboration process, facilitated discussions, interviews and work sessions along with qualitative research will be done. This will allow stakeholders to be actively engaged by putting the focus on the things they are passionate about, leading to shared responsibility and leadership, and ultimately, to outlined end-results and full stakeholder engagement for future implementation.

This approach should:

- Create Engagement, Shared Leadership and Be User, Enabler and Provider driven.
- Lead to a Value Proposition for the Rural Sub-LHIN, Patient Care Group, and, key Recommended Services, as an integral part of the Framework.

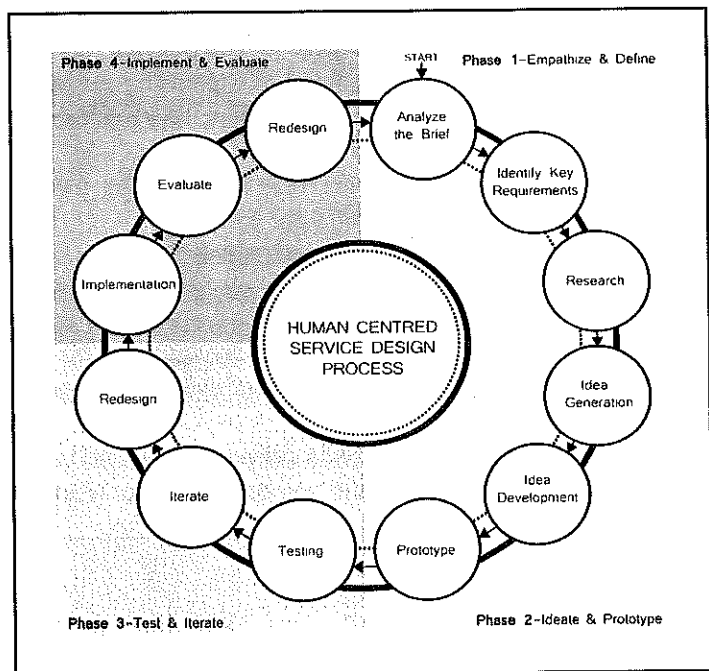
This will allow the group to:

- Envision a Better Future
- Orchestrate Creative Teams
- Drive Breakthrough Change
- Apply an Explorative Mindset
- Act with Passion and Purpose

3.3 How do we do this? : The recommended approach of Human Centered Design


Human-Centered Service Design is the process that "focuses on the behavior, needs and motivations of users to craft experiences that are both effective and desirable, [...] and helps stakeholders to challenge accepted service delivery mechanisms and imagine new possibilities".

For this project, we will follow the Service Design Process shown here to help define and develop a protocol that will best suit the region.




3.4 Anticipated phases

During **Phase 1: Empathize, understand and define (6-9 months)**, research and work with diverse stakeholders will be done to get a better understanding of the situation and gather background information. A lot of work has already been done for this and will be considered when preparing for the development of the Model.

- Develop client and patient profiles for RSL and specific services (Using Service Design Model)
 - Draft Value Proposition for RSL and for recommended services 1 to 11
 - Define scope of Rural Sub-LHIN and Recommended Services
 - Research: LHIN publications, white papers, demographics and best practices
 - Identify, define and formalize strategic partnerships
 - Develop Strategic Communication Plan
 - Identify Project team (internal and external)
 - Identify Guiding Principles for entire project
- 

In **Phase 2: Ideate and prototype (6-18months)**, a Design team composed of diverse stakeholders will work together to dig deeper into idea generation, ensuring that all aspects of the services are designed in an efficient, effective and sound manner. Together, a vision of what the new model for Health Care and related services in the region could look like will be developed.

- Define governance needs and leadership model
 - Develop and define service delivery model for Rural sub-LHIN and all Recommended Services focusing on the following categories:
 - Key activities, Key partners, Key resources (internal and external)
 - Cost structure
 - Client/patient and user relationships, Client/patient segments
 - Value Proposition per service
 - Channels, Revenue/Funding sources
 - Client and Service delivery path, Client path for all recommended services 1-11
 - Determine critical path and sequence for all recommended service implementation. *(This implies that some services may be in place in as little as 9 to 12 months, while others may be rolling out over longer periods of time and even overlapping each other.)*
 - Engage all service delivery teams and users in planning,
 - Define roles and responsibilities for Management and Service delivery teams
- 

In **Phase 3: Test & iterate (9-24months)**, the project Design team will present ideas to members of the organisation, to partners and stakeholders to see if the model reaches its goals, if the infographic is complete and, if it is easily communicable to the public. Internal and external « pilot projects » will be proposed, approved and put to the test.

- Smaller scale testing for new services
- Identify necessary evaluation framework
- Develop timeline for testing
- Human centered service design evaluation should include:
 - Patients and service users
 - Service delivery teams
 - Strategic partners
 - Funders
 - Political and community stakeholder



Finally, in **Phase 4: Implement & evaluate (9-36months)**, final adjustments to the model will be made, documents will be prepared, and the design team will work with the delivery teams to develop evaluation plans so that all necessary tools will be in place for implementation and cross-sequential « service » roll-out. A customized accompaniment will be offered to all service teams to insure smooth and professional delivery.

- Identify and Design appropriate internal and external evaluation tools
- Follow Funder reporting guidelines and standards
- Link to governance and policy framework
- Client surveys
- Internal monitoring
- Governance policy reports
- Yearly reviews
- Insure continuous Testing and Service Design iteration



4. Key Design Elements and Recommendations for Primary Care Improvements

The following tables describe and represent the key elements to **recommended** and **requested** services for our Rural Sub-LHIN. Here in, you will find information relating to: outcomes, impacts, necessary resources, costs, background information and benefits to clients, patients, users and service delivery teams.

0 – Design and implementation	
Proposed Health Service Improvement	Sudbury East's New Service Delivery Model
Owner(s)	Michel Mayer (SEHC) Michel Raymond (FRNPLC) Consultants and Project Managers
HR Impact	Design and implementation of desired change to the existing health service model.
Financial Cost	Base Funding: One time Cost: \$933,750
Overview:	
In order for Sudbury East to properly design and implement change, it proposes to work with a Service Design model to insure stakeholder engagement leading to appropriate, customized, accessible, equitable and sustainable services.	
Background Information:	

<ul style="list-style-type: none"> • In response to the Patients First Proposal by the MOHLTC, some 24 RSLs have been identified by the NELHIN, however none for the Sudbury East area. • The NELHIN have identified PCGs based on existing Health Links and Hospitals. • The SE area has no hospital or Health Link within its territory. • The SE area has a long history of being underserved as costs to service a rural area are on average always much more than in urban centers. • Some 200 kilometers separate the two extremities of the SE area. • Several health care services are provided by Greater Sudbury organizations, and in almost all cases, services fall short to what they should be. Ex: Mental Health services provided by HSN; Home services provided by CCAC. • The SECHC and the FRNPLC believe that in order to be more effective, a PCG/Rural Sub-LHIN needs to reside with a Primary Care organization. • External resources are needed to support appropriate and essential Service design, planning and implementation change
Benefits: <ul style="list-style-type: none"> • Effective design and planning to ensure results • Built-in Service delivery efficiencies at the local level • Quality (internal and external) communications leading to Exemplary Service Coordination and navigation for Patients, Users and stakeholders throughout the client and Service delivery paths • Long-term sustainability • "One-time" investment for implementation • Coordinated local evaluation and measurement of health care outcomes
Cost Analysis: <ul style="list-style-type: none"> • 5% of base funding and 1 time costs for all projects 1-11 • These resources will be used for planning, design and implementation of services. • Resources will be used to hire internal resources, external consultants, analysts, technicians, other managers, staff and/or health care professionals to complete the tasks at hand.
Recommendation: We recommend that funding support be made available to the SECHC and FRNPLC to help integrate healthcare services and to design & implement the changes needed in the SE area.

1 – Sub-LHIN Rural Region / Rural Sub LHIN	
Proposed Health Service Improvement	Sudbury East must have its own Rural Sub LHIN
Owner(s)	Michel Raymond (FRNPLC) and Michel Mayer (SECHC)
HR Impact	Rural Sub LHIN Staffing – One RSL Director, and one RSL administrative staff.
Financial Cost	Base Funding: \$175,000 One time Cost: \$100,000
Overview:	
In order for Sudbury East to continue developing its health sector and continue improving health services to its 6,500 residents, it is imperative that it becomes a Sub-LHIN Rural Region or a Rural Sub LHIN as termed by the NELHIN.	

Background Information:	
<ul style="list-style-type: none"> • In the response from the NELHIN to the Patients First Proposal by the MOHLTC, some 24 RSLs are identified in the North East, however none for the Sudbury East area. • The NELHIN have identified RSLs around existing Health Links and Hospitals. • The SE area has no hospital or Health Link within its territory. • Per the NELHIN response, the SE area is lumped into the Sudbury PCG. • If the SE area would be allocated a RSL, it would be servicing a population that is greater than 7 of the 24 RSLs proposed by the NELHIN. • The SE has a long history of being underserved as costs to service a rural area are on average always much more than in urban centres. • Some 200 kilometers separate the two extremities of the SE area. • There are several health services provided by Sudbury organizations, and in almost all cases, that service falls short to what it should be. Some examples are Mental Health services as provided by HSN, or home services as provided by CCAC. • The SECHC and the FRNPLC believe that in order to be more effective, a RSL needs to reside with a Primary Care organization. 	
Benefits:	
<ul style="list-style-type: none"> • Having a RSL in SE will ensure that health issues/challenges/solutions for this area are dealt with by keeping in mind a local focus and the local health needs. • Health solutions will be tailored to the needs of residents in rural communities, and not the needs of residents in a larger urban centre such as Sudbury with a population of more than 160,000. • The SE area has a matured Primary Care sector that is capable of assuming the role of a RSL. • By having a RSL in SE, the community will be more engaged in it with a strong desire to make it work. • SE could model a rural RSL not centered on a Hospital or a Health Link. 	
Cost Analysis:	
<ul style="list-style-type: none"> • Two positions have been identified for a RSL in the SE area, one Director position and one administrative staff position. The base funding costs for these two positions is estimated at \$175,000 annually. • One-time costs for a RSL in SE is geared around finding office space and fitting the space for the two RSL positions, complete with meeting room capabilities. 	
Recommendation:	
<p>A RSL in SE is crucial to ensure the area continues to offer health services to the community that are as efficient as possible and are geared to the needs of the residents of SE. The two key positions will develop critical relationships with the LHIN to ensure primary health care services are optimized.</p>	

2 – Primary Care Integration	
Proposed Health Service Improvement	Integration of NPLC and SECHC
Owner(s)	Michel Raymond (FRNPLC) and Michel Mayer (SECHC)
HR Impact	ED position replaced by Primary Care Programs Manager position
Financial Cost	Base Funding: \$200,000 One time Cost: \$100,000

Overview:
Currently the French River NPLC and the Sudbury East CHC offer very similar primary care services in the Sudbury East area. By proceeding with the integration of services between the two organizations, the primary care sector in the Sudbury East area would benefit from better coordination of primary care services, improved operating efficiencies, with a longer term goal to increase the number of clients served overall. According to the owners of this proposal, the preferred model moving forward is the CHC model. The integration would translate into both Boards merging into one to oversee the CHC. Selecting one Executive Director to lead the organization and hiring one Program Manager with the funding made available with the departure of one of the two Executive Departure.
Background Information:
<ul style="list-style-type: none"> • The FRNPLC reports to the MOHLTC, and has been in operation since 2012. • The SECHC reports to the NELHIN, and has been in operation since 2007. • Both primary care organizations have some overlap of services in Sudbury-East. • The organizations exchange services in a number of areas and have always collaboratively worked together.
Benefits:
<ul style="list-style-type: none"> • An integrated organization would strengthen consistency and standardization of services while being responsive to local differences. • FRNPLC would solve Board replacement issues and physician replacement problems. • SECHC would benefit from having a Primary Care Program Manager. • By better coordinating services between all municipalities of Sudbury East, the number of clients would increase from 3,200 actually to 4,500 over a three year period. • The SECHC would also partner with Nursing Stations in the area (Killarney and Dokis) to ensure primary care services are maximized. • A Primary Care Program Manager would facilitate navigation and linking with other parts of the health system. • Residents of Sudbury-East would receive an increased level of health services closer to home.
Cost Analysis:
<ul style="list-style-type: none"> • SECHC currently has an annual operating deficit of \$250,000. • By merging administrative services between the FRNPLC and the SECHC, it is believed that efficiencies could be created that would result in savings of \$50,000 annually. • The SECHC would require a \$200,000 increase to its base funding to support phlebotomy services in Sudbury East area, foot care, full time RN services at the Warren site, and medical secretary services for all four sites. • A one-time cost of \$100,000 would be required to cover the cost of integration of services, such as IT services (server and EMR), Board Policies, HR policies and HR benefits. The one time cost would also offset the cost of termination of existing contracts as it applies (rent, employment, etc.) and be used in the recruitment of the newly created position of Programs Manager.
Recommendation:
The time is right for the integration of primary care services between the FRNPLC and the SECHC. Both organizations would benefit from being under one Board and one ED with improved efficiencies and a commitment to increase the overall number of clients from 3,200 to 4,500 over a three year period. This integration would also further facilitate opportunities for bundling or integrating funding between hospitals, community care, primary care and possibly other health care sectors. Furthermore, by creating efficiencies in the delivery model of health service organizations in Sudbury East, more residents of Sudbury East will benefit from receiving health care services closer to home.

3 – Home Care Integration	
Proposed Health Service Improvement	Home Care, Palliative Care and Seniors Support Integration
Owner(s)	Michel Mayer (SECHC) and Sylvianne Pitre (Seniors Support)
HR Impact	Create a Home Care sector that would include CCAC and Seniors Support services
Financial Cost	Base Funding: \$1.3 Million for CCAC services and \$700,000 from Seniors Support Funding One time Cost: \$200,000
Overview:	
Home care services in the Sudbury East area are provided by the CCAC, Primary Care organizations such as SECHC and FRNPLC, as well as services for seniors provided by Seniors Support (Aide aux seniors). These services are dispersed with very little information going back and forth between all health providers. By creating a new department to oversee all home care and palliative services in the area, improved efficiencies would be created for services dispensed to the clients at home. All home services would be coordinated through a Home Care department within the SECHC.	
Background Information:	
<ul style="list-style-type: none"> • The CCAC provides the majority of home care services within the Sudbury East area. • Seniors Support, a CSS organization, supports a number of soft services at home for seniors including the Meals on Wheels program, coordinating transportation, cleaning services and other complementary health related services not provided by CCAC. • Primary care organizations will also conduct home visits on occasion and as required. • Exchange of information between all organizations is limited and overall coordination of home services is lacking. • The Sudbury East area is a large territory to service spanning more than 200 kilometers between Killarney and North of Warren. • Most of the CCAC resources working in the Sudbury East area are dispensed from Sudbury. 	
Benefits:	
<ul style="list-style-type: none"> • By integrating Home Care services within the CHC model, a better overall coordination of services would be achieved from the time the client is discharged from the hospital. • This will allow clients to remain at home longer and prevent costly readmission to hospitals. • By overseeing the Home Care services, the clients will receive the right type of services at the right time, and in the right location. • Coordination of home care will be greatly increased as the services are bundled under one roof. • The CHC will be able to evaluate and monitor the services in relation to their client base. 	
Cost Analysis:	

- Seniors Support funding would be transferred to SECHC to oversee the program. Current funding is estimated at \$700,000. Same level of service would be maintained.
- Based on a per capita funding, it is believed that approximately \$1.45 Million should be allocated to CCAC Home Care services annually (Overall CCAC funding and number of residents of SE). If we exclude 10% of the funding for administrative purposes (LHIN, upper management), the remainder of the funding should be available for direct services to the population of Sudbury East, at approximately \$1.3 Million annually.
- With the \$1.3 Million of funding, the preferred model of care for CCAC services in the area would be by having the employees located in the SE area to dispense care. This would require between 4 and 6 employees to be located at either the Northern site or Southern site of Home Care services in SE. Other more specialized services could be purchased from existing health care suppliers (i.e. VON, Bayshore, etc.).
- Existing employees of CCAC and Seniors Support would be able to compete for the new positions within the Home Care group.
- One manager position would be created for the entire department of Home Care
- Two new positions for Care Coordination for CCAC services would be created within the group. One care coordinator would be located in the Northern part of Sudbury East territory (St-Charles or Warren), and one Care Coordinator would be located in the Southern part of the territory (Noelville or Alban).
- A one-time cost of \$200,000 would be required to cover the cost of integration of services, such as, new office space, IT services (server and EMR), Board Policies, HR policies and HR benefits from both the CCAC and Seniors Support organizations. The one time cost would also offset the cost of termination of existing contracts as it applies (rent, employment, etc.) and be used in the recruitment of the newly created positions as listed above.

Recommendation:

The SE area has long been underserved when it comes to home care, by integrating CCAC and Seniors Support under one department within the Primary Care sector, we believe that services to the residents of SE would be greatly improved, with a greater flow of critical information between all groups providing health care services. Better and more coordinated services will lead to better health of the client.

4 – Mental Health Services	
Proposed Health Service Improvement	Mental Health Services provided on site.
Owner(s)	Michel Mayer (SECHC)
HR Impact	Two new positions – Psychologist/Counsellor and Social Worker
Financial Cost	Base Funding: \$250,000 One time Cost: \$50,000
Overview:	
The residents of SE have been underserved for far too long because of the lack of funding and mental health services in SE. By funding and creating two new positions that would be solely dedicated to offering quality mental health services to residents of SE, we would start bridging the gap that exist between mental health service levels in more urban settings as compared to rural areas.	
Background Information:	

<ul style="list-style-type: none"> • The SECHC and the FRNPLC each employ one social worker that allocates the majority of her/his time dealing with mental health clients. • The Health Sciences North (HSN) also provides counselling services to residents of Sudbury East on average one day per week. Funding for this service is provided by the NELHIN. Typical counselling over the past year has been in the form of group therapy. • A psychiatrist also works in the area one day per month. • Residents of SE have to travel to Sudbury or Sturgeon Falls to have access to mental health services. • Upwards of 120 clients of SECHC require mental health services every year – The SECHC clients account for 40% of SE population. Based on this, it is estimated that 300 residents of SE require mental health services annually.
Benefits:
<ul style="list-style-type: none"> • Clients would receive the type of mental health care that they require closer to home in French or English. • Mental health positions would be located at a Sudbury-East site, i.e. St-Charles, Noelville, etc. translating in the health professional residing closer to the place of work. • By having the SECHC control the mental health funding, as opposed to the LHIN providing funding to HSN to offer these services, this would result in more controlled expectations and an improved level of service.
Cost Analysis:
<ul style="list-style-type: none"> • Psychologist/Counsellor cost is \$140,000 annually including all overhead. • Social worker cost is \$100,000 annually including all overhead. • \$10,000 to be used on a monthly basis for the services of a psychiatrist or for more acute mental health services, consultation could be done by OTN as required. • One time cost for the office space retrofit, recruitment and drafting of contracts for the positions listed above.
Recommendation:
<p>The SE continues to be underserved in the area of mental health, by having more control on the funding, the SECHC can better coordinate the mental health care that is provided to the residents of Sudbury East. Current LHIN contracts with HSN could be collapsed with funding redirected to SE for the hiring of two mental health employees.</p>

5 – Urgent Care Clinic	
Proposed Health Service Improvement	Urgent Care Services to be offered.
Owner(s)	Michel Mayer (SECHC)
HR Impact	Three physician positions, two NP positions, two medical secretaries, two RN positions, one Lab position, and one radiology technician position.
Financial Cost	Base Funding: \$2,000,000 One time Cost: \$4,000,000
Overview:	Without the services of a Hospital in the Sudbury-East area, the residents have to travel more than 100 km to receive urgent care health services. The establishment of an Urgent Care Clinic in SE is critical to ensure area residents, including seasonal residents, receive responsive high quality health services. The Urgent Care Clinic would be opened evenings and weekends and would help in offsetting unnecessary trips to the Emergency Departments at the Sudbury, North

Bay or Sturgeon Falls hospitals.
Background Information:
<ul style="list-style-type: none"> Urgent Care needs of SE residents are met by hospitals in Sturgeon Falls, Sudbury or North Bay. Permanent and seasonal residents of SE have to travel more than 100 km to receive urgent care services. The SECHC and the FRNPLC are not funded for and nor do they offer formal services to non-clients or seasonal residents of Sudbury-East. The SECHC and FRNPLC receive an important number of walk-ins (seasonal residents or non-clients requiring some urgent care). These account for hundreds of visits to each Health Care provider every year. Population of Sudbury-East triples in the summer months.
Benefits:
<ul style="list-style-type: none"> An Urgent Care Clinic in SE would prevent hundreds of unnecessary visits to Emergency Departments of Hospitals in the region. Residents, seasonal and permanent, could be treated locally for minor injuries or ailments. This would avoid having to travel to Walk-ins in Sudbury or the Emergency Departments of HSN, North Bay or Sturgeon Falls. Better continuity of care could be achieved by having residents treated locally, such historical data and EMR chart could be accessed for clients of SECHC or FRNPLC. More health services such as on site lab, x-ray and ultrasound will translate in better overall health outcomes for Sudbury East residents.
Cost Analysis:
<ul style="list-style-type: none"> In order to achieve an Urgent Care Clinic, a full service team would be deployed: three physicians, two NPs, two medical secretaries, two RN's, a Lab Tech, and a Radiology Technician would be required at a minimum, this would equate to \$1,500,000 in salaries. A one-time cost of \$4,000,000 would be required to cover the cost of setting up the services, purchasing the required equipment (X-Ray, Lab analysis, Ultrasound) and it is estimated that an additional \$500,000 would be required annually to update the equipment and provide supplies.
Recommendation:
The SE area has long been underserved when it comes to urgent care as the area residents need to travel 100 km to access urgent care services in Sudbury, North Bay or Sturgeon Falls. Such a service would help reduce some of the more costly Emergency Department visits, as residents could be treated locally.

6 – Recruitment and Retention	
Proposed Health Service Improvement	Equitable Compensation and Recruitment Strategies for Rural Area
Owner(s)	Michel Mayer (SECHC)
HR Impact	None
Financial Cost	Base Funding: 20% increase over 4 years with benefits being increased to 25% of salaries is the preferred course of action.
Overview:	

<p>The SE area is challenged with attracting specialized employees to the area. Physician and NP positions are left vacant for extended period of time. Compensation in the CHC network is lagging other health care organizations such as CCAC or Hospitals. Bridging the salary gap is only part of the solution. There needs to be incentives for professionals to work in rural areas to attract them and retain them. A 20% increase in salaries over four years along with benefits being increased to 25% of salaries is the first step in creating more equities in the primary care sector.</p>
<p>Background Information:</p> <ul style="list-style-type: none"> • The SECHC has been challenged with filling two physician salaried positions since its inception in 2007. Physician, typically prefer working in larger centres with more opportunities to supplement their income. • Both the SECHC and the FRNPLC have also been challenged in attracting NPs that will be committed to the longer term. Several NPs have started their career in Sudbury East but have transferred to Sudbury as opportunities presented themselves. Usually for a better pay, and less travelling. • Salaries at the SECHC have been frozen for the past seven years with no plan from the government to increase them to market level. In the CHC network, salaries are determined to be 25% below the market. Current salaries are at the 2006 level based on a Hay Report. • NPs are choosing not to practice in their profession as they can earn just as much income as a RN in the hospital sector. • Newly funded NP positions are funded at 15% to 25% more than the funded salaries in the CHC network. • Rural and remote areas cannot compete with NP salaries in urban centres. There are no incentives to work in a rural setting.
<p>Benefits:</p> <ul style="list-style-type: none"> • Adequate compensation for employees for the work that they achieve will help them to feel valued, thus encouraging commitment and efficiencies. • Employees will be more engaged in the health care reform as they feel properly compensated for the work that they do. • Equity within the health sector can be achieved with strong leadership from the government. • More committed and engaged employees will lead to better services to the clients.
<p>Cost Analysis:</p> <ul style="list-style-type: none"> • Excluding physician salaries, the SECHC has a \$1.8 Million of compensation funding. The FRNPLC has \$1.0 Million of compensation funding. • A 5% increase per year for four years would translate in total compensation moving from \$2.8 Million in 2015-16, to \$2,94 Million in 2016-17, to \$3,08 Million in 2017-18, to \$3,22 Million in 2018-19, and to \$3,36 Million in 2019-20.
<p>Recommendation:</p> <p>By increasing base funding salaries by 5% per year for the next four years, for the SECHC and FRNPLC organizations, more equity will be created within the health sector and recruitment and retention efforts will become easier. Government still needs to come up with incentives for health professionals to work in rural and underserved areas. Examples are financial incentives, vacation incentives, training incentives, etc.</p>

7 – Dialysis Services

Proposed Health Service Improvement	Dialysis Treatment Services to be Located in SE
Owner(s)	Michel Raymond (FRNPLC)
HR Impact	One RN position.
Financial Cost	Base Funding: \$100,000 One time Cost: \$25,000
Overview:	
The SE area residents have to travel to Sudbury, Parry Sound or Sturgeon Falls to receive Dialysis treatments. The services are usually offered within a hospital setting. The clients receiving these services are typically very frail and the constant travelling to receive treatments will wear them down even more. The FRNPLC could house a Dialysis chair to treat clients locally.	
Background Information:	
<ul style="list-style-type: none"> No Dialysis services are currently offered in the Sudbury-East area. Several frail clients from the Sudbury East area require these services. Residents of SE have to travel to Parry Sound or Sudbury to receive the treatments, this requires travelling upwards of 200 km daily to receive the treatments. 	
Benefits:	
<ul style="list-style-type: none"> Residents would not have to travel hundreds of kilometers to receive Dialysis services. Cost of providing Dialysis treatment would be less than in a hospital setting. 	
Cost Analysis:	
<ul style="list-style-type: none"> Base funding increase for one full-time RN position at \$100,000 annually. Services would be offered five days a week. Equipment cost to set up is estimated at \$50,000. 	
Recommendation:	
The SE needs to offer as many services as possible to its residents. This will keep them at home longer, will require less travel for frail clients, and will keep them in better health. Providing Dialysis services in the SE area is one more step in providing the right treatment, in the right place and at the right time.	

8 – Chemotherapy Services

Proposed Health Service Improvement	Chemotherapy Treatment Services to be Located in SE
Owner(s)	Michel Mayer (SECHC)
HR Impact	One RN position.
Financial Cost	Base Funding: \$100,000 One time Cost: \$100,000
Overview:	

The SE area residents have to travel to Sudbury or North Bay to receive Chemotherapy treatments. The services are usually offered within a hospital setting. The clients receiving these services are typically very frail and the constant travelling to receive treatments will wear them down even more. The SECHC could house a Chemotherapy chair to treat clients locally.
Background Information:
<ul style="list-style-type: none"> No Chemotherapy services are currently offered in the Sudbury-East area. Several frail clients from the Sudbury East area require these services. Residents of SE have to travel to North Bay or Sudbury to receive the treatments, this requires travelling upwards of 200 km daily to receive the treatments.
Benefits:
<ul style="list-style-type: none"> Residents would not have to travel outside of their community to receive Chemotherapy services, making it easier on the caregivers and the clients. Cost of providing Chemotherapy treatments would be less than in a hospital setting.
Cost Analysis:
<ul style="list-style-type: none"> Base funding increase for one full-time RN position at \$100,000 annually. Services would be offered five days a week. Cost efficiencies could be found if Chemotherapy RN and Dialysis RN are interchangeable positions. Equipment cost to set up are estimated at \$100,000.
Recommendation:
The SE needs to offer as many services as possible to its residents. This will keep them at home longer, they will travel less, and it will keep them in better health. Providing Chemotherapy services in the SE area is one more step in providing the right treatment, in the right place and at the right time.

9 – Assisted Living and Long Term Care Beds	
Proposed Health Service Improvement	Assisted Living and Long Term Care Beds part of a Seniors Housing Project.
Owner(s)	Michel Mayer (SECHC) and SE Municipalities
HR Impact	TBD.
Financial Cost	Base Funding: \$8,000,000 One time Cost: \$500,000
Overview:	
The SE area has very few options for seniors housing. The cost of providing seniors housing cannot be borne by the users who live on small pensions. However, the seniors want to stay within the community, but there remain very few options available. Seniors housing could be located in the Northern and Southern part of Sudbury East. Each project should house six long term care beds for persons with greater needs, as well as provide assisted living for seniors with housing needs.	
Background Information:	

<ul style="list-style-type: none"> • The SE area has no reasonable options for seniors with special needs. • Seniors have to move out of the area for the last part of their lives, and are often separated from their spouse, families, or caregivers. • Municipalities in the area cannot financially absorb the cost of seniors' housing projects. • Most of the residents of the area cannot pay market rent for seniors housing with some services such as meals or daily activities. • Seniors take up residence in Sturgeon or Sudbury when they can afford it.
Benefits:
<ul style="list-style-type: none"> • Quality of life for seniors reaching the last part of their lives could be greatly improved if proper housing facilities could be found locally. • Assisted Living and Long Term Care beds would be part of the housing project and would offer special care to those most in need.
Cost Analysis:
<ul style="list-style-type: none"> • Cost to build a 30-unit Seniors' Housing project is projected to be approximately \$8.0 Million. Typically this type of project would only be feasible with a \$6.0 Million government injection into the project. • Cost to maintain six Long Term Beds annually or to subsidize housing through the Assisted Living program would need to be assessed per the government's funding criteria.
Recommendation:
The SE does not have many viable options for seniors wishing to remain in the area once they move out of their houses. Having a seniors' housing project with Assisted Living and Long Term Care Beds would allow seniors to remain in their community and improve on their quality of life as they reach the last part of their lives.

10 – Transportation	
Proposed Health Service Improvement	Improved Transportation Services
Owner(s)	Michel Raymond (FRNPLC) and Michel Mayer (SECHC)
HR Impact	One driver.
Financial Cost	Base Funding: \$95,000 One time Cost: \$10,000
Overview:	
Many residents of the Sudbury East area continuously have to travel to Sudbury for medical reasons (see Specialists, Cancer Treatment, Dialysis, etc.). These residents are often frail and with very little means to travel to Sudbury. Furthermore, residents of Sudbury East are sometimes challenged to travel within the SE region to access the services that they require.	
Background Information:	
<ul style="list-style-type: none"> • The SE area is on average 100 km from major centres. • The SE offers limited transportation for Seniors through the Seniors Support group. • Frail clients or older clients have typically very little means or support locally to travel to major centres to receive the care that they require to maintain their health. • This service would be coordinated by the SECHC. 	
Benefits:	
<ul style="list-style-type: none"> • By having access to the proper transportation to and from the services they need, seniors and frail clients could remain in their home longer, avoiding costly admissions in hospitals or nursing homes establishments. • Residents of SE would not have to rely on family and friends to access the care that they 	

require.
Cost Analysis:
<ul style="list-style-type: none"> The annual cost to operate a vehicle, compensate drivers, pay for transportation costs, finance a vehicle, and maintain the vehicle is estimated at \$95,000. This amount could be added to the base funding. Purchasing a vehicle and fitting it with the proper modifications to make it wheelchair accessible is estimated at \$70,000. This option could be considered to offset the annual cost of financing a vehicle.
Recommendation:
The SE area has a long history of being underserved in the health care field. By providing transportation services to an aging population, we would be ensuring that more residents access the specialized care that they need at the right time.

11 – Health Promotion Integration	
Proposed Health Service Improvement	Improved Coordination of Health Promotion Services Between FRNPLC, SECHC and Public Health
Owner(s)	Michel Raymond (FRNPLC) and Michel Mayer (SECHC)
HR Impact	One staff year shared between Public Health and NELHIN.
Financial Cost	Base Funding: \$110,000
Overview:	
Health promotion is a key element of the work of NPLCs and CHCs. To foster a more collaborative approach between Public Health and Primary Care organizations, a Manager of Health Promotion could be cost shared between Public Health and the NELHIN. This position would report to the ED of the SECHC.	
Background Information:	
<ul style="list-style-type: none"> The primary care organizations in the SE area have dedicated staff conducting health promotion activities as well as community programs. The SDHU also organizes a number of health promotion activities throughout the year. Health promotion activities are sometimes duplicated between these organizations. The SE area continues to be underserved in health care services. The SE area is a dispersed and very rural community and it is challenging to reach residents dispersed throughout the region. Municipalities are challenged with driving forward the health care agenda while the residents almost always state health care as being one of their top two priorities they need government to address. All health organizations are focused on improving population health through the numerous measures they put forward every year. The SECHC is a strong promoter of the CIW. This measure could be used locally to track improvement in population health. 	
Benefits:	

<ul style="list-style-type: none"> • By having a resource located with the Primary Care sector, but with strong ties to the Public Health organization, the region would benefit from having an ideal environment to drive forward the Health Promotion agenda. • Collaboration between all health sector organizations is crucial to maximize the impact on Health Promotion activities in the Sudbury East area.
Cost Analysis: <ul style="list-style-type: none"> • The cost of a management resource is based on Ministry guidelines for this particular position. The Management position would oversee all Health Promotion and Community Programs activity in the area. • The position could be located in any of the four sites of the SECHC or the FRNPLC.
Recommendation: <p>The SE area has a long history of being underserved in the health care field and it continues to trail many areas of the province as it struggles to bring about major improvements in its health sector. A coordinated effort between all parties is crucial to move forward the health agenda, and to continue to improve the overall population health in the SE area.</p>

5. Overall budget

In keeping with a Service Design approach, it will be important to determine a critical path and sequence for all recommended service implementation. This implies that some services may be in place in as little as 9 to 12 months, while others may be rolling out over longer periods of time and even overlapping each other. By investing responsibly and intelligently in Design and planning, efficiencies through shared resources and processes will become possible.

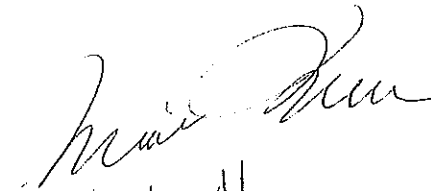
The Design Elements and Service Recommendations are listed in no particular order. All elements are important to improving the primary health care in the Sudbury East area. Elements are listed based on annual costs (Base Funding), and implementation costs (One Time Cost and Design and Planning Costs).


DESIGN ELEMENTS AND SERVICE RECOMMENDATIONS	BASE FUNDING	ONE TIME COST	DESIGN & PLANNING COSTS
0- Design and Planning			
1 - Rural Sub-LHIN (Patient Care Group)	\$175,000	\$100,000	\$13,750
2- Primary Care integration	\$200,000	\$100,000	\$15,000
3- Home Care integration (\$1.3M for CCAC and \$0.7M from Seniors Support).	\$2,000,000	\$200,000	\$110,000
4- Mental Health Services	\$250,000	\$50,000	\$15,000
5- Urgent Care Clinic	\$2,000,000	\$4,000,000	\$300,000
6- Recruitment and retention	\$560,000	\$0	\$28,000
7- Dialysis services	\$100,000	\$50,000	\$7,500
8- Chemotherapy Services	\$100,000	\$100,000	\$10,000
9- Assisted Living and Long Term Care Beds	\$500,000	\$8,000,000	\$425,000
10- Transportation	\$95,000	\$10,000	\$5,250
11- Health Promotion Integration	\$110,000	\$0	\$5,500
	\$6 090 000	\$12 610 000	\$935,000

6. Conclusion

The Sudbury East area is ready to move to the next level of health care. The time is right and the region needs it. This comprehensive approach to a new model of health care is an exemplary model that could be rolled-out and/or adapted in other parts of rural Ontario. The Sudbury East area does not need a new hospital, it just needs better primary care services and this submission certainly addressed that. By providing better primary care services, less hospital visits will be required, hospital stays will be shorter, and readmission rates will go down. The overall health of the Sudbury East residents will improve greatly.

The success of the "Patients First" proposal lies in local solutions. We truly believe in the model of health put forward in this submission. We understand that a lot of hard work lies ahead, and we are ready for the challenge and eager to start the work to better health services.


Michel Mayer, CSCSE
29 février 2016


29 février 2016



Municipality of French River

Information Report to Council

RE: Operational Review Status Report

OBJECTIVE: To provide Council with a monthly update on the status of the 12 Opportunities presented by KPMG in the Operational Review.

BACKGROUND:

At the Council Meeting held on April 5th 2017, Council discussed the 12 Opportunities presented in the Operational Review. At this time, Council directed the CAO to report at the May 3rd Council Meeting on Items 2, 4, 9, 11, that Items 1 and 6 continue to be administrative matters and reported on regularly, that Item 10 remains in abeyance, and that Item 7 is deferred to the Public Works & Environmental Committee. The remaining Items will be addressed at a later time.

ANALYSIS:

The following are the 12 Opportunities presented in the Operational Review. The Items highlighted in **RED** are being reported at this time and are found in the Appendixes.

- 1) Refinement of corporate systems including establish corporate goals and objectives, clarifying roles and responsibilities and performance management
- 2) User fees – standardize cost recovery for recreational services opposed to the current approach of an annual percentage increase
- 3) Rationalization of library support
- 4) Shift towards a full cost recovery model for building control services including the enforcement of the Municipality's building permit renewal fee
- 5) The establishment of a communications policy including internal, external, and social media components
- 6) The establishment of financial policies including formalizing the Municipality's budget process
- 7) Reducing road maintenance to private and rural roads
- 8) The establishment of a capital levy to assist in the reinvestment in the Municipality's infrastructure
- 9) Re-evaluating the Municipality's approach to solid waste management services
- 10) The acquisition of an excavator to assist in public works activities
- 11) Rationalization of municipal assets
- 12) A series of process efficiencies and enhancement as identified in our mapping of the Municipality's processes.

ATTACHMENTS:

- Appendix “A”** - Opportunity # 1 Employee Job Description Review
- Appendix “B”** - Opportunity # 2 Recreational User Fee Review
- Appendix “C”** - Opportunity # 4 Building Permit Enforcement
- Appendix “D”** - Opportunity # 6 Establish Financial Policies
- Appendix “E”** - Opportunity # 9 Review of Private Bin Service
- Appendix “F”** - Opportunity # 11 Rationalization of municipal assets
- Appendix “G”** - Opportunity # 12 Process Mapping
- Appendix “H”** - Council Composition

Respectfully submitted:

Marc Gagnon
Chief Administrative Officer
Date: April 28, 2017

Appendix 'A'

Operational Review Status Report

Employee Job Description Review

Opportunity # 1 Refinement of corporate systems including establish corporate goals and objectives, clarifying roles and responsibilities and performance management.

Objective

To review all employee job descriptions to ensure they accurately reflect the current functions undertaken by municipal employees, establish training policies to ensure training reflects the roles and responsibilities of staff, establish annual goals and objectives setting process for management that aligns with corporate and Council priorities and ensure that they are well identified and linked to formal and timely performance evaluations.

Background

The last full review of the employee job descriptions and compensation was performed in 2015. The job descriptions are generally reviewed annually during the employees' performance evaluation but not consistent throughout the whole organization and not at the level described in the Opportunity#1.

Analysis

As the task should be annually performed, the CAO has been reviewing job descriptions and how they reflect current functions undertaken by municipal employees; the task is anticipated to be completed by June 2017.

Next Steps

Council to provide staff with further direction on the next steps for this item;

- to be reported once complete

Appendix 'B'

Operational Review Status Report

Recreational User Fee Review

Opportunity # 2 User fees – standardize cost recovery for recreational services opposed to the current approach of an annual percentage increase.

Objective

To review user fees as they represent a significant revenue source for municipalities and allow to directly generate revenue related to the provision of service and its users.

Background

It is important for municipalities to determine its approach to user fees and charges; either annual increases due to rising costs to provide services (related to the cost of providing the service) or by an annual increase linked to the increase in the consumer price index (CPI). The latter is the approach typically used by the Municipality.

Analysis

Staff are currently reviewing recreational user fees to outline the operational costs (related to the cost of providing the service) over the past four years for the Noëlville Arena and the Alban Community Center.

Next Steps

Council to provide staff with further direction on the next steps for this item;

- data will be provided to Council by the June 7th meeting for review and direction for the development of a cost recovery policy for recreational services

Appendix ‘C’

Operational Review Status Report

Building Permit Enforcement

Opportunity #4 - Shift towards a full cost recovery model for building control services including the enforcement of the Municipality’s building permit renewal fee.

Objective

To review the Municipality’s approach to managing building inspection services and associated permits and fees.

Background

It is important for municipalities to determine its approach to building inspection services and fees. Under the Building Code Act, municipalities are provided with the authority to operate its building inspection department at full cost recovery.

Analysis

The Operational Review Final Report determined that the cost recovery rate was at 63% and that there was an opportunity to close that gap by increasing fees and applying the renewal fee as established to those who have open permits.

The records of the Municipality’s Building Department show that there are approximated 700-750 open permits. The permits will be reviewed and an assessment will be made to determine which properties the municipality will be pursuing to close the permits and issue a letter indicating that the properties building permit is still outstanding for more than one year and explain the next steps available to those properties.

Next Steps

Council to provide staff with further direction on the next steps for this item;

- letter has been drafted to send out to open permit holders for Council’s review

Appendix 'D'

Operational Review Status Report

Financial Policies

Opportunity #6 - Establish Financial Policies

Objective

To establish a capital financing policy to set out guiding principles for the financing of future capital expenditures in a manner that considers the infrastructure investment requirements as well as affordability issues for taxpayers.

Background

It is important for municipalities to establish policies that are considered as best practice in the municipal sector.

Analysis

As highlighted in the Operational Review Final Report, the policies that are important to ensure effective municipal operations are the Budget Policy and the Capital Financing Policy.

The Budget Policy is currently being drafted.

Next Steps

Council to provide staff with further direction on the next steps for this item;

- development of an Budget Policy for June

Appendix ‘E’

Operational Review Status Report

Review of Private Bin Site Services

Opportunity #9 - Re-evaluate the Municipality’s approach to solid waste management services.

Objective

To review the Municipality’s approach to solid waste management and its associated service levels relating to the Waste Collection Services provided to the Commercial Sector that have purchased Municipal Waste Bins.

Background

There are fifteen (15) businesses that have purchased waste bins from the Municipality and who are receiving waste collection services at no cost; five (5) of which receive services year-round. The waste bins were either purchased in one payment or through a payment term agreement, at that time the purchase included free collection services even though the agreement did not reflect that clause.

A review of this practice and the costs associated with the waste collection services was brought to the Finance and Administrative Committee in 2014 and Council adopted the attached Resolution #2014-111 to authorize fees to be charged in return of the service to those who have completed their payment terms; the fees were not implemented since a review of the Waste Management System commenced shortly after. The Municipality currently has two active payment term agreements which the last agreement expires in May 2019.

Analysis

The Operational Review Final Report outlined that the Municipality provides solid waste collection services for non-residential customers, including industrial and commercial properties and at a high level of service and at no cost other than the original purchase of the Municipal Bin Receptacle which was done through lease payment agreements.

The Report also stated that it is typical that Municipalities do not provide solid waste collection to non-residential customers but rather require them to make arrangements with third party providers.

There is an opportunity to establish a user fee related to the provision of the service to recover costs. It would need to be determined whether the fees would be charged to those that still have lease payments.

Another option is to discontinue the service to those businesses that have purchased bins. If this option is chosen, it is recommended to determine what would happen to those bins and to seek legal advice for discontinuing a service once the lease payment agreement expires and to consult with the businesses who will perceive this as a service level reduction.

The Municipality also has the option to continue providing the service at the current level of service at no cost.

The following Statement of Costs breaks down the actual cost per visit.

COSTS FOR SERVICING PRIVATE COMMERCIAL BINS (figures from year 2016)			
	HRS COLLECTING	COST	VISITS
JAN	16.99	\$1,359.20	48
FEB	20.04	\$1,603.20	74
MAR	11.06	\$884.80	67
APR	10.25	\$820.00	102
MAY	19.77	\$1,581.60	174
JUNE	31	\$2,480.00	213
JULY	34	\$2,720.00	239
AUG	21	\$1,680.00	260
SEPT	29	\$2,320.00	186
OCT	40	\$3,200.00	82
NOV	23	\$1,840.00	59
DEC	14	\$1,120.00	33
TOTAL	270.11	\$21,608.80	1537

The Monthly Average is \$1,800.73 and the Total Cost per visit is \$15.00.

*Costs include: fuel, salary, equipment time, equipment depreciation, administrative fee

COMMERCIAL PRIVATE BIN PICK-UP EXAMPLES

	Rate for Pick-up	Other charges
West Nipissing	\$25.00 4yd bin	\$100.00/mth bin rental
Waste Management	\$8.00 4yd bin	\$0
Day Group	\$57.36 6yd bin	fuel surcharge of 7.34%/lift

There is also an opportunity to implement an improved recycling strategy with the Commercial Sector to encourage them to participate in recycling initiatives and the proper sorting of waste.

Next Steps

Council to provide staff with further direction on the next steps for this item;

- time frame
- implementation date
- Consider Options:
 - Continue service as is
 - Continue service with cost recovery
 - Discontinue service

Appendix 'F'

Operational Review Status Report

Municipal Assets

Opportunity # 11 - Rationalization of municipal assets

Objective

To review the Municipality's approach on municipally owned properties and to rationalize its use of assets and to ensure the municipality is recovering operational costs towards that building and explore other facilities, properties and assets.

Background

The Operational Review Final Report particularly outlined the property located at 37 St. Antoine St in Noëlville; given that the Municipality no longer requires the space for any municipal departments and that it is no longer housing municipal and health services that Council may wish to explore the potential of selling the property. Council also expressed their wish to explore all municipal assets and their uses.

Analysis

Municipal Property - 37 St. Antoine St.

The building at the property located at 37 St. Antoine St currently contains two (2) tenants; a commercial rental of a portion of the basement by Dentist Dr. Lapalme and the use of the main floor by the French River Cultural Industries Council who in lieu of rent contribute a 15% gallery fee from each and every piece of art sold. There is an office space in the basement that could potentially be rented.

The following table represents the costs associated with the property.

Revenues

	2012	2013	2014	2015	2016
Rent from FRCIC		\$799.52	\$1,918.41	\$815.83	\$1,671.22
Rent from Dr. Couto	\$7,389.06	\$7,462.22	\$7,611.44	\$1,719.00	\$0.00
Rent from Dr. Lapalme				\$3,886.74	\$7,919.04
Total	\$7,389.06	\$8,261.74	\$9,529.85	\$6,421.57	\$9,590.26

Expenses *

Utilities/Maintenance	2012	2013	2014	2015	2016
Hydro One	\$6,557.81	\$6,608.45	\$9,356.26	\$8,378.39	\$7,804.01
Reliance Home Comfort	\$182.88	\$182.88	\$186.48	\$192.96	\$169.08
Drinking Water Tests			\$113.00	\$113.00	\$113.00
Renovation Expenses					
*associated with office space for EcDev Dept			\$5,890.75	\$2,700.51	
Total	\$6,740.69	\$6,791.33	\$15,546.49	\$11,384.86	\$8,086.09
Net Cost of Property	\$648.37	\$1,470.41	-\$6,016.64	-\$4,963.29	\$1,504.17

**Expenses do not include summer/winter maintenance, contribution to reserves or required improvements.*

Surplus Land

In considering municipal assets, Council directed that an inventory of municipal owned vacant land be developed to identify and recommend non-essential vacant land that can be declared as surplus and be actively marketed.

Next Steps

Council to provide staff with further direction on the next steps;

- in relation to 37 St. Antoine Street
- exercise of researching, describing and preparing a municipal owned vacant land inventory, task to be completed by September 2017.

Appendix ‘G’

Operational Review Status Report

Process Mapping

Opportunity # 12 - Business Process Mapping

Objective

To obtain an understanding of the roles and processes within the Municipality to improve the series of processes, efficiencies and enhancements.

Background

The Operational Review Final Report outlined numerous processes that could improve efficiencies in all departments but particularly in Finance. In order to implement most of these financial processes, upgrades and training are required for the accounting software.

In the 2017 Budget deliberations, Council authorized the upgrade of our GP accounting software and to obtain training for our staff, as our current system was becoming obsolete in 2018.

Analysis

Staff are currently gathering information on the process required for the upgrade and training over the upcoming months. Staff also identified that further assistance from our external IT Support will be required.

Therefore total costs for our financial systems as well as training for staff is;

Upgrade and installation: \$5,320.00

IT support: \$640 (\$80.00/hour (appx. 4 -8 hours))

Training on GP for all staff: \$3,440.00 (1 day webinar)

Next Steps

Council to provide staff with further direction on the next steps for this item;

- continue to pursue the processes outlined in the Review
- staff will schedule the upgrade and installation, as well as receive training on the new software in May 2017

Appendix ‘H’

Operational Review Status Report

Council Composition

Background

A Petition was received on September 14, 2016 relating to Council Composition and a Report was presented in response to it at a meeting held October 12, 2016.

At a meeting held November 9, 2016, a Follow-up Report was submitted to present additional information and to provide options for consideration. A motion was moved to adopt the option to remain with the current Council Composition and Ward System; it was deferred until the completion and presentation of the Final Operations Review Report.

Analysis

The Final Operations Review Report was presented at a meeting held March 2, 2017 and did not contain a reduction of the Council Composition as a potential opportunity.

Next Steps

Direction is being sought on how Council wishes to proceed in relation to changes in Council’s size and ward structure. The deadlines outlined in the Reports presented to Council would need to be considered.

- A Resolution could be presented at the May 17th meeting



Municipality of French River

Report CL-06-2017
of the Clerk's Department
For Consideration by Council in Committee

RE: Janitorial Services at Municipal Complex

OBJECTIVE: To inform of an operational change in relation to janitorial services at the Municipal Complex

BACKGROUND:

A Janitorial Services Agreement with Reliable Cleaning Services (Contractor) for the Municipal Complex has been in place since 2009 for the Municipal Office, Council Chamber and Common Areas (public washrooms and lobby). The Agreement has expired and is currently month by month.

ANALYSIS:

Janitorial services and the level of service have been reviewed and opportunities for cost savings have been assessed.

Currently, the Contractor provides 72 hours a month of labour, supplies and equipment necessary to perform the janitorial services of the Municipal Office, Council Chamber and Common Area at an approximate monthly cost of \$2,400 + HST. (approx. \$29,000 per year)

After reviewing the actual janitorial needs, the following opportunities are being proposed:

- janitorial services performed by our own forces (not renew or seek a new janitorial contract)
- reduce monthly hours from 72 to a maximum of 36 hours which reduces the level of standard (standards and methods have been analyzed and reviewed to reflect essential services)
- shared responsibility of cleaning the Common Area with the Sudbury East Community Health Centre (tenant)

The proposed opportunities would represent an approximate yearly cost reduction of \$15,000 for janitorial services. This amount includes the one time purchases of janitorial equipment (quotes received) and the ongoing yearly costs of materials and supplies.

CONCLUSION:

Staff is informing Council of the operational change in relation to Janitorial Services at the Municipal Complex; once the Contractor is given notice of the termination of the Contract, arrangements will be made to perform the work by our own forces, the anticipated start date would be no later than July 1st, 2017.

Respectfully submitted:

Approved:

Mélanie Bouffard, Clerk
Date: April 24, 2017

Marc Gagnon
Chief Administrative Officer



Funding

- Past Grant Recipients
- TD FEF Leadership Program

Home > Funding



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Apply for funding

The information below will help you better understand our approach to grant making and our process. We recommend that you read this entire page prior to submitting an application. If you are looking for information on our Leadership Program, please click [here](#).

1. Determine whether your organization is eligible for funding

Organizations eligible to receive funding:

- Registered Canadian charities with a Charitable Registration Number (CRN)
- Educational institutions (primary/secondary/post-secondary)
- Municipalities
- Aboriginal groups

2. Determine whether your project is eligible for funding

The Foundation supports a wide range of environmental initiatives, with a primary focus on environmental education and green space programs.

Eligible projects include:

- Schoolyard greening and outdoor classrooms
- Park revitalization & restoration work
- Butterfly gardens & pollinator programs
- Community gardens
- Natural playgrounds (natural play elements only)
- Citizen science projects in public green spaces
- Bioblitzes
- Trail building and restoration
- Neighbourhood park programming
- Recycling/composting programs
- In-class/indoor and outdoor environmental education programming

Please see the [FAQ](#) for project-specific eligibility guidelines

3. Determine which of your project expenses are eligible

What We Do Not Fund

Internal or external salaries or other people-costs where they make up more than 75% of the amount requested (includes web design, graphic design, writers, translation, labour, etc.,)

- Capital costs or infrastructure (sheds, gazebos, solar panels etc.)
- Administrative or operating expenses
- Landscaping/beautification
- Ornamental structures
- ConferencesLand acquisition
- Expenses related to advocacy activities
- Projects occurring on private land
- Scholarships, grants or bursaries
- Awards and prizes
- Playground equipment
- Mileage, accommodation, meal costs or other travel expenses
- Expenses incurred prior to the application date
- Advertising expenses (print media, radio, online, etc.)
- Postage and shipping costs
- Venue or equipment rentals
- Projects taking place outside of Canada
- Research projects

4. Submit your application for funding prior to the start of your project

Submit your application for funding prior to the start of your project – taking into account when the Regional Advisory Boards meet. Boards cannot provide funding for expenses already incurred.

When planning your project, please keep in mind that TD FEF has set deadlines and response times throughout the year. To ensure timely review of your application, please refer to the following schedule

- July 15th 2017:** Submission deadline
- September 2017:** Regional Advisory Board Meeting
- October 2017:** Applicants notified

Before beginning the application process, please review our [FAQ](#).

5. Submit your funding request and project budget online.

All grant applications must be submitted [online](#).

Once successfully submitted, you will receive an automatic acknowledgment.

Applicants must attach a budget to their application form. Click [here](#) for a budget template which you must download to complete your budget and submit along with your application.

Anti-Discrimination Policy

TD FEF prohibits discrimination based on race, national or ethnic origin, color, religion, age, sex, sexual orientation, marital status, family status, veteran status, disability or other characteristic protected by law. You will be asked to indicate whether the projects, programs and activities for which you seek funding comply with TD FEF's anti-discrimination policy. TD FEF reserves the right to exclude organizations and decline donations, gifts or sponsorships as it deems appropriate.

If your organization is in need of volunteers, please contact your local [TD FEF Regional Manager](#) to discuss the TD Volunteer Network – an online system through which charitable organizations can post local volunteer

opportunities and TD employees can search and sign up to volunteer with causes they care about.

Donate

Every dollar you donate goes to work greening your community. Make a difference today.

[Donate](#)

Learn

Find out how TD FEF has supported more than 24,000 environmental initiatives across Canada.

[Learn](#)

Apply for funding

Need funding for your environmental project? Find out if it qualifies for a TD FEF grant, and how to apply.

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For 25 years, TD Friends of the Environment Foundation has worked to help protect the environment and green communities across Canada. By donating to TD FEF, you’re directly supporting projects that make a difference in your community.

TD Friends of the Environment Foundation – BN/Registration Number: 133702845RR0001

*Standard wireless carrier message and data rates may apply. All charges are billed by and payable to your mobile service provider.



Municipality of French River

Report TR-2-2017 of the Finance Department For Consideration by Council

RE: Finance Department Action Report

OBJECTIVE: To inform Council and authorize reserve transactions.

The following is a summary of all reserve transactions in 2016:

- \$9,000 use of Vehicle Reserve to replace ¾ ton truck for Fire Services
- \$43,000 use of Vehicle Reserve to replace 2 ton diesel truck for Public Works
- \$27,475 use of Vehicle Reserve to replace 25 ton float for Public Works
- \$29,000 use of Vehicle Reserve to replace ¾ ton diesel truck for Public Works
- \$28,197 use of Infrastructure Reserve for road work
- \$323,000 use of Vehicle Reserve to replace garbage truck
- \$50,000 use of Infrastructure Reserve to install new LED streetlights
- \$85,783 use of Infrastructure Reserve to repay CP Rail loan
- \$14,542 use of Equipment Reserve to replace steamer for Public Works
- \$34,243 use of Landfill Reserve for 1/3 Municipal Share of Landfill Project (Small Communities Fund)
- \$159,065 increase of Building Reserve
- \$361,965 increase of Infrastructure Reserve for roads
- \$21,415 increase of Infrastructure Reserve for bridges
- \$14,604 increase of Infrastructure Reserve for storm sewers
- \$7,930 increase of Infrastructure Reserve for parking lots
- \$10,887 increase of Infrastructure Reserve for parks
- \$8,452 increase of Infrastructure Reserve for streetlights
- \$111,957 increase of Vehicle Reserve
- \$117,211 increase of Equipment Reserve
- \$46,655 increase of Landfill Reserve
- \$49,859 increase of Sanitary Sewers Reserve
- \$5,000 increase of Operation Reserve for Election
- \$8,400 increase of Operation Reserve for Planning Board Official Plan
- \$16,000 increase of Operation Reserve for Human Resources

RECOMMENDATIONS:

It is recommended that Council authorizes the 2016 Reserve Transactions as detailed in this report.

DOCUMENTS ATTACHED:

- Municipal Reserves Summary

Respectfully submitted:

Tom Ng, Treasurer
Date of Meeting: May 3, 2017

Approved:

Marc Gagnon
Chief Administrative Officer

Municipal Reserves

Dedicated Reserves end of 2016		2016 Draw Down from Reserves		2016 Balance after Draw Down	2016 Budget Contributions	Reserve Balance
Building Reserve	\$ 612,552.00			\$ 612,552.00	\$ 159,064.70	\$ 771,616.70
Infrastructure Reserve						\$ -
Roads	\$ 1,097,211.00	Roads (28,937.22) & CP Rail (85,78:	\$ 113,980.78		\$ 361,964.83	\$ 1,345,195.05
Bridges	\$ 97,378.00				\$ 21,415.04	\$ 118,793.04
Storm Sewers	\$ 95,094.00				\$ 14,604.12	\$ 109,698.12
Parking Lot	\$ 21,854.00				\$ 7,930.39	\$ 29,784.39
Parks	\$ 77,840.00				\$ 10,886.81	\$ 88,726.81
Streetlights	\$ 50,674.00	LED Lights	\$ 50,000.00	\$ 1,276,070.22	\$ 8,452.13	\$ 9,126.13
Vehicle Reserves	\$ 752,326.00	2016 Vehicles Purchases	\$ 404,000.00	\$ 348,326.00	\$ 111,957.15	\$ 460,283.15
Equipment Reserves	\$ 646,759.00	2016 Equip. Purchases	\$ 42,016.50	\$ 604,742.50	\$ 117,210.84	\$ 721,953.34
Landfill Reserves	\$ 436,391.00	Landfill Project (SCF)	\$ 34,242.91	\$ 402,148.09	\$ 46,654.63	\$ 448,802.72
Sanitary Sewers Reserves	\$ 362,990.00			\$ 362,990.00	\$ 49,859.36	\$ 412,849.36
Operation Reserves	\$ 67,063.00			\$ 67,063.00	\$ 29,500.00	\$ 96,563.00
Election	\$ -			\$ -		\$ -
Social Services	\$ -			\$ -		\$ -
Winter Control	\$ -			\$ -		\$ -
Planning and Building						\$ -
HR						\$ -
General Surplus Reserve	\$ 362,565.35			\$ 362,565.35		\$ 362,565.35
Total Reserves	\$ 4,680,697		\$ 644,240	\$ 4,036,457	\$ 939,500	\$ 4,975,957



Municipality of French River

Information Report For Consideration by Council

RE: Reserve Funds to pay off Municipal Debt

OBJECTIVE: To inform Council on using reserve funds to pay off municipal debt.

BACKGROUND:

At the Regular Council Meeting of June 8, 2016, a Notice of Motion was submitted and adopted by Council. The Resolution directed staff to prepare a report by June 22, 2016 to investigate the advantages and disadvantages of borrowing from our reserves to completely erase our debts and the impact of committing to a repayment into our reserve funds at a value of \$1M/year until our reserves are replenished to their current value of 4.3 Million.

At the Council Meeting of June 22, 2016, the Treasurer's Report-Reserves Funds to pay off Municipal Debt was received and Council decided to revisit the options and information upon the completion of the Operational Review by KPMG (See Attachment #1 Reserve Funds to pay off Municipal Debt Report dated June 20, 2016)

ANALYSIS:

Municipal Debenture Position March 1, 2017:

As of January 1, 2017, the Municipality has four loans outstanding totaling	\$3,884,619
Annual Interest payments	\$ 182,866
Annual Principal payments	\$ 167,897
Total yearly Interest and Principal	\$ 350,763

(See Attachment #2 Municipal Long-Term Debt)

OIPC Debenture Early Payment

According to the terms and conditions of the Financing Agreement of our three debentures issued by the Ontario Infrastructure Projects Corporation (OIPC). "An Advance may be prepaid at any-time prior to its Maturity Date at the discretion of OIPC and subject to such terms and conditions as may be imposed at OIPC's discretion". OIPC has provided the Municipality with the early payment calculations that include the penalty and accrued interest.

Penalty	\$ 844,276
Accrued Interest	\$ 49,225

Total	\$ 893,501
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Three Debenture Principal Balance	\$3,878,523
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Total Early Payment Due	\$4,772,024
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(See Attachment # 3 Early Payment calculations French River)

Municipal Reserves Position as of January 1, 2017

The Municipality's beginning balance of dedicated reserves is currently \$5,034,283 is divided between the following eight headings:

- 1) Buildings
- 2) Infrastructure (Roads, Bridges, Storm Sewers, Parking Lot, Parks, Streetlights)
- 3) Vehicles
- 4) Equipment
- 5) Landfill
- 6) Sanitary Sewers
- 7) Operating
- 8) General Surplus

(See Attachment #4 dedicated Reserves 2017 Beginning Balance)

Reserve accounts are monies set aside for a specific purpose and prior to considering what funds are available to re-allocate reserves to pay off long-term debt we are pointing out that the Municipality has projects that it has committed funds from the reserve that should not be re-allocated at this time.

1) Landfill Reserves	SCF Landfill Site Project	\$187,068 (1)
2) Buildings Reserves	Canada 150 Arena Hall Renovations	\$100,000 (2)
3) Sanitary Sewer Reserves	Dedicated specifically for sanitary	\$412,849
4) Operating Reserve	(Elections, Official Plan, HR)	\$ 96,563

Total Committed Reserves	\$796,480
--------------------------	-----------

- (1) It is important to note that the municipality must carry 100% of the expenditures of the project until the final reports are submitted and 2/3 funding is approved by the funding agency. This would represent an additional cash flow requirement of \$374,136.
- (2) It is important to note that the municipality must carry 100% of the expenditures of the project until the final reports are submitted and 1/2 funding is approved by the funding agency. This would represent an additional cash flow requirement of \$100,000.

(See Attachment #5 Municipal Project Commitments)

Under the Municipal Act 2001 the Council in the absence of a Reserve and Reserve Fund Policy may by by-law re-allocate reserves for alternate purposes.

Total Reserves	\$5,034,283
Less Committed Reserves	\$ 796,480
Available Reserves	\$4,237,803

Municipal Cash Flow Requirements

Municipalities are required to draw down on their cash reserves during the period between the interim and final tax bills as the amount of taxation revenue may not necessarily be sufficient to fund operating, major capital projects, vehicle and equipment purchase. Based on the monthly disbursements of 2016 it is staff's recommendation that the municipality should retain a conservative amount of minimum \$1,000,000 for cash flow purposes.

(See Attachment #6 Summary of 2016 Monthly Cash Disbursements)

Municipal Accounts Cash Balance April 25, 2017	\$5,038,529
Recommended Cash Flow	\$1,000,000
Total Cash Available	\$4,038,529

Municipal Receivables Outstanding

Tax Arrears end of 2016	\$642,000
Loans	\$ 35,000
User Fees	\$ 9,000
Total	\$686,000

Asset Management Plan (AMP)

During recent information updates the Province is finalizing the Proposed Municipal Asset Management Planning Regulation with a draft to be posted to the Ontario Regulatory Registry and Environmental Registry later this spring. It is anticipated that the regulation will be finalized by the fall of 2017 with compliance phased in gradually from 2019 to 2022.

In short Municipalities will require to:

- Establish strategic asset management policies to support the practice of asset management, likely within 12 to 18 months.
- Phase in enhanced service level-driven approach for all assets, likely over 3-5 years.
- Common language to define and explain service levels for core infrastructure
- Update plans at least every five years and provide an annual progress report on implementation.
- Full compliance by 2022

Currently the Municipality does have an Asset Management Plan that was developed and adopted in 2013. This new regulation will require the municipality to update its current plan to include the three service levels for all of the assets. The current plan does not include the Landfill Site. In looking over the 2013 AMP document it suggested that the Municipality work toward a 10-year plan from 2014 to 2023 requiring 25million in reserves. An initial assessment of the information of the current plan that would establish an achievable 10-year capital plan for asset replacement would require reserves of minimum 12.5million. In order to achieve this target, the Municipality would need to grow its reserves by roughly 7.5 million over the next five years in anticipation of complying with the proposed new Municipal Asset Management Planning Regulation.

Current Reserves	\$ 5,034,823
Reserves Required for Plan	\$12,500,000
Shortfall	\$ 7,465,177
Yearly reserve contribution required	\$ 1,493,035
Actual yearly contributions	\$ 910,000
Yearly shortfall	\$ 583,000

Please note that these are preliminary estimates and much more work and analysis will be required in developing a long-term asset replacement program.

CONCLUSION:

Based on the above the municipality the original recommendation presented at the Council Meeting of June 22, 2016 remains the same. The municipality should not apply its reserve balances to existing debts for the following reasons:

- 1) Once the reserve funds committed to specific projects are considered the Municipality does not have the full amount necessary for the early payment of the debentures.
- 2) Actual funds available considering the recommended cash flow requirement would not leave enough funds to pay the full early payment.
- 3) Only paying the largest debenture would leave the municipality in a vulnerable position as the cash flow requirements would be extremely low.
- 4) The pending Municipal Asset Management Planning Regulation and its implications regarding the service levels, 10-year asset replacement plan and own funding requirements.

ATTACHMENTS:

- 1) Attachment #1 Report dated June 20, 2016
- 2) Attachment #2 Municipal Long-Term Debt
- 3) Attachment #3 Early Payment calculations French River (provided by OIPC)
- 4) Attachment #4 dedicated Reserves 2017 Beginning Balance
- 5) Attachment #5 Municipal Project Commitments
- 6) Attachment #6 Summary of 2016 Monthly Cash Disbursements

Respectfully submitted:

Marc Gagnon
Chief Administrative Officer



Municipality of French River

Information Report of the Treasurer's Department For Consideration by Council

RE: Reserve Funds to pay off Municipal Debt

OBJECTIVE: To inform Council of the advantages and disadvantages of using reserve funds to pay off municipal debt.

RECOMMENDATIONS:

1. THAT Council Receive this report,
2. AND THAT Council not apply its reserve balances to existing debt.

Respectfully submitted:

Approved:

Tom Ng
Treasurer
Date: June 20, 2016

John Regan
Chief Administrative Officer

BACKGROUND:

At the Regular Council Meeting of June 8, 2016, a Notice of Motion was submitted and adopted by Council. The Resolution directed staff to prepare a report by June 22, 2016 to investigate the advantages and disadvantages of borrowing from our reserves to completely erase our debts and the impact of committing to a repayment into our reserve funds at a value of \$1M/year until our reserves are replenished to their current value of 4.3 Million.

ANALYSIS:

With respect to reserves vs. borrowing Council should consider the following:

Advantages of using reserves to pay off existing debt:

- Save on loan carrying interest charges. The municipality paid out \$193,031 in such charges in 2015.

Disadvantages of using reserves to pay off existing debt:

- Based on our Financial Information Return (FIR), none of our reserves are considered discretionary, all of our reserves are intended for a specific purpose. We may not be allowed to borrow from these reserves to pay off our debts without Ministry approval.
- According to our FIR for 2014, our Debt Servicing Cost as a percentage of total operating revenue was 5.6%, which is not unusually high
- If the Municipality decided to use reserve funds to pay off Municipal debts it could potentially cause the municipality to have a low cash flow for projects.
 - Municipalities are required to draw down on their cash reserves during the period between the interim and final tax bills as the amount of taxation revenue may not necessarily be sufficient to fund operating costs. As an example, the Municipality sends out its interim tax bill in February with a due date in March meaning the municipality has already gone through 2 months of the year with no income for operating costs or projects (winter road maintenance) should we use our reserves for debt repayment. Similarly, major capital projects are typically undertaken during the summer months, leading to an additional gap as final tax bills may not be fully received until later in the year.
- In many cases, long-term debt agreements come with penalties which may result in a cost to the municipality if debt is repaid prior to the maturity date.
- The Municipality currently generates investment income on its cash balances, the 2015 audited financial statements indicated that the municipality's interest on borrowing major loans is as follows:
 - Debenture outstanding for \$270,000 – interest rate of 1.18%
 - Debenture outstanding for \$611,245 – interest rate of 3.68%
 - Debenture outstanding for \$3,184,431 – interest rate of 5.14%
 - All three of the above debentures were issued by the Ontario Infrastructure Projects Corporation (OIPC). According to the Financing Agreement, "An Advance may be prepaid at anytime prior to its Maturity Date at the discretion of OIPC and subject to such terms and conditions as may be imposed at OIPC's discretion". In other words, to pay off these debts before maturity date, we will need permission from OIPC, and on the terms and conditions imposed by OIPC.
- The FIR also indicted that the municipality had previously earned 2.67% on its investments. The municipality would essentially lose money by repaying the first debenture and potentially break even at best (after consideration of break fees) by repaying the second debenture. The repayment of the third debenture could potentially yield a benefit of 2.5% (representing the net differential between the municipality's cost of borrowing and its investment rate), which on a \$3.1 million loan balance amounts to \$78,000 per year.

BUDGET/LEGAL IMPLICATIONS:

Common practice for reserve accounts are that monies are set aside for a specific purpose, and as required by provincial legislation, a Municipal by-law, or agreement.

As it stands, none of the municipality's reserves are considered discretionary, and it would be a legal concern to re-allocate reserves from a reserve account to pay off outstanding debts.

INTERDEPARTMENTAL IMPACTS:

All departments within the municipality would be affected should Council decide to use our reserves to pay off existing debts, as staff would have very little funds to proceed with day-to-day operations. Departments such as Public Works and Parks and Recreation would also be affected in their major projects because they would lack sufficient funds to proceed with any major capital projects until taxation income is collected.

LINKS TO STRATEGIC PLANS:

Asset Management Plan, Section 6, Financial Strategy

CONCLUSION:

Based on the above analysis and information gathered from consultants, the municipality should not apply its reserve balances to existing debts.

ATTACHMENTS:

None

Municipal Long-term Debt end of 2016 withy Early Payment Option

	Due	Interest rate	Interest	Principal	Yearly Payments	Total Remaining Long-Term Dept.	Early Payment Penalties	Accrued Interest 03/6/2017	Total Due for Early Payment
Industrial Park Loan	Dec-17	5.34%	\$ 175.06	\$ 6,096.32	\$ 6,271.38	\$ 6,096.00			
Landfill Expansion Loan	May-32	3.68%	\$ 21,221.34	\$ 28,531.56	\$ 49,752.90	\$ 583,735.00	\$ 51,132.09	\$ 7,417.62	\$ 642,284.71
Municipal Complex Loan	Dec-39	5.14%	\$ 159,170.55	\$ 73,268.63	\$ 232,439.18	\$ 3,114,788.00	\$ 793,143.41	\$ 41,784.37	\$ 3,949,715.78
Reserve Replenishment Loan	Mar-20	1.18%	\$ 2,299.55	\$ 60,000.00	\$ 62,299.55	\$ 180,000.00		\$ 23.98	\$ 180,023.98
						\$ -			
Total			\$ 182,866.50	\$ 167,896.51	\$ 350,763.01	\$ 3,884,619.00	\$ 844,275.50	\$ 49,225.97	\$ 4,772,024

Early Payment calculations for French River

Payment Date: 3/6/2017

Debenture	Outstanding Principal amount (per SIT)		Next payment Date (per SIT)	Scheduled Principal Payment (per SIT)	Scheduled Next Interest Payment (per SIT)	Net Principal Balance for calculation of penalty (per SIT)	Penalty*	Days since last payment	Days till next payment	Accrued Interest**	Payment Due March 6 2017 **
<i>S.No.</i>	<i>Last Payment Date</i>	<i>Outstanding Amount</i>									
314	1-Nov-16	583,734.75	1-May-17		10,740.72	583,734.75	51,132.09	125	56	7,417.62	642,284.47
320	1-Dec-16	3,114,788.08	1-Jun-17		80,050.05	3,114,788.08	793,143.41	95	87	41,784.37	3,949,715.85
1176	2-Mar-17	180,000.00	2-Sep-17		1,070.73	180,000.00		4	180	23.28	180,023.28
						-					
Total		3,878,522.83		-		3,878,522.83	844,275.50			49,225.27	4,772,023.60

* Penalty represents the Present Value of outstanding cash flows (Principal + Interest) discounted to March 6 2017 at the current IO lending curve less 10 bps

** Interest payment for the full period prorated (obtained from SIT) for the shortened time period

Dedicated Reserves 2017 Beginning Balance			2017 Proposed Purchases	2017 Budget Contributions	Reserve Loan Repayment	2017 Ending Balance
Building Reserve		\$ 771,616.70	\$ 440,000.00	\$ 159,064.70	\$ 34,000.00	\$ 524,681.40
Infrastructure Reserve						
Roads	\$ 1,345,195.05		\$ 103,000.00	\$ 361,964.83		\$ 1,604,159.88
Bridges	\$ 118,793.04			\$ 21,415.04		\$ 140,208.08
Storm Sewers	\$ 109,698.12			\$ 14,604.12		\$ 124,302.24
Parking Lot	\$ 29,784.39			\$ 7,930.39		\$ 37,714.78
Parks	\$ 88,726.81			\$ 10,886.81		\$ 99,613.62
Streetlights	\$ 8,452.13	\$ 1,700,649.54		\$ 8,452.13		\$ 16,904.26
Vehicle Reserves	\$ 460,283.15		\$ 300,000.00	\$ 111,957.15	\$ 13,000.00	\$ 285,240.30
Equipment Reserves	\$ 721,953.34		\$ 43,955.00	\$ 117,210.84	\$ 7,000.00	\$ 802,209.18
Landfill Reserves	\$ 448,802.72			\$ 46,654.63		\$ 495,457.35
Sanitary Sewers Reserves	\$ 412,849.36			\$ 49,859.36		\$ 462,708.72
Operation Reserves	\$ 96,563.00			\$ 22,500.00		\$ 119,063.00
Election	\$ -					\$ -
Planning and Building						\$ -
HR						\$ -
General Surplus Reserve	2016 projected surplus	\$ 421,565.35	\$ 63,000.00			\$ 358,565.35
	\$ 59,000.00					
Total Reserves		\$ 5,034,283	\$ 949,955	\$ 932,500	\$ 54,000	\$ 5,070,828

Municipal Project Commitments

		End of 2017	
SCF Landfill Site Project	\$ 187,068.00		\$ 187,068.00
Canada 150 Arena Hall Renovations	\$ 100,000.00		\$ 100,000.00

Committed Reserves

Sanitary Sewers	\$ 412,849.36	End of 2017	\$ 462,708.72
Operating (Elections, Official Plan, HR)	\$ 96,563.00		\$ 119,063.00

Total Reserve Commitments

\$ 796,480	\$ 868,840
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Total Available Reserves

Current Reserves	\$ 4,237,803	End of 2017	\$ 4,201,988
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Municipality of French River
Summary of 2016 Monthly Cash Disbursements

January 2016	\$778,522.22
February 2016	\$672,990.90
March 2016	\$595,316.04
April 2016	\$499,398.61
May 2016	\$638,998.12
June 2016	\$678,271.36
July 2016	\$802,850.81
August 2016	\$820,157.53
September 2016	\$718,679.37
October 2016	\$535,564.29
November 2016	\$2,059,034.11
December 2016	<u>\$567,971.01</u>
Total for 2016	<u><u>\$9,367,754.37</u></u>



Municipality of French River

Report TR-1-2017 of the Finance Department For Consideration by Council

RE: 2016 Statement of Council Remuneration

OBJECTIVE: To report on the 2016 Statement of Council Remuneration

BACKGROUND:

According to Section 284. (1) Of the Municipal Act 2001, PART VI – Practices and Procedures; The Treasurer of a municipality shall in each year on or before March 31 provide to the council of the municipality an itemized statement on the remuneration and expenses paid in the previous year to,

- (a) Each member of council in respect of his or her services as a member of the council or any other body, including a local board, to which a member has been appointed by council or on which the member holds office by virtue of being a member of council;

(4) Public Records. – Despite the *Municipal Freedom on Information and Protection of Privacy Act*, statements provided under subsections (1) and (3) are public records.

ANALYSIS:

The Treasurer has provided the analysis in Appendix “A”

LINKS TO STRATEGIC PLANS:

- Ensure timely knowledge of policies, bylaws, and building control standards.

ATTACHMENTS:

Municipality of French River, 2016 Statement of Council Remunerations

Respectfully submitted:

Tom Ng
Treasurer

Date of Meeting: May 3, 2017

Approved:

Marc Gagnon
Chief Administrative Officer

Appendix “A”
Municipality of French River
2016 Statement of Council Remunerations

Remunerations from the Municipality of French River:

Name	Title	Remuneration	Mileage Allowance
Claude Bouffard	Mayor	\$19,037.20	\$0.00
Michel Bigras	Deputy Mayor & Ward 6 Councillor	\$11,997.44	\$0.00
Ronald Garbutt	Ward 1 Councillor	\$10,580.44	\$0.00
Denny Sharp	Ward 2 Councillor	\$10,316.28	\$0.00
Gisele Pageau	Ward 3 Councillor	\$10,508.42	\$0.00
Dean Wenborne	Ward 4 Councillor	\$10,700.30	\$0.00
Malcolm Lamothe	Ward 6 Councillor	\$10,580.44	\$0.00

Remunerations from the Sudbury East Planning Board:

Name	Title	Remuneration	Mileage Allowance
Michel Bigras	Deputy Mayor & Ward 6 Councillor	\$175.00	\$ 354.20
Denny Sharp	Ward 2 Councillor		\$ 286.00



Municipality of French River

Report to Council

RE: Recycling Acceptance Agreement

OBJECTIVE: To provide Council with information on operational changes with Environmental Services

BACKGROUND:

As directed by Council in September 2015 and as part of the Operational Review process in 2016, a review of our Recycling Services was conducted. The Municipality has a yearly renewable contract with the City of Greater Sudbury for the Acceptance of Recycling materials which includes services from Waste Management for Hauling the Recycling material from our Landfill to the Sudbury Depot. At the time of the first agreement signed in 2001 there was only one company that could provide this service to the Municipality.

ANALYSIS:

In review of our Solid Waste disposal costs and services, the Municipality had learned that there were other businesses able to provide the same services and as such released a Request for Proposal (RFP) on March 8th 2017 for the Recycling Acceptance Services. The RFP was sent to The Greater City of Sudbury as well as R&D Recycling and posted on the website as well as Bidingo (Municipal Tender website) which closed March 29th. The Municipality received two bid submissions, one bid came from R&D Recycling in North Bay, and the other came from Waste Management of Canada Corporation.

BUDGET/LEGAL IMPLICATIONS:

- R&D submitted the lowest bid while not altering the service we currently have with the City of Sudbury and providing an increase in services in terms of providing us the option of having contaminated recycling sorted and being charged an hourly rate for said service that is considerably lower than the current charge for contaminated materials. R&D will also provide the Municipality with additional Recycling bins at no charge for rental fees. R&D also provides the Municipality with the amount of individual recycling material brought to the recycling facility monthly for recycling reporting to stewardships.
- The City of Greater Sudbury did not submit a bid for this tender. The City of Sudbury already has a yearly renewable contract with us.
- Waste Management submitted a bid for Hauling Services as they are currently the company that is hauling our recycling to the Sudbury Depot. Currently they are sitting higher than other bids received for cost per metric tone of recycling, and bin rentals.

Cost Comparison

The average metric tone of recycling material collected annually in French River is approximately 200-250MT. in 2016 the total was 232.65MT.

R&D Recycling		City of Sudbury	
	Cost		Cost
Cost for approximate recycling per metric tone.	\$75.00	Cost for approximate recycling per metric tone.	\$101.01

INTERDEPARTMENTAL IMPACTS:

None.

CONCLUSION:

The successful contract was awarded as per the Procurement Policy Section “C” to R&D for a 3-year period with a renewable clause to Accept Recycling Material from the Landfill to the R&D Recycling Center location in North Bay. Once the agreement is complete, it will be presented to Council for execution.

The next step in the process is the Request for Tender for Hauling Services which has been released as per the following Scope of Work:

“To provide the municipality with two (2) forty (40) yard bins as recyclables for recyclable waste, to be placed at the Noëlville Landfill site 330 Houle Rd.

To act as hauler for the Municipality and deliver the 40 yard bins either twice per week between the months of November – April, or the municipality may require up to three (3) pick-ups or more a week between the months of May - October. The successful hauler will transport the recyclable material to the Recycling facility in North Bay (R&D Recycling, Hwy 17 West, North Bay, P1B 8G5). Occasionally the Municipality will call for an additional pick up depending on waste volumes.”

Respectfully submitted:

Marc Gagnon
Chief Administrative Officer

Date: April 28, 2017



Community Engagement

Community Safety Officer Report

Sudbury - Noelville - Warren - Killarney Detachments

January to March 2017

The Community Safety Officer has been involved with the following tasks:

- attending the local schools (elementary/secondary)
- conducting school visits and
- school lockdown drills.

A plan is being developed with the schools so that officers on patrol stop in and interact with our local youths in hopes of developing a positive rapport within our community.

He has also presented an offer to the elementary schools in partnership with Tim Horton's. Nine of our local youths have been selected to participate in a 3 day Tim Horton's camp in southern Ontario.

He has also attended the Noelville High School and presented a Bursary offer from the OPP Youth Foundation for \$1,000.00 towards Post-Secondary Education. The school has the opportunity to submit students names that meet the criteria. Two candidates for North East Region will be selected to receive this Bursary.

He is also participating in some of the local upcoming events:

- St. Charles Big Bear Rally and
- Noelville Rubber Boots Festival.

He has also had the opportunity to meet with Marc Gagnon (CAO Noelville) as well as some of the local businesses in Noelville.

He further plans to meet with Officials from the other Communities.

Police Services Board Report for Sudbury-Noelville-Warren-Killarney Detachments
2017/Jan to 2017/Mar

Public Complaints	
Policy	0
Service	0
Conduct	0

Date information collected from Professional Standards Bureau Commander Reports: 2017-04-18

Data Source

Ontario Provincial Police, Professional Standards Bureau Commander Reports

- Includes all public policy, service and conduct complaints submitted to the Office of the Independent Police Review Director (OIPRD)

Secondary Employment
nil

Intelligence Led Policing - Crime Abatement Strategy	
Number of Offenders in Program	7
Number of Offenders Charged	0
Number of Charges Laid	0
Number of Checks Performed	6

Date information was collected from Records Management System: 2017-04-18

Detachment: 4N - SUDBURY

Location code(s): 4N00 - SUDBURY, 4N30 - KILLARNEY, 4N40 - NOELVILLE, 4N50 - WARREN

Report Generated by:

Jaworski, Pauline

Report Generated on:

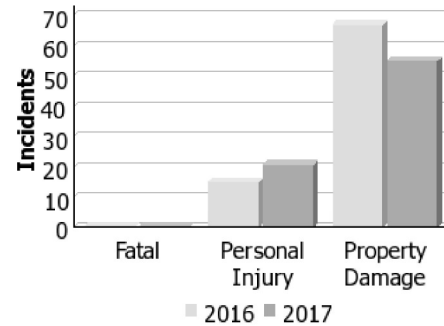
Apr 18, 2017 11:48:57 AM

PP-CSC-Operational Planning-4300

Police Services Board Report for Sudbury - Noelville - Warren - Killarney Detachments
Collision Reporting System
January to March - 2017

Motor Vehicle Collisions by Type

Incidents	January to March			Year to Date - March		
	2016	2017	% Change	2016	2017	% Change
Fatal	0	0	--	0	0	--
Personal Injury	15	21	40.0%	15	21	40.0%
Property Damage	67	55	-17.9%	67	55	-17.9%
Total	82	76	-7.3%	82	76	-7.3%


Fatalities in Detachment Area

Incidents		January to March			Year to Date - March		
		2016	2017	% Change	2016	2017	% Change
Motor Vehicle Collision	Fatal Incidents	0	0	--	0	0	--
	Alcohol Related	0	0	--	0	0	--
Off-Road Vehicle	Fatal Incidents	0	0	--	0	0	--
	Alcohol Related	0	0	--	0	0	--
Motorized Snow Vehicle	Fatal Incidents	0	0	--	0	0	--
	Alcohol Related	0	0	--	0	0	--
Persons Killed		January to March			Year to Date - March		
		2016	2017	% Change	2016	2017	% Change
Motor Vehicle Collision		0	0	--	0	0	--
Off-Road Vehicle		0	0	--	0	0	--
Motorized Snow Vehicle		0	0	--	0	0	--

Data Utilized

- SQL online application reporting system – OPP CRS 2.3.09
- Collision Reporting System Business Intelligence Cube

Detachment: 4N - SUDBURY

Location code(s): 4N00-SUDBURY, 4N30-KILLARNEY, 4N40-NOELVILLE, 4N50-WARREN

Data source date:

2017/04/17

Report Generated by:

Jaworski, Pauline

Report Generated on:

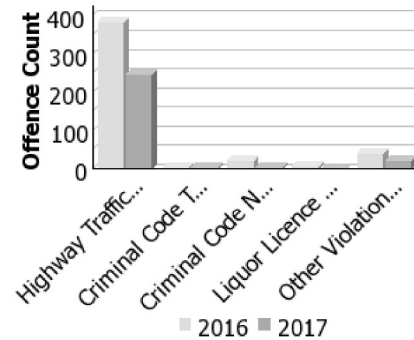
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PP-CSC-Operational Planning-4300

Police Services Board Report for Sudbury Detachments
Integrated Court Offence Network
January to March - 2017

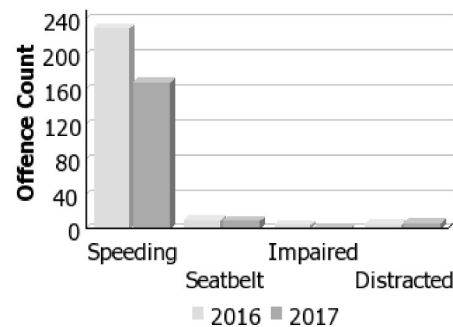
Criminal Code and Provincial Statute Charges Laid

Offence Count	January to March			Year to Date - March		
	2016	2017	% Change	2016	2017	% Change
Highway Traffic Act	382	245	-35.9%	382	245	-35.9%
Criminal Code Traffic	4	1	-75.0%	4	1	-75.0%
Criminal Code Non-Traffic	22	1	-95.5%	22	1	-95.5%
Liquor Licence Act	6	0	-100.0%	6	0	-100.0%
Other Violations	40	22	-45.0%	40	22	-45.0%
All Violations	454	269	-40.7%	454	269	-40.7%



Traffic Related Charges

Offence Count	January to March			Year to Date - March		
	2016	2017	% Change	2016	2017	% Change
Speeding	230	169	-26.5%	230	169	-26.5%
Seatbelt	10	9	-10.0%	10	9	-10.0%
Impaired	4	1	-75.0%	4	1	-75.0%
Distracted	5	6	20.0%	5	6	20.0%



Integrated Court Offence Network data is updated on a monthly basis: Data could be as much as a month and a half behind.

Data Utilized

- Ministry of Attorney General, Integrated Court Offence Network
- Integrated Court Offence Network Charge Business Intelligence Cube

Detachment: 4N - SUDBURY

Location code(s): 4N00 - SUDBURY

Data source date:

Mar 13, 2017 1:12:34 PM

Report Generated by:

Jaworski, Pauline

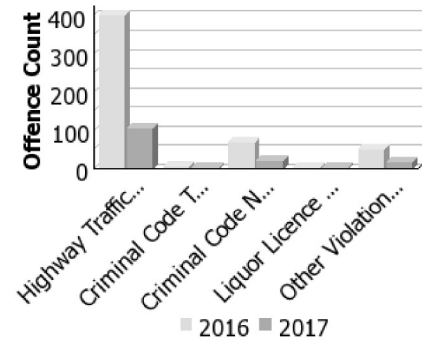
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 PP-CSC-Operational Planning-4300

Police Services Board Report for Noelville - Warren - Killarney Detachments
Integrated Court Offence Network
January to March - 2017

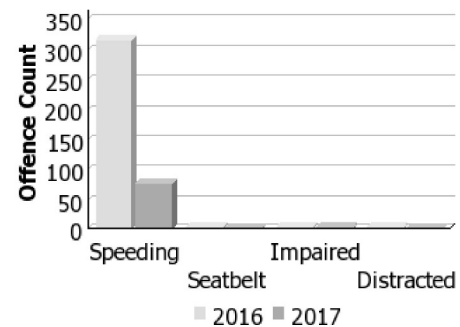
Criminal Code and Provincial Statute Charges Laid

Offence Count	January to March			Year to Date - March		
	2016	2017	% Change	2016	2017	% Change
Highway Traffic Act	400	106	-73.5%	400	106	-73.5%
Criminal Code Traffic	5	2	-60.0%	5	2	-60.0%
Criminal Code Non-Traffic	68	21	-69.1%	68	21	-69.1%
Liquor Licence Act	1	3	200.0%	1	3	200.0%
Other Violations	49	16	-67.3%	49	16	-67.3%
All Violations	523	148	-71.7%	523	148	-71.7%



Traffic Related Charges

Offence Count	January to March			Year to Date - March		
	2016	2017	% Change	2016	2017	% Change
Speeding	315	78	-75.2%	315	78	-75.2%
Seatbelt	3	1	-66.7%	3	1	-66.7%
Impaired	3	2	-33.3%	3	2	-33.3%
Distracted	2	0	-100.0%	2	0	-100.0%



Integrated Court Offence Network data is updated on a monthly basis: Data could be as much as a month and a half behind.

Data Utilized

- Ministry of Attorney General, Integrated Court Offence Network
- Integrated Court Offence Network Charge Business Intelligence Cube

Detachment: 4M - NOELVILLE

Data source date:

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Report Generated by:

Jaworski, Pauline

Report Generated on:

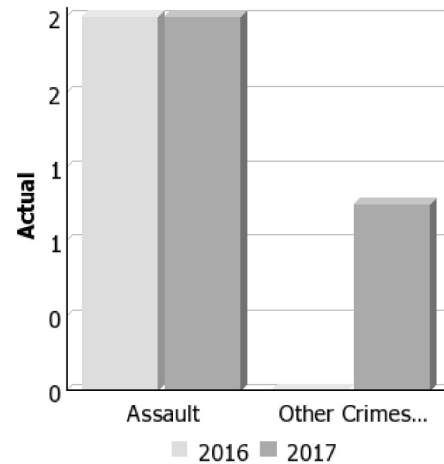
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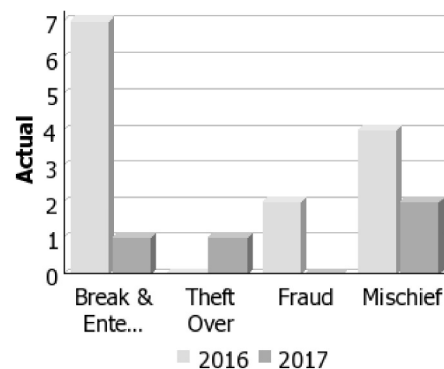
**Police Services Board Report for French River
Records Management System
January to March - 2017**

Violent Crime

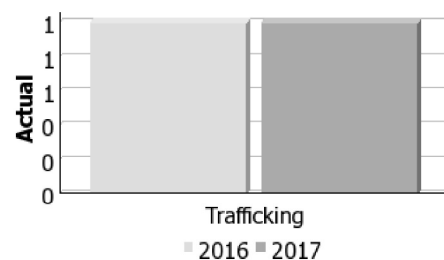
Actual	January to March			Year to Date - March		
	2016	2017	% Change	2016	2017	% Change
Murder	0	0	--	0	0	--
Other Offences Causing Death	0	0	--	0	0	--
Attempted Murder	0	0	--	0	0	--
Sexual Assault	0	0	--	0	0	--
Assault	2	2	0.0%	2	2	0.0%
Abduction	0	0	--	0	0	--
Robbery	0	0	--	0	0	--
Other Crimes Against a Person	0	1	--	0	1	--
Total	2	3	50.0%	2	3	50.0%

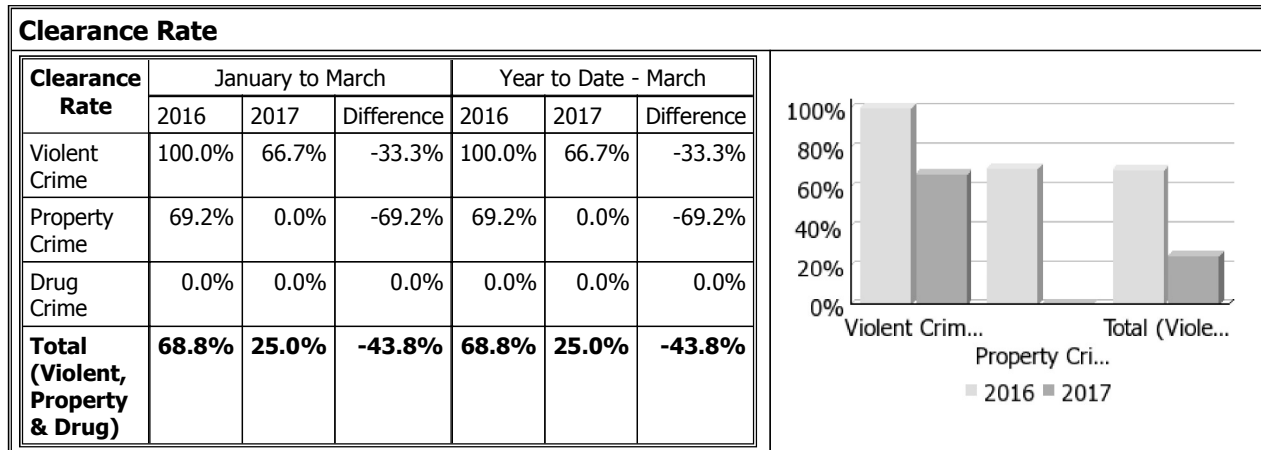
**Property Crime**

Actual	January to March			Year to Date - March		
	2016	2017	% Change	2016	2017	% Change
Arson	0	0	--	0	0	--
Break & Enter	7	1	-85.7%	7	1	-85.7%
Theft Over	0	1	--	0	1	--
Theft Under	0	0	--	0	0	--
Have Stolen Goods	0	0	--	0	0	--
Fraud	2	0	-100.0%	2	0	-100.0%
Mischief	4	2	-50.0%	4	2	-50.0%
Total	13	4	-69.2%	13	4	-69.2%

**Drug Crime**

Actual	January to March			Year to Date - March		
	2016	2017	% Change	2016	2017	% Change
Possession	0	0	--	0	0	--
Trafficking	1	1	0.0%	1	1	0.0%
Importation and Production	0	0	--	0	0	--
Total	1	1	0.0%	1	1	0.0%





Data contained within this report is dynamic in nature and numbers will change over time as the Ontario Provincial Police continue to investigate and solve crime.

Data Utilized

- Major Crimes
- Niche RMS All Offence Level Business Intelligence Cube

Detachment: 4N - SUDBURY

Location code(s): 4N40 - NOELVILLE

Area code(s): 4098 - French River

Data source date:

2017/04/15

Report Generated by:

Jaworski, Pauline

Report Generated on:

Apr 18, 2017 12:24:22 PM

PP-CSC-Operational Planning-4300



Calls For Service (CFS) Billing Summary Report

Municipality of French River January to March - 2017

Billing Categories (Billing categories below do not match traditional crime groupings)	2017				2016			
	January to March	Year to Date	Time Standard	Year To Date Weighted Hours	January to March	Year to Date	Time Standard	Year To Date Weighted Hours
Violent Criminal Code	4	4	14.8	59.2	3	3	14.8	44.4
Property Crime Violations	7	7	6.4	44.8	15	15	6.4	96.0
Other Criminal Code Violations (Excluding traffic)	3	3	7.4	22.2	2	2	7.4	14.8
Drug Possession	0	0		0.0	1	1	6.2	6.2
Drugs	1	1	34.1	34.1	1	1	34.1	34.1
Statutes & Acts	2	2	3.1	6.2	4	4	3.1	12.4
Operational	18	18	3.5	63.0	20	20	3.5	70.0
Operational2	25	25	1.1	27.5	22	22	1.1	24.2
Traffic	2	2	3.3	6.6	4	4	3.3	13.2
Total	62	62		263.6	72	72		315.3

Note to Detachment Commanders:

- The content of each report is to be shared with the municipality for which it was generated only and not be publicly shared with any other municipality or agency.
- All data is sourced from the Niche RMS application. Included are 'reported' occurrences (actuals and unfounded occurrences) for 'billable' occurrences ONLY. Data is refreshed on a weekly basis.
- The Traffic category includes motor vehicle collision (MVC) occurrences entered into Niche (UCR code 8521). MVCs are NOT sourced from the eCRS application for this report.
- Only the primary violation is counted within an occurrence.
- Time standards displayed are for the 2016 billing period.

Note to Municipalities:

- Data contained within this report is dynamic in nature and numbers will change over time as the Ontario Provincial Police continues to investigate and solve crime.
- This report is NOT to be used for crime trend analysis as not all occurrences are included.
- Data groupings within this report do not match traditional crime groupings seen in other public reports such as the OPP Police Services Board reports or Statistics Canada reporting.



Municipality of French River

Report to Council by the French River Fire Department

RE: Purchase of a New Pumper for the French River Fire Department

OBJECTIVE: To award the purchase of a new Four Door side Control Pumper for Station 1.

BACKGROUND:

During the 2017 budget deliberation, Council approved \$300,000.00 for the purchase of (1) new “Four Door Side Control Pumper” for Station 1, and further directed the Fire Chief and CAO to proceed with a tendering process to purchase said item.

ANALYSIS:

The Request for Tender #2017-005 for the Four Door Side Control Pumper for Station 1 was sent out March 15th 2017 and was due back April 20th before 3pm.

The following chart is an analysis of the total costs excluding HST for the recommended purchase of the new Pumper for Station 1.

Name of Company	Price (excluding HST)	Requirements Met	Recommended Company
Fort Garry Ind.	\$ 314,532	Yes	Fort Garry Industries
Carrier Metalfab	\$ 334,773	Yes	
Dependable	\$ 345,235	No	
Asphodel	\$ 360,000	No	

A decision was made based on the specified items needed for the individual requirements for our station and community as well as the Fire Department. Based on the price of the new Pumper and the allocated budget the recommended company was the closest to our budgeted amount while still meeting our minimum requirements.

The expected delivery of the new Pumper from Fort Garry Industries in December of 2017.

BUDGET/LEGAL IMPLICATIONS:

The amount of \$300,000 was budget, the overage of \$14,532 will be funded through the vehicle reserve.

INTERDEPARTMENTAL IMPACTS:

None.

LINKS TO STRATEGIC PLANS:

- Ensure community safety.

CONCLUSION/RECOMMENDATIONS:

It is recommended that Council award the purchase of the new Four Door Side Control Pumper for Station 1 to Fort Garry Industries in the amount of \$314,532.00 + applicable taxes.

ATTACHMENTS:

None

Respectfully submitted:

Approved:

Denis Seguin, Fire Chief
French River Fire Department
Date: April 28, 2017

Marc Gagnon
Chief Administrative Officer



RECEIVED

APR 10 2017

MUNICIPALITY OF FRENCH RIVER

37 St. Antoine Street, PO Box 222, Noëlville, ON P0M 2N0 • www.frcic.com • cicfrenchriver@hotmail.com • (705) 898-2489

April 10, 2017

Mayor Claude Bouffard and Council Members
Municipality of French River
44 St Christophe
Noelville, Ontario
P0M 2N0

Mayor Bouffard and Council Members:

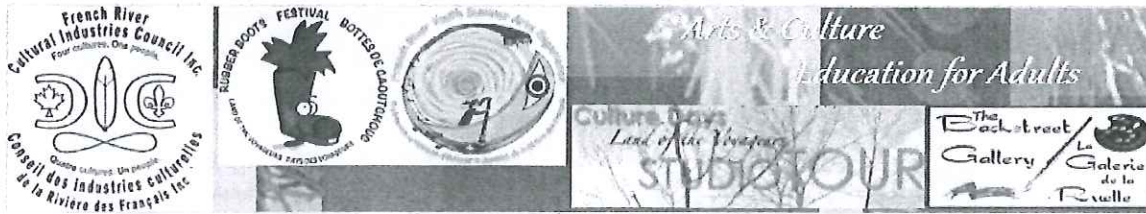
Further to the resolution presented by FRCIC Inc. Cultural Advisor Annie Hebert April 5th, 2017, I would like to reiterate our invitation to Mayor and Council member to join us at this year's Rubber Boots Festival des Bottes de Caoutchouc June 24th, 2017 as we join the rest of Canada by celebrating Canada 150.

In keeping with the spirit of Canada 150 The FRCIC Inc and The Rubber Boots Festival des Bottes de Caoutchouc is looking to increase partnerships, most particularly with the Municipality of French River in order that we may celebrate not only Canada 150 but St. Jean de Baptiste day.

What we would ask for specifically would be

- a. Special exemption to the municipal bylaw which concerns the overnight parking of travel trailers in the Municipality of French River. Specifically, we are requesting this for the property owned by the Conseil scolaire catholique du nouvel-Ontar. This would be for June 23 and Jun24, 2017 solely.
- b. Special consideration by way of exemption of rental fees by Mayor and Council in celebration of Canada 150 concerning the use of municipal properties by the FRCIC Inc. operating as Rubber Boots Festival des Bottes de Caoutchouc, for the 2017 festival solely.

Dianne Kuzniar
President
French River Cultural Industries Council Inc.



37 St. Antoine Street, PO Box 222, Noëlville, ON P0M 2N0 • www.frcic.com • cicfrenchriver@hotmail.com • (705) 898-2489

Le 10 avril, 2017

Maire Claude Bouffard et conseillères (ers)
Municipalité de la Rivière des Français
44 St Christophe
Noëlville, Ontario
P0M 2N0

M. maire et conseillères (ers),
Découlant de la résolution présentée par notre conseillère culturelle du CICRF Annie Hébert le 5 avril 2017, je tiens à renouveler l'invitation faite au maire et aux conseillers (ières) à se joindre à nous au Festival des bottes de caoutchouc ce 24 juin, 2017 afin de participer aux festivités de tout le Canada célébrant Canada 150.

Tout en poursuivant le thème de Canada 150 le CICRF Inc. et le Festival des bottes de caoutchouc souhaite augmenté ses partenariats, notamment celle avec la Municipalité de la Rivière des Français afin de célébrer Canada 150 et aussi la fête de la St-jean Baptiste, journée spéciale pour les canadiens français.

Ce que nous recherchons le plus particulièrement :

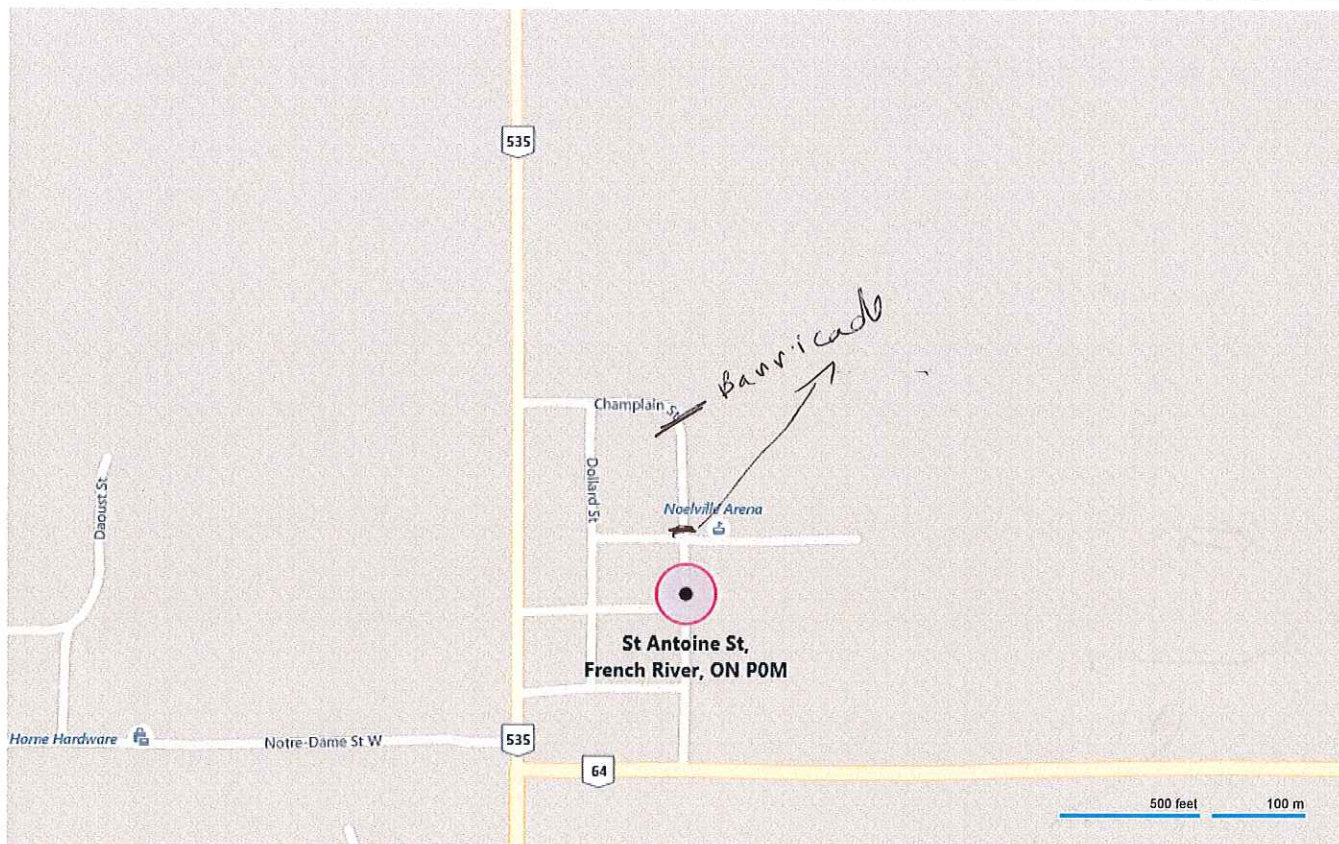
- a. Une demande d'exemption spéciale en ce qui a trait au règlement municipal ne permettant pas le stationnement de nuit pour les roulottes. Plus précisément, nous voudrions la permission pour que des roulottes puissent stationner sur le terrain de l'École St-Antoine appartenue par le Conseil scolaire catholique du Nouvel-Ontario pour les dates du 23 et 24 juin exclusivement.
- b. Une demande d'exemption à M. le maire et les conseillers, des frais associés à la location des terrains municipaux, par le CICRF Inc. durant la journée du Festival des bottes de caoutchouc 2017.

Dianne Kuzniar
Présidente
Conseil des industries culturelles de la Rivière des Français



St Antoine St, French River, ON P0M

We wish to place a barricade at the intersection of St. Christophe and St. Antoine St, as well as the curve between St. Antoine and Champlain St for the day of the Rubberboot Festival.
Dianne Kuzniar, President of FRCIC.





FEDERATION
OF CANADIAN
MUNICIPALITIES

FÉDÉRATION
CANADIENNE DES
MUNICIPALITÉS

RECEIVED

MAR 24 2017

04600

March 17, 2017

MUNICIPALITY OF FRENCH RIVER

Dear Mayor and Members of Council,

For the past 20 years, FCM's Legal Defense Fund has been a critical tool in defending the national legal interests of Canada's municipalities. When a member calls on FCM to intervene in a court case of national importance, it's the Legal Defense Fund that makes this support possible. The Fund has been instrumental in setting important legal precedents on a number of issues that are of crucial importance to all municipalities. These include rights-of-way management, payments in lieu of taxes, environmental protection as well as the constitutional ability of municipalities to exercise their legislative powers.

After years of activity, FCM's Legal Defense Fund has been fully depleted. Now we need municipalities like the Municipality of French River to help restore the long-term health of the Fund.

A robust Legal Defense Fund is more important than ever. As courts — particularly the Supreme Court — become more strict with regard to the number of intervening parties they will allow in any given case, FCM is consistently recognized as the sole municipal intervener in cases with national implications. That means the Fund is the most certain and cost-effective way of protecting municipal legal rights in bodies such as the Courts of Appeal (provincial and federal), the Supreme Court of Canada and administrative bodies like the CRTC. While the Fund is used specifically for costs incurred directly by FCM, its influence in setting national legal precedents benefits every municipality in Canada. A recapitalized Fund will enable FCM to continue its longstanding efforts to maintain adequate municipal control over local rights-of-way and to maximize cost-recovery — while also bringing the municipal voice to a broad range of legal issues. What's more, it will support a growing demand for FCM to seek out proactive legal opinions on emerging policy issues, such as marijuana legalization. This will help provide all municipalities with the best legal advice available at a fraction of the cost, while contributing to the development of a united municipal response on national issues.

FCM has established a long-term strategy to recapitalize the Legal Defense Fund annually — beginning with an immediate call for contributions to cover ongoing legal costs. While support is voluntary, we strongly encourage members to contribute. FCM's Board of Directors has established a set contribution formula of 2 cents per capita. Enclosed is a voluntary invoice that indicates the Municipality of French River's proposed contribution for this year. This amount can be changed based on your budgetary situation. Starting next fall, municipalities will be invited to make an annual voluntary contribution to the long-term viability of the Fund as part of FCM's yearly membership drive. **French River's annual contribution would be \$63.47**

All of us have a role to play in advancing the legal interests of Canada's municipalities. Thank you in advance for your immediate and ongoing support of the Legal Defense Fund. For more information, visit the membership page at fcm.ca or email info@fcm.ca.

Sincerely,

Clark Somerville
FCM President

**President
Président**
Clark Somerville
Councillor
Regional Municipality of
Halton, ON

**First Vice-President
Première vice-présidente**
Jenny Gerbasi
Councillor
City of Winnipeg, MB

**Second Vice-President
Deuxième vice-présidente**
Sylvie Gonneau
Conseillère
Ville de Gatineau, QC

**Third Vice-President
Troisième vice-président**
Bill Karsten
Councillor
Halifax Regional
Municipality, NS

**Past President
Président sortant**
Raymond Louie
Acting Mayor
City of Vancouver, BC

**Chief Executive Officer
Chef de la direction**
Brock Carlton
Ottawa, ON

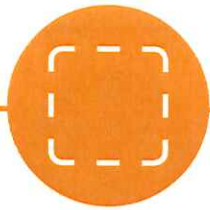
24, rue Clarence Street,
Ottawa, Ontario, K1N 5P3

T. 613-241-5221
F. 613-241-7440

www.fcm.ca

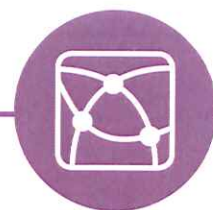
FCM's Legal Defense Fund

A TRACK RECORD OF SUCCESS



CONSTITUTIONAL JURISDICTION OF MUNICIPALITIES

The 2001 decision by the Supreme Court of Canada in the *Spraytech v. Hudson* case, in which FCM intervened on behalf of the municipal sector, ushered in a new approach to how courts should interpret the legislative authority of municipal councils. In that case, the Supreme Court indicated that courts should show deference to the choices made by local elected officials, in this case the Town of Hudson, Quebec. The Court also indicated that municipal legislative authority should be interpreted broadly and that local rules could coexist with federal regulations. Since then, FCM has continued to play an active role, as intervener, in a number of cases where the basic ability of municipalities to use their legislative powers has been at stake. Recent examples include *Rogers v. Châteauguay*, *Windsor v. Canadian Transit Company* (both heard by the Supreme Court in 2016) and *Hamilton v. Canada Post* (Court of Appeal for Ontario in 2016).



RIGHTS-OF-WAY MANAGEMENT

The deregulation of the telecommunications sector in 1993 completely changed the ROW environment overnight. A number of new, commercially aggressive providers sought quick access to municipal ROWs to deploy their networks. Through its Technical Committee on ROWs (some 40 legal and technical experts from across the country), FCM has coordinated the municipal sector's response for 25 years: development of best practices, information sharing and active participation in a number of legal cases. FCM was the Appellant to the Federal Court of Appeal in the landmark *Ledcor* case that established the principle that municipalities have the right to recover all incremental costs related to telecommunications activity on their land. FCM also intervened in early cases such as the Edmonton LRT tunnels as well as recent precedent-setting cases: next-generation access agreements (CRTC decision in *Hamilton v. Bell*), the applicability of general ROW bylaws to federal undertakings (Court of Appeal for Ontario in *Hamilton v. Canada Post*) and the use of bylaws to grant "consent" under the *Telecommunications Act* (brought by Calgary and currently before the CRTC).



WHAT MUNICIPAL LEADERS ARE SAYING ABOUT THE LEGAL DEFENSE FUND:

"The FCM Legal Defense Fund has played a critical role in advancing municipalities' constitutional and legal interests. In 2012, FCM defended the sector's interests in our city's payments in lieu dispute before the Supreme Court of Canada with the federal government regarding the valuation of Halifax's Citadel Hill. After a successful Supreme Court decision, this case was successfully resolved in 2016. The Fund remains a key tool for bringing the national voice to legal disputes and in defending the municipal sector's collective interests."

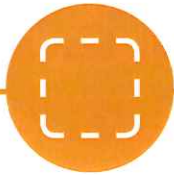
Mayor Mike Savage,
City of Halifax, Nova Scotia

"Defending municipal jurisdiction in court is a tall task for municipalities to bear on their own – especially for smaller municipalities. That's why FCM's Legal Defense Fund is such a critical tool. A well-supported Fund is key to defending the legal interests of municipalities of all sizes. FCM is consistently recognized by the courts as the sole national representative of our sector in cases of national importance. We need to continue to support the Fund to ensure that FCM is able to intervene in precedent-setting cases that impact each and every one of us."

Councillor Lorne Olsvik,
Lac Ste. Anne County, Alberta

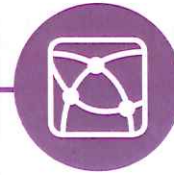
Le fonds de défense juridique de la FCM

DES SUCCÈS À LA MESURE DES DÉFIS MUNICIPAUX



POUVOIRS CONSTITUTIONNELS DES MUNICIPALITÉS

La décision de 2001 de la Cour suprême du Canada dans le litige *Spraytech c. Hudson*, dans lequel la FCM est intervenue au nom du secteur municipal, est venue changer le paradigme qui avait guidé jusque-là les tribunaux dans leur interprétation des pouvoirs de réglementation des conseils municipaux. Dans cette cause, la Cour suprême a indiqué que les tribunaux devaient respecter les choix des élus locaux, en l'occurrence ceux de la Ville d'Hudson, au Québec. La Cour a aussi indiqué que les pouvoirs de réglementation municipaux devaient être interprétés au sens large et que les règles locales pouvaient coexister avec les règlements fédéraux. Depuis, la FCM a vu à intervenir dans différents litiges remettant en question la capacité des municipalités d'exercer leurs pouvoirs de réglementation, dont récemment, dans *Rogers c. Châteauguay*, *Windsor c. Canadian Transit Company* (deux causes entendues par la Cour suprême en 2016) et dans *Hamilton c. Société canadienne des postes* (Cour d'appel de l'Ontario en 2016).



GESTION DES EMPRISES MUNICIPALES

La déréglementation du secteur des télécommunications en 1993 a complètement changé la donne pour les emprises municipales. De nombreux nouveaux fournisseurs déterminés à se tailler une place ont voulu avoir accès rapidement à ces emprises afin de déployer leurs réseaux. Depuis, la FCM a coordonné les démarches du secteur municipal par l'entremise de son comité technique sur les emprises municipales formé d'une quarantaine d'experts de partout au pays. Depuis près de 25 ans, la FCM assure le partage d'information et l'élaboration de pratiques exemplaires, en plus d'intervenir dans de nombreux litiges juridiques. La FCM a, entre autres, interjeté appel devant la Cour d'appel fédérale dans la cause *Ledcor* qui a permis d'établir le principe selon lequel les municipalités ont le droit de recouvrer les coûts additionnels liés aux activités des télécommunications sur leur territoire. La FCM est aussi intervenue dans des litiges antérieurs comme celui sur les tunnels de trains légers sur rail d'Edmonton et dans d'autres causes récentes qui ont fait jurisprudence : accords d'accès de prochaine génération (décision du CRTC dans *Hamilton c. Bell*), applicabilité des règlements municipaux généraux sur les emprises aux entreprises fédérales (Cour d'appel de l'Ontario dans *Hamilton c. Société canadienne des postes*) et recours aux règlements pour accorder une autorisation en vertu de la *Loi sur les télécommunications* (présentée par Calgary et actuellement examinée par le CRTC).



TÉMOIGNAGES D'ÉLUS MUNICIPAUX À PROPOS DU FONDS DE DÉFENSE JURIDIQUE

« Le fonds de défense juridique de la FCM a été indispensable dans les progrès réalisés par les municipalités au chapitre constitutionnel et juridique. En 2012, la FCM a défendu les intérêts de notre secteur dans le litige qui a opposé notre ville au gouvernement fédéral jusqu'à devant la Cour suprême du Canada au sujet de l'évaluation de la colline de la Citadelle. La Cour nous a donné raison et cette décision a mené à une résolution fructueuse en 2016. Le fonds est et restera un outil précieux pour faire entendre la voix nationale des municipalités dans les conflits juridiques et défendre les intérêts collectifs du secteur municipal. »

Mike Savage,
Maire d'Halifax (N.-É.)

« Défendre les pouvoirs municipaux devant les tribunaux est extrêmement difficile, surtout lorsqu'il s'agit d'une petite municipalité. C'est pourquoi le fonds de défense juridique est si indispensable. En soutenant le fonds, les municipalités sont assurées que leurs intérêts juridiques seront bien défendus. La FCM est le seul interlocuteur qui est constamment reconnu par les tribunaux comme représentant du secteur municipal dans les litiges d'importance nationale. Nous devons continuer d'appuyer le fonds pour que la FCM soit en mesure d'intervenir dans des litiges qui créent des précédents dont les effets nous touchent tous. »

Lorne Olsvik,
Conseiller du comté de Lac Ste. Anne (Alb.)



911A Gormanville Road
North Bay ON P1B 8G3

911A rue Gormanville
North Bay ON P1B 8G3

Telephone/Téléphone:
Facsimile/Télocopieur:

(705) 845-2700
(705) 845-2797

File Reference/Dossier:

3000-GOV

March 31, 2017

The Corporation of the Municipality of French River
P.O. Box 156
44 St. Christophe Street, Suite 1
Noëlville, Ontario P0M 2N0

RECEIVED

APR - 7 2017

MUNICIPALITY OF FRENCH RIVER

Attention: Mayor Claude Bouffard

Re: North East Region Realignment
Espanola, Manitoulin, Noëlville, Warren, Killarney and Sudbury Detachments

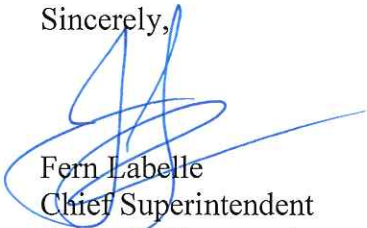
The Ontario Provincial Police (OPP) continuously evaluates its operations to seek efficiencies in support of public safety. A recent review of OPP detachments in its North East Region identified opportunities for efficiencies and reinvestment.

Effective April 4, 2017, the OPP will operationally realign the Espanola Detachment with its Manitoulin Detachment. Additionally, the Noëlville, Warren and Killarney OPP Detachments will become satellites of the Sudbury OPP Detachment.

These changes will not reduce frontline policing services and administrative hours will remain the same at each location. All involved stakeholders were engaged during the review process to identify and address any concerns prior to the implementation date.

I can assure you that the OPP will continue to meet or exceed provincial policing standards anywhere we serve while striving for our shared vision of "*Safe Communities...A Secure Ontario.*"

Sincerely,


Fern Labelle
Chief Superintendent
Regional Commander
North East Region

/cj



Municipality of French River

MINUTES OF THE SPECIAL MEETING OF COUNCIL held in the Council Chambers Wednesday, April 19, 2017 at 5:30pm

Re: To consider proposed amendments to Zoning By-law 2014-23

Members Present:

Mayor Claude Bouffard(Chair), Councillors Michel Bigras, Ronald Garbutt, Gisèle Pageau, Denny Sharp, Dean Wenborne

Members Excused:

Officials Present:

Marc Gagnon, Chief Administrative Officer
Mélanie Bouffard, Clerk
Matthew Dumont, Director of Planning, Sudbury East Planning Board

Guests:

3 Guests

1. Call to order and roll call

The Chair called the meeting to order at 5:30 p.m.

2. Adoption of Agenda

Moved By Ron Garbutt and Seconded By Gisèle Pageau

Resol. 2017- 94

BE IT RESOLVED THAT the agenda be accepted as distributed.

Carried

3. Disclosure of Pecuniary Interest

None declared.

4. Public Hearings for Zoning By-law Amendment Applications

The Chair summarized the procedure of a Public Hearing to deal with the consideration of a proposed general amendment to Zoning By-law 2014-23.

The Director of Planning informed Council that the Notice of the Public Hearing was posted in the Municipal Office and was sent by First Class Mail on March 28, 2017 (being over twenty (20) days prior to this evening's meeting) to the assessed owners within 120 metres of the property subject to the proposed Zoning By-law Amendment, and to those persons and agencies likely to have an interest in the application and that included with each Notice was an explanation of the purpose and effect of the proposed Zoning By-law Amendment application and a key map showing the location of the property.

4.1 File No. 17-05FR - Andrew & Megan Rowaan

The purpose of the Public Meeting was to consider a proposed general amendment to Zoning By-law 2014-23 received from Andrew & Megan Rowaan to rezone lands from Waterfront Residential (WR) to a Waterfront Commercial Tourist (WCT) Zone to permit the existing uses, regulate the location and use of all existing and proposed buildings and structures.

Through agency circulation, no concerns were received, the Ministry of Natural Resources and Forestry had no objections but requested a few clarifications and one inquiry from a neighbour to receive an explanation of the application.

The applicants were present to introduce themselves and provided an overview of their business plan.

No one spoke in objection or in support of the application.

The Chair declared this Public Hearing to be concluded and advised of the 20 day appeal period to the Ontario Municipal Board and that during this appeal period, no building permit may be issued or other work commenced. The Zoning By-law Amendment will be considered by Council at tonight's Regular Council Meeting.

5. Adjournment

Moved By Malcolm Lamothe and Seconded By Gisèle Pageau

Resol. 2017- 95

BE IT RESOLVED THAT the special meeting be adjourned at 5:40 p.m.

Carried

MAYOR

CLERK



Municipality of French River

MINUTES OF THE REGULAR COUNCIL MEETING held in the Council Chambers Wednesday, April 19, 2017 at 6pm

Members Present:

Mayor Claude Bouffard(Chair), Councillors Michel Bigras, Ronald Garbutt, Malcolm Lamothe, Gisèle Pageau, Denny Sharp, Dean Wenborne

Members Excused:

Officials Present:

Marc Gagnon, Chief Administrative Officer
Mélanie Bouffard, Clerk
Tom Ng, Treasurer/Tax Collector
Robert Martin, Parks, Recreation & Facilities Manager
Michael Campbell, Chief Building Official
Carlie Zwiers, Executive Assistant

Guests:

17 Members of public

1. Call to Order and Roll Call

The Chair called the meeting to order at 6:00 p.m.

2. Adoption of Agenda

Moved By Denny Sharp and Seconded By Ron Garbutt

Resol. 2017- 96

BE IT RESOLVED THAT the agenda be approved as distributed.

Carried

3. Disclosure of Pecuniary Interest

Councillor Malcolm Lamothe declared a pecuniary interest at Item 5.4.2; he is a member of the Club Richelieu.

4. Delegations

4.1 French River Health Care Response Committee

Nicole Poitras, CPA, is a volunteer consultant for the French River Health Care Response Committee. The Committee was formed in response to a submitted business case to the North East LHIN for the amalgamation of the Sudbury East Community Health Center and the French River Nurse Practitioner Led Clinic Boards. The proposed amalgamation is a source of anxiety in the constituents of the Municipality of French River.

The Committee is seeking support from Council to urge the Ministry of Health to delay their final decision until the results of the initiatives (including a survey of health care in French River, focus groups, interviews with stakeholders...) can be compiled and shared by the Committee.

Council generally agreed to provide them with a letter of support for a delay in the process and to copy the MOH, LHIN, both boards and MPs.

5. Reports and Items for Consideration

5.1 General Government

5.1.1 Clerk's First Quarter Report

The report was presented and included in the agenda package.

5.1.2 Vote by Mail By-law

Moved By Ron Garbutt and Seconded By Malcolm Lamothe

Resol. 2017- 97

BE IT RESOLVED THAT By-law 2017-18, being a by-law to authorize voting by mail for the 2018 Municipal Election and to authorize the execution of agreements to provide vote by mail services be read a first, second and third time and finally passed.

Carried

5.1.3 Health & Safety Policy

Moved By Dean Wenborne and Seconded By Malcolm Lamothe

Resol. 2017- 98

BE IT RESOLVED THAT Council approves the amended Health & Safety Policy and addition of Schedule 'A' - Post Traumatic Stress Disorder (PTSD) Prevention Plan.

Carried

5.2 Finance

5.2.1 Finance First Quarter Report

The report was presented and included in the agenda package.

5.2.2 2017 Budget By-law

Moved By Gisèle Pageau and Seconded By Dean Wenborne

Resol. 2017- 99

BE IT RESOLVED THAT By-law 2017-19, being a by-law to adopt the 2017 Operating and Capital Budget for the Municipality of French River be read a first, second and third time and finally passed.

Carried

5.2.3 Monthly Disbursements Report

The Treasurer reported that the total disbursements for the months of March 2017 were in the amount of \$597,291.65.

5.3 Public Works & Environment Services

5.3.1 Public Works & Environmental First Quarter Report

The report was presented and included in the agenda package.

5.4 Community Services

5.4.1 Parks, Recreation & Facilities First Quarter Report

The report was presented and included in the agenda package.

5.4.2 Funding Application to Hydro One PowerPlay Program

Moved By Ron Garbutt and Seconded By Gisèle Pageau

Resol. 2017- 100

BE IT RESOLVED THAT Council authorizes a Funding Application to Hydro One PowerPlay Program for an amount of up to \$20,000 as part of a partnership with Club Richelieu to improve the Alban and Noëlville Ball Fields.

Carried

Disclosure of Pecuniary Interest

Name: Councillor Malcolm Lamothe

Disclosed his/her (their) interest(s), abstained from discussion and did not participate on this Item.

5.5 Emergency Services and Public Safety

5.5.1 Building Controls/Municipal Law Enforcement First Quarter Report

The report was presented and included in the agenda package.

5.5.2 Fire Department First Quarter Report

The report was presented and included in the agenda package.

5.5.3 Community Policing Advisory Committee

At their last meeting of March 7, 2017, the Committee agreed that each Municipality should identify issues that the OPP should report and focus on; each Council was asked to provide the OPP with a direction of three action items for the next three years. The Resolution will be sent to the Committee for discussion at their next meeting.

Moved By Denny Sharp and Seconded By Gisèle Pageau

Resol. 2017- 101

BE IT RESOLVED THAT Council provides direction to the Community Policing Advisory Committee to report and focus on the following three goals for the next three years for French River:

- 1) Traffic (Distracted Driving, Drunk Driving, Speeding)
- 2) Mental Health Strategy
- 3) Crime (Domestic, Break and Enter, cottages checks)

Carried

5.6 Development & Planning (NIL)

5.7 Correspondence

5.7.1 Request for Support - Bell, Connect to Innovate Program

Moved By Denny Sharp and Seconded By Dean Wenborne

Resol. 2017- 102

BE IT RESOLVED THAT Council authorizes a Letter of support to Bell for their funding application to the Connect to Innovate Program to increase broadband connectivity in Sudbury-East.

Carried

6. Consent Agenda

The following motion was presented to adopt the items contained in the Consent Agenda:

Moved By Denny Sharp and Seconded By Ron Garbutt

Resol. 2017- 103

BE IT RESOLVED THAT Council approves the Items of the Consent Agenda under Sections 6.1, 6.3 and 6.4 and receives the Items under Sections 6.2.

Carried

6.1 Adoption of Minutes

Moved By Denny Sharp and Seconded By Ron Garbutt

Resol. 2017- 104

BE IT RESOLVED THAT Council adopts the following minutes as presented:

Combined Council Meeting held April 5, 2017

Carried

6.2 Receipt of Minutes (NIL)

6.3 Items for Consideration or Information (NIL)

6.4 By-laws

6.4.1 Zoning By-law Amendment

Moved By Denny Sharp and Seconded By Ron Garbutt

Resol. 2017- 105

BE IT RESOLVED THAT By-law 2017-20, being a by-law to amend Zoning By-law 2014-23, as amended (Andrew & Megan Rowaan) be read a first, second and third time and finally passed.

Carried

7. Notices of Motion (NIL)

8. Announcement and Inquiries

Councillor Dean Wenborne reported on the water level, Council generally agreed that a letter be sent to the Public Works Canada relating to the effective management of the water level.

Councillor Denny Sharp reported on her and the CAO's attendance at a meeting with the Rainbow District School Board relating to exploring opportunities in sharing facilities.

Mayor Bouffard reported on the status of the Highway 69 signage; an additional letter is being sent to the Minister of Transportation.

Art Adams, resident of Noëlville, expressed his disappointed that Council was not consulted prior to today in relation of the proposed amalgamation of the health centre Boards, they should have been the first to receive the information on a matter so important to the area and suggested that more information be posted on the municipal website.

9. Closed Session

Moved By Denny Sharp and Seconded By Gisèle Pageau

Resol. 2017- 106

BE IT RESOLVED THAT the meeting be closed as authorized in the Municipal Act pursuant to Section 239 (2) (b) "personal matters about an identifiable individual, including municipal or local board employees" with respect to a former workplace harassment investigation.

Carried

Moved By Dean Wenborne and Seconded By Malcolm Lamothe

Resol. 2017- 108

BE IT RESOLVED THAT the open session reconvenes at 8:30 p.m.

Carried

10. Adjournment

Moved By Denny Sharp and Seconded By Dean Wenborne

Resol. 2017- 109

BE IT RESOLVED THAT By-law 2017-21, being a by-law to confirm the proceedings of the Council of the Corporation of the Municipality of French River at a meeting held on April 19, 2017 be read a first, second and third time and finally passed.

Carried

Moved By Malcolm Lamothe and Seconded By Michel Bigras

Resol. 2017- 110

BE IT RESOLVED THAT the meeting be adjourned at 8:31 p.m.

Carried

MAYOR

CLERK