



COMMUNITY SERVICES COMMITTEE AGENDA

Community Services Committee Meeting
Monday, May 5, 2014
Tom Davies Square

COUNCILLOR RON DUPUIS, CHAIR

Terry Kett, Vice-Chair

4:00 p.m. COMMUNITY SERVICES COMMITTEE MEETING
COMMITTEE ROOM C-11

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

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

COMMUNITY DELEGATIONS

1. Dogs Off Leash in Greater Sudbury Association (DOGS) **5 - 6**
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)
 - Dean Eyre, President, Dogs Off Leash in Greater Sudbury Association
 - Rachelle Niemela, Communications/Projects, Dogs Off Leash in Greater Sudbury Association

(This presentation will provide the Dogs Off Leash in Greater Sudbury Association (DOGS) the opportunity to provide a status update of their accomplishments in 2013 as well as the direction they will be taking in 2014.)

PRESENTATIONS

2. Sustainable Mobility Advisory Panel
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)
 - Steve Reitzel - SMAP Member
3. Report dated April 23, 2014 from the Chief of Fire and Paramedic Services regarding Emergency Medical Services Community Paramedicine. **7 - 13**
(ELECTRONIC PRESENTATION) (RECOMMENDATION PREPARED)
 - Jennifer Amyotte, Commander of Community Health and Professional Standards

(The Emergency Services Department, Emergency Medical Services (EMS) Division is providing a report and presentation outlining the Community Health initiatives being undertaken in order to obtain authorization for the Chief of Fire and Paramedic Services to execute the appropriate agreements as required to secure available funding as may be awarded to implement Community Paramedicine initiatives proposed by the City.)

CONSENT AGENDA

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

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

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

meeting.)

CORRESPONDENCE FOR INFORMATION ONLY

- C-1. Report dated April 7, 2014 from the General Manager of Community Development regarding Therapeutic Pool Update. **14 - 15**
(FOR INFORMATION ONLY)
(This report outlines information regarding the current status and next steps for a Therapeutic Pool.)
- C-2. Report dated April 23, 2014 from the General Manager of Community Development regarding Youth Centres Program Review. **16 - 19**
(FOR INFORMATION ONLY)
(This report outlines costs, utilization and standardization of youth centres across the City.)
- C-3. Report dated April 23, 2014 from the General Manager of Community Development regarding 2013-2014 Ski Hill Post Season Report. **20 - 23**
(FOR INFORMATION ONLY)
(This report provides statistics and highlights from the 2013-2014 ski season.)

REGULAR AGENDA

MANAGERS' REPORTS

- R-1. Report dated April 1, 2014 from the Chief of Fire and Paramedic Services regarding Fire Services Request to Purchase Additional Apparatus to Equip Spare Pumpers. **24 - 25**
(RECOMMENDATION PREPARED)
(This report requests the purchase of additional firefighting apparatus to equip two (2) spare pumpers currently in use within the Fire Services Division utilizing \$83,000 from the Capital Financing Reserve Fund - Fire.)
- R-2. Report dated April 3, 2014 from the Acting General Manager of Growth & Development regarding 2014 Downtown Market Program. **26 - 32**
(FOR INFORMATION ONLY)
(This report provides an update on the work being done by the Downtown Market Working Group and on plans for the 2014 Market season.)
- R-3. Report dated April 23, 2014 from the General Manager of Community Development regarding Cemetery Services . **33 - 34**
(RECOMMENDATION PREPARED)

(This report outlines information related to Pet Cemeteries, Green Burial Spaces and Exterior Niche Walls and recommends a pilot initiative be undertaken at the Civic Memorial Cemetery to provide a designated green burial space.)

- R-4. Report dated April 25, 2014 from the General Manager of Community Development regarding Request for a Sole Source Purchase of a Replacement Lift for Adanac Ski Hill.

35 - 38

(RECOMMENDATION PREPARED)

(This report is requesting the Sole Source Purchase of a used chairlift from Mont-Carmel to replace the Adanac Ski Hill chairlift, which is the oldest above surface ropeway in Ontario.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

BRIGITTE SOBUSH, DEPUTY CITY CLERK

For Information Only

Dogs Off Leash in Greater Sudbury Association (DOGS)

Presented To: Community Services Committee

Presented: Monday, May 05, 2014

Report Date Monday, Apr 28, 2014

Type: Community Delegations

Recommendation

For Information Only

This presentation will provide the Dogs Off Leash in Greater Sudbury Association (DOGS) the opportunity to provide a status update of their accomplishments in 2013 as well as the direction they will be taking in 2014.

Signed By

No signatures or approvals were recorded for this report.



April 10, 2014

City of Greater Sudbury
Clerk's Services

To Whom It May Concern:

The Dogs Off Leash in Greater Sudbury Volunteer Association (DOGS) works to maintain and enhance the Minnow Lake Dog Park located on Second Avenue in Sudbury.

DOGS wishes to provide the Community Services Committee with a yearly status update that describes what DOGS has accomplished in 2013 in partnership with the City of Greater Sudbury and other community partners.

We also wish to provide the Committee with the direction that we will be taking in 2014 to enhance park facilities and usage of the park.

We believe that this information will be valuable to City Councillors and to other groups who are now planning additional dog parks in the City.

We wish to present a short video that we have produced along with a quick verbal presentation.

Dean Eyre, President, and Rachelle Niemela, Communications/Projects, will be presenting on behalf of DOGS.

Thank you for your consideration,

Rachelle Niemela
Communications/Projects
DOGS Volunteer Association
1590 Dollard Avenue, Sudbury, ON P3A 4G9
705-805-0575

Request for Decision

Emergency Medical Services Community Paramedicine

Presented To:	Community Services Committee
Presented:	Monday, May 05, 2014
Report Date	Wednesday, Apr 23, 2014
Type:	Presentations

Recommendation

THAT the City of Greater Sudbury authorize the Chief of Fire and Paramedic Services to execute the appropriate agreements between the City of Greater Sudbury and the Ministry of Health and Long-Term Care (MOHLTC) and other health care partners as required to secure available funding as may be awarded to implement Community Paramedicine initiatives proposed by the City in the report dated April 23, 2014 from the Chief of Fire and Paramedic Services regarding Emergency Medical Services Community Paramedicine.

Finance Implications

If any of the projects are approved, there will be no budget implications as the projects will be 100% provincially funded.

Executive Summary

There is growing evidence that a fully integrated Community Paramedicine program can be used to address identified needs within aging and vulnerable populations to reduce ambulance call volume, emergency department visits, and hospital and/or long term care admissions thereby extending the ability for some residents to live longer independently in their homes with appropriate community support. This will result in improved quality of life and may result in future cost avoidance for Paramedic services and savings for the health care system as a whole.

This January, the MOHLTC announced a \$6 million investment to support the expansion and development of Community Paramedicine initiatives across the province to help older adults and other patients receive the care they need in their homes, while reducing unnecessary emergency room visits and hospitalizations. Emergency Services seeks the City's approval to implement the three Community Paramedicine initiatives, once implemented these initiatives are expected to improve access to the "right care" at the "right time" and in the "right place" which directly links to one of this term of Council's Strategic Priorities "Promoting a Healthy Community".

Signed By

Report Prepared By

Jennifer Amyotte
Commander of Community Health & Professional Standards
Digitally Signed Apr 23, 14

Division Review

Joseph Nicholls
Deputy Chief of Emergency Services
Digitally Signed Apr 23, 14

Recommended by the Department

Tim P. Beadman
Chief of Fire and Paramedic Services
Digitally Signed Apr 23, 14

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Apr 25, 14

Background

The aging population is a key driver of increased calls for Paramedic services and is projected to continue to increase over the next 20 years. Currently, patients 60 years of age and older represent almost 60% of our total call volume, the Service is forecasting a 33% increase in service request volume for cohorts 65+ over the next eight years (*Archibald 2013*).

Canadian population-based data confirms that frail seniors living in the community are nearly four times more likely to be institutionalized and twice as likely to die (*EMSCC 2012*). Frail older people who often have complex and inter-related health and social problems are vulnerable to serious and potentially preventable adverse outcomes. Many frail older adults are homebound and have challenged access to medical care and often suffer higher rates of complex and multiple illnesses including dementia and functional impairments. These measurements clearly demonstrate the need for Paramedic Services to reform strategies, focusing more on Community Paramedicine to address seniors' needs and chronic disease in the home with support from Community based programs.

Dr. Sinha, the Provincial Lead on Ontario's Seniors Strategy in his 2012 report "*Living Longer, Living Well*" has recommended the development and expansion of Community Paramedicine Programs that can offer significant contributions to improvement of health care in Ontario. The MOHLTC continues to consult with healthcare stakeholders including the Ontario Association of Paramedic Chiefs (OAPC), and Municipal Paramedic Services to determine advancing the development of a provincial Community Paramedicine program.

A number of pilot Community Paramedicine Programs have been undertaken across Canada that utilize Paramedics with an enhanced role in screening, community health referrals, and diverting patients from the Emergency Department to more appropriate community-based services, a description of some programs are provided in Appendix 1.

In the fall of 2013, the MOHLTC in partnership with the OAPC funded work on a Provincial Community Paramedicine Toolkit to support the roll-out of a standardized and evidence-based community Paramedic referral program. These assessment tools will enable Paramedics, with a patient's consent to make a direct referral to appropriate community agencies, the most common being CCACSudbury is an active participant in this exciting process, collaborating with Huntington University and Behavioral Supports Ontario (BSO) we are developing and validating additional assessment tools for dementia, delirium, and depression and will be conducting a research trial to validate these new tools for use by emergency responders across Ontario. The Paramedic Referral Toolkit and BSO assessment tools will be implemented in Sudbury once available.

Community Paramedicine Program in Sudbury

Locally, the City's Paramedic Division has been actively involved on several Community Paramedicine initiatives. The aim of these initiatives is to provide positive benefits for our patients, while at the same time reducing demands for Paramedic services reducing the overall impact on the local health care system. While the Community Paramedicine Program in Sudbury is still being developed, our initiatives generally focus on three key areas: Prevention and Education, Intervention, and Diversion Strategies.

Prevention and Education

- Care Link Medical Information which are magnetized fridge file holders that were developed in Sudbury and have now been used in other areas of the province to provide quick easy access to timely medical information in an emergency.

- Prevention of Alcohol Related Trauma in Youth (PARTY) Program – partnership with Health Sciences North Trauma Program aimed at providing education for highschool students on the dangers of alcohol and increased risk of trauma in our youth.
- The Public Access Defibrillator (PAD) program is coordinated through Paramedic Services with over 120 units placed within the City in partnership with the Heart and Stroke AED program. Public CPR training to encourage citizen CPR and use of the public access defibrillators help decrease out of hospital sudden cardiac arrest deaths.

Intervention

- Since 2011, Paramedics have been able to submit “*Community Health Concern Reports*” to the Service. These reports identify patients who are faced with challenges in the home that may result in a medical crisis or a loss to their independent lifestyle, such as unsanitary living conditions; “failure to thrive”; or high utilization of Paramedic services. These patients may benefit from additional community intervention and/or support. These reports result in a case review and typically some type of referral process from the Paramedic Service to our community partner agencies to address their unmet needs.
- The Service also works to identify patients with a high utilization of Paramedic Services for intervention. Only about 40% of those high-use patients will accept additional assistance aimed at reducing their dependency on Paramedic Services. We have seen a 65% reduction in Paramedic service use for those patients who accept paramedic service intervention. Unfortunately, for the frequent users of Paramedic Services who refused our service intervention, we saw an average increase of 8% across the year.

Diversion

- Discussions are ongoing between the Paramedic Division and HSN Mental Health and Addictions on diversion strategies that would see patients transported by Paramedics to specialized clinics and treatment centres within the community. This Diversion strategy is aimed at decreasing non-acute transportation to the Emergency Department (ED) reducing ED overcrowding, but most importantly, may better meet the patient's needs further reducing the utilization of Paramedics and ED visits.

Community Paramedicine Funding

The MOHLTC has allocated \$6 million in provincial funding to support the expansion and development of Community Paramedicine initiatives across the province to help older adults and other patients receive the care they need in their homes, while reducing unnecessary emergency room visits and hospitalizations. This one-time funding of up to \$300,000 per proposal for the 2014-2015 fiscal year should contribute to: improved patient access to the right care in the right place; improved delivery and coordination of services in the community for older adults and other patients with unmet needs; and System partnerships, collaborations, and resources sharing among service providers.

In order to access this funding opportunity, the city's Paramedic Service is working in collaboration with our community stakeholders including Health Sciences North, Behavioral Support Ontario, NELHIN and CCAC in exploring and developing three (3) separate funding proposals to improve our Community Paramedicine Program.

The three (3) proposals are:

1. Community Paramedic Extended Care Transitions Proposal - \$300,000

To establish a program in collaboration with Health Sciences North, the North East Community Care Access Centre and primary care physicians that would see specially trained Community Paramedics providing follow-up care and support to patients discharged from the hospital with Chronic Obstructive Pulmonary Disease, Congestive Heart Failure, Diabetes and Early Dementia who are older adults and at risk for readmission.

The utilization of Community Paramedics has the opportunity to significantly improve outcomes including reductions in EMS 911 calls, decrease readmissions, and improve quality of life through the ongoing monitoring of patients discharged from the hospital both in the immediate discharge period (30 days) but also

in the period extending beyond the 30 day follow-up of the current model. Given that there is base-line data on approximately 300 patients who are enrolled in the current Care Transitions and Rapid Response Model there is an opportunity to evaluate the impact of introducing Community Paramedics into the current intervention model using a quality improvement approach.

2. Behavioral Support Ontario Referral Proposal - \$194, 745

The proposal is to provide Greater Sudbury Paramedics with enhanced knowledge and skills surrounding the normal and abnormal aging process and the 3Ds (delirium, dementia and depression) by means of an educational workshop and training session for the use of the '3Ds-FIRST' tool. This increased education will result in the paramedics' abilities to better detect early-to-late and moderate-to-severe signs of cognitive impairment among older adults. With this enhanced knowledge, paramedics will be able to decide whether such individuals would benefit from a referral to North East Behavioral Supports Ontario (NE BSO) for their mental health care needs.

3. Health Promotion, Prevention, and Education Proposal - \$107,936

Is for a one year temporary position that would be responsible for the development of a health promotion, education, injury prevention program to assist citizens in chronic disease recognition and prevention, referral and health system navigation process, public education and injury awareness/prevention strategies. The goal of the project will be to have a number of fully developed "canned programs" that can be delivered by paramedics in a standardized and consistent manner.

If successful, the Chief of Fire and Paramedic Services will need to enter into funding and operational agreements to support approved proposals.

Conclusion

There is strong evidence that Community Paramedics can support patients in their homes outside of the traditional institutional care model reducing 9-1-1 calls for Paramedic response, Emergency Department visits, and hospital and long-term care admissions. These types of reductions have the ability to result in cost savings from the traditional model of institutional health care with an opportunity for a re-investment of these savings to ensure the long-term sustainability of Community Paramedic Programs.

The Chief of Fire and Paramedic Services will continue to advocate for an integrated Community Paramedicine Program in Sudbury aimed at improving the quality of life for our residents and focusing on three overarching themes – building capacity, synergistic partnerships and innovation while ensuring to continue to provide first-class emergency services that are responsive, reliable, timely and safe.

Recommendation

That the Chief of Fire and Paramedic Services be authorized to execute the appropriate agreements between the City of Greater Sudbury and the Ministry of Health and Long-Term Care(MOHLTC) and other health care partners as required to secure available funding as maybe awarded to implement Community Paramedicine initiatives proposed by the City.

Appendix 1:

Canadian Community Paramedicine Programs

Nova Scotia:

The first Canadian program was developed on Long and Brier Islands isolated communities off the coast of Nova Scotia and has demonstrated cost savings with a 40% reduction in EMS transport to the Emergency Department as well as 28% reduction in Doctor's visits. The annual ambulance call volume for the islands was 150 calls per year. There was the capacity to utilize Paramedics to address the non-urgent medical concerns of citizens. Community Paramedics, Nurse Practitioners, with an offsite collaborating physician, provide the day to day medical assessment, chronic disease monitoring and management including expanded scope of practice that permits minor procedures such as diagnostic testing. An at home Vital signs, Interview, Safety Inspection Treatment (VISIT) program was undertaken by community Paramedics to provide the opportunity for additional services to be made available to citizens of these small isolated islands. This proactive wellness monitoring and education program has resulted in an increase of overall health of islanders and cost savings for the health care system.

Nova Scotia continues to expand the Community Paramedic Program to other areas tailored to meet the local needs. In Cape Breton a Collaborative Emergency Care Program (CEC) involves a Registered Nurse (RN) and Paramedic staffing the Emergency Department during the overnight hours. The team is supported by an on-line oversight physician. The RN and Paramedic treat general malaise (earaches, sore throats, colds), minor trauma (lacerations, simple fractures), allergies, back pain, minor diabetic issues and perform fall assessments. The additional training for paramedics for extended skill set includes suturing, slab casting and otoscope skills. The patients are assessed with one of three decisions being made:

- 1) Treat and release outright
- 2) Treat and release with scheduled primary care appointment
- 3) Transport for definitive care

Toronto:

The Toronto EMS Community Paramedic Program was created in the fall of 1999. The program is a non-emergency community-based service with a focus on health promotion and injury prevention. Toronto has been at the forefront with a number of innovative community programs. Toronto was the first Emergency Medical Service (EMS) to provide influenza immunization to the homeless, vulnerable and house-bound population. They have also assisted the Public Health Unit in large immunization programs.

The Community Referrals by Emergency Medical Service (CREMS) program has been extremely successful since its inception in early spring 2006. This program involves front line responding Paramedics identifying patients that are in need of additional health care or support services. Verbal consent is obtained and referrals are made to the appropriate Community Care Access Centre (CCAC) for further assessment and determination of what kind of services can be provided to meet the patient's needs. In the event a patient does not provide verbal consent and the Paramedics determine that additional support could assist the patient, a follow up visit

with a Community Paramedic is scheduled and the opportunity to discuss health options often results in a referral.

The CREMS program was piloted in Toronto and demonstrated success in community referral for patients that benefit from the services coordinated through the local CCAC. The program includes a community Paramedic that follows up with the patients that “refuse” immediate referral and they are often able to convince the patient that a connection to CCAC would be advantageous to address their mobility or assist with the challenges of daily living. A 73.8% reduction of 911 calls from target population in 2010 not only resulted in patient satisfaction, improved quality of living but clearly demonstrated a direct positive cost avoidance savings for Toronto EMS.

Injury prevention programs such as Partners Promoting Window and Balcony Safety for Children program has been spearheaded by Toronto EMS. This program provides education, use of safety devices and tips to help prevent falls of children. In addition hot and cold weather response plans have been successful in preventing emergencies associated with temperature extremes.

Renfrew County

Renfrew County Paramedic Service partnered with the Local Health Integration Network (LHIN) and community stakeholders to develop the “Aging at Home Strategy” for seniors in Deep River. The goal of the program was to allow seniors to live at home as long as possible with a “team approach” that includes Paramedics, personal support workers, housekeeping and maintenance. Most seniors required only minimal assistance to be able to stay in their homes. Currently thirty-two (32) seniors are being monitored in their home and recent data indicates, of this group, there has been a 50% decrease in emergency calls. The Paramedic’s role is to improve the quality of life and prevent emergency calls by taking vital signs, identifying and removing hazards, ensuring medications are taken as prescribed by physicians and educating patients on their medical conditions. The non-emergency vehicle (that carries essential equipment) can transport patients to the Deep River Hospital for appointments and non-emergency reasons. In this situation lengthy waiting lists for admission to long-term care facilities provided an opportunity for paramedics to assist in positively impacting this new reality.

In addition to the Aging at home Strategy in Deep River program previously described, Renfrew County has a number of other Community Paramedicine Programs including Wellness Clinics that provide residents, with challenges accessing a primary care provider, the opportunity for monthly assessments. The assessments include the monitoring of; blood glucose, temperature, heart rate and blood pressures that are recorded on a monthly basis. The records are provided to the patient to bring to their physician to help diagnose health problems in early stages.

Renfrew County also has a Heart Wise Exercise Program developed in partnership with the University of Ottawa Heart Institute. The purpose is to identify Community Exercise Programs that would benefit from an on-site Automatic External Defibrillator (AED) and staff training in its use as well as in Cardiopulmonary Resuscitation (CPR). Paramedics participate in community mass training for the AED and CPR in conjunction with healthy living workshops.

In low density call volume areas, Paramedics assist the community by providing Ad hoc

home visits to seniors between calls. These visits provide an opportunity for paramedics to assist seniors in accident proofing their home and educate them in injury prevention strategies to keep older adults safely at home for longer period of time.

York EMS

The Expanding Paramedicine in the Community (EPIC) clinical trial currently being undertaken (commenced June 2013) by York County EMS, is the second randomized control trial of Community Paramedicine in the world. In the EPIC trial a select group of Advanced Care Paramedics were given additional training in chronic disease management. The EPIC study will enroll 500 patients with a history or combination of the three most common chronic diseases (Diabetes Mellitus (DM), Congestive Heart Failure (CHF) and Chronic Obstructive Pulmonary Disease(COPD)) The “Control “ group will not receive the care of Community Paramedics and will serve as baseline data. The “Intervention” group will be treated by Paramedics, under the medical oversight of a primary care physician, in the home. This group of patients will be visited at home by the Community Paramedics through regularly scheduled visits and upon request of the family health team for patients experiencing exacerbations of their condition. The Community Paramedics are not working out of Emergency vehicles and not responding to 911 calls. They will however have all the equipment to provide emergency treatment if required and contact dispatch to initiate emergency vehicle response when necessary.

The additional training was provided by Centennial College that has developed a curriculum based on the UK Community Paramedic training program. The program focused on primary health care and chronic disease management.

York EMS has also developed a Community Clinical Program for health assessments at Emergency Shelters to address the homeless that often suffer from chronic disease that is poorly managed such as diabetes. This program provides the Paramedic an opportunity to interact with the marginalized population and address issues prior to escalation to a possible life threatening emergency.

Saskatoon

The Saskatoon Health Bus is an inter-professional mobile primary Health Centre staffed by a Nurse Practitioner and Paramedic. There is no charge for services and no appointment necessary. The bus often provides care to the marginalized population diagnosing and treating common illnesses and injuries. They provide testing, education and counseling for pregnancy, sexually transmitted infections and birth control, chronic disease monitoring, wound care management and suturing and suture removal for minor lacerations. In addition, the health bus assists patients to connect with community services such as; mental health and addictions services.

These are but a few successful programs currently in Canada that utilize the expertise and training of paramedics to provide non acute care in the community.

For Information Only

Therapeutic Pool Update

Presented To:	Community Services Committee
Presented:	Monday, May 05, 2014
Report Date	Monday, Apr 07, 2014
Type:	Correspondence for Information Only

Recommendation

For Information Only

Background

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

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

The creation of a new pool in the former Rayside-Balfour area has been a community vision for some time. The development of a Therapeutic Pool project plan was listed as a Healthy Community priority project in the City's 2012-2014 Strategic Plan. In recent years, the City has emphasized its interest in active living and healthy communities by promoting and providing easily accessible opportunities for all members of our community.

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

Subsequent to the feasibility report, community mobilization and high level discussions with provincial funders have occurred. This report will provide a status update and describe potential next steps in further exploring the construction of a therapeutic/leisure pool for the City of Greater Sudbury.

Signed By

Report Prepared By

Rob Blackwell
Manager, Quality, Administrative and Financial Services
Digitally Signed Apr 7, 14

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Apr 8, 14

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Apr 8, 14

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Apr 8, 14

What Has Happened?

A meeting with Minister Michael Gravelle (Northern Development and Mines) occurred on March 27, 2014. The meeting was attended by Councillor Dutrisac, community representation and city staff. A subsequent meeting followed with NOHFC project officers, city staff, Councillor Dutrisac and community representatives, where details of an NOHFC grant application and requirements were discussed.

What's Next?

Regarding next steps, staff will proceed with Phase 1 of an application for the Strategic Infrastructure Program offered by the NOHFC, to provide a high level description of the project for further consideration by the NOHFC Board. It is anticipated that a decision to proceed will be rendered with a few weeks of the NOHFC Board Meeting (occurring in mid-April). Phase 2 (a more detailed business plan based application) would be required approximately 2-3 months after receiving approval for Phase 1. The full project cost (\$4.7M) will be requested.

Regarding community mobilization and local activities, Councillor Dutrisac will be coordinating a fundraising committee to seek local donations from individuals and organizations. A community survey will also be distributed (available electronically and via hard copy) and consultation will occur during the Parks, Open Space and Leisure Master Plan Community Consultation sessions.

Several other funding opportunities will also be explored to ascertain the viability of applying for additional grants. These opportunities include:

- New Building Canada Fund (administered through the Ministry of Infrastructure)
- Community Based Projects for Seniors (Employment and Social Development Canada)
- Seniors Community Grant Program (Ontario Seniors' Secretariat)
- New Horizons for Seniors (Employment and Social Development Canada)
- FedNor
- Other private grant sources (also being explored)

It will also be important for the project to demonstrate community partnerships and leveraging of funds from other sources. Potential community partnerships will be explored, to provide support and leverage potential contributions (cash or in-kind), to enhance the project.

For Information Only

Youth Centres Program Review

Presented To:	Community Services Committee
Presented:	Monday, May 05, 2014
Report Date	Wednesday, Apr 23, 2014
Type:	Correspondence for Information Only

Recommendation

For Information Only

Background

This report outlines a review relating to programming, funding and location of youth centres in the City of Greater Sudbury (CGS).

Program Review

Youth Centres are committed to the development of programming that promotes a positive educational environment for youth within the CGS. This is possible through partnerships with youth, parents, volunteers, schools, community groups, local businesses and the CGS. A variety of supervised activities for participants can be found at Youth Centres.

Participants can interact in a safe and non-judgmental environment. Centres assist youth in developing positive friendships and growing up in a healthy and safe environment. Supervisors provide a safe and supervised facility for youth to engage in enriching educational activities, to enjoy sports with peers and explore a variety of leisure activities. Staff understands the importance of including youth in all aspects of the centre from fundraising projects, to community initiatives and in planning regular activities.

Benefits

Youth Centres provide a multitude of benefits that further develop youth in terms of spirit, culture, social, physical and psychological benefits. Programs and services include:

- Active programs to increase physical activity levels.
- Involvement in the planning of centre activities and events.
- Promotion of civic engagement and volunteering within community.

Signed By

Report Prepared By

Sherri Moroso
Community Development Co-ordinator
Digitally Signed Apr 23, 14

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Apr 23, 14

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Apr 25, 14

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Apr 28, 14

- Instruction on resume writing and interview skills to assist with obtaining employment.
- Access to service and referral agencies relevant to the needs of youth.
- Development of partnerships with local businesses and community organizations.

Special Needs Youth

Youth Centres provide services to a diverse population of youth including those with special needs:

- Autism
- Learning Disabilities
- Hearing Impaired
- Physical Disabilities
- High Risk Youth

Information on Youth Centres

CGS operated Youth Centres are located at the following sites:

- Capreol Millennium Resource Centre
- Dowling Civic Leisure Centre
- Onaping Community Centre
- Ryan Heights Playground
- Walden Library/Citizen Service Centre
- Valley East Youth Centre (currently closed)

Youth centres are open 3 to 5 evenings per week from September to June reflecting the school calendar year. The programs at the centres are designed for youth aged 10 to 18.

Rayside-Balfour Youth Action Network

The Rayside-Balfour Youth Action Network is located at Coté Park in Chelmsford and offers programs for youth aged 11 to 17 four evenings per week year round. It is managed by a volunteer Board of Directors. The CGS owns the facility which houses the program. The centre is supported by funding from Services Canada. This has enabled the centre to offer summer programming for the past six years. The centre receives an annual operating grant of \$40,000 from the CGS in order to assist with the day to day operating costs.

Sudbury Action Centre for Youth

The Sudbury Action Centre for Youth (SACY) is located on Elm Street in Sudbury and operates 6 days per week. The centre offers services and programs to youths ages 16 to 24. SACY receives an annual grant from the CGS in the amount of \$69,120 to assist with the annual operating cost of the Centre. Refer to Appendix A - Operational Details for more information.

Summary

A youth survey was circulated and completed in all secondary schools in the spring of 2013 to determine youth program needs. Approximately 1,100 surveys were completed. One of the top recommendations obtained was the further expansion of Youth Centres in regards to hours and locations.

Youth in the community have expressed an interest in having Youth Centres open year round. Currently, they are not open during Christmas, March Break and summer months.

Statistics indicate that youth are making use of Youth Centres and therefore there is a need for continued support from the CGS both on a financial and a staff support level. More funding is required to move Youth Centres forward and increase the hours of operation. This would increase budgeted amounts to a total of \$216,000 for salaries and benefits from September until June. If summer months were added along with Christmas and March Break, this cost would be \$69,000 to a grand total of \$285,000 for a full year for all youth centres excluding the cost of supplies.

Challenges facing Youth Centres include hours of operation, staff turnover and equipment and supplies available for facilities. Youth Centres often carry a negative image and perhaps a rebranding may provide a new perspective of youth centres within the community.

A proposal will be brought forward to the Community Services Committee for the 2015 budget process to consider additional funds which can help to address operational needs of Youth Centres identified within this report.

Appendix A – Operational Details

The following is a listing of the City of Greater Sudbury Youth Centre locations, hours of operation, approximate cost in wages/benefits and total attendance to date for the 2013-2014 calendar year.

Centre	Hours (per Week)	Ages	Budgeted Salaries & Benefits (per Year)	Total Attendance (Sept – Feb 2013-14)
Capreol	11.5 hours/week (Open 35 hours/week during summer months)	10-18	\$15,000	713
Dowling	10 hours/week	9-18	\$10,000	416
Levack/Onaping	15 hours/week	9-18	\$22,000	856
Ryan Heights After Four Program	15 hours/week	6-18	\$30,000 (Provincially Sponsored)	2,101
Valley East	24 hours/week (Closed since September 2013. Re-open once new location is found.)	12-18	\$26,000	N/A
Walden	30 hours/week	12-18	\$40,000	2,147
Rayside-Balfour Youth Action Network	20 hours/week (Open 35 hours /week during summer months)	11-17	Program operated by Association. City provides annual grant of \$40,000 for the operation.	3,080
Sudbury Action Centre for Youth (SACY)	62 hours/week (year round)	16-24	Program operated by Association. City provides annual grant of \$69,120 for the operation.	

For Information Only

2013-2014 Ski Hill Post Season Report

Presented To:	Community Services Committee
Presented:	Monday, May 05, 2014
Report Date	Wednesday, Apr 23, 2014
Type:	Correspondence for Information Only

Recommendation

For Information Only

Overview

The City of Greater Sudbury Leisure Services Division operates the Adanac, Capreol and Lively Ski Hills. The 2013-2014 ski hill season saw over 20,000 visitors at the three locations combined.

This report will provide statistics from the 2013-2014 ski season.

The report will also provide information about the new flex pass and ticket fee upgrades introduced this season and provide highlights from the customer service survey conducted following the 2013-2014 ski season.

2013-2014 Ski Hill Statistics

The Adanac Ski Hill continues to attract a significant number of users. The following are statistics for 2013-2014 ski season: 83 operating days/35 evenings, season pass holders (260), 5 day pass sales (293), program participants (252), private lessons (1,382), student visits (761) and day visits (16,545). Average visits per opening shift was 140.2.

In 2013-2014, the Capreol Ski Hill had 55 operating days (average of 12.0 visits per day) and total visits (660). The Lively Ski Hill had 60 operating days (average of 57.6 visits per day) and total visits (3,453).

Signed By

Report Prepared By

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Community Development Coordinator
Digitally Signed Apr 23, 14

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Apr 23, 14

Recommended by the Department

Catherine Matheson
General Manager of Community Development
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Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
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3 Year Comparison

Adanac Ski Hill

Season	Operating Days	Season Passes	5 Day Passes	Program Participants	Private Lessons	Student Visits	Day Visits
2011-2012	62 days / 27 evenings	222	124	183	1,100	616	14,200
2012-2013	68 days / 25 evenings	293	215	219	1,231	510	14,300
2013-2014	83 days / 35 evenings	260	293	252	1,382	761	16,545

Capreol Ski Hill

Season	Operating Days	Season Passes	Total Visits
2011-2012	31	8	416
2012-2013	36	4	334
2013-2014	55	5	660

Lively Ski Hill

Season	Operating Days	Season Passes	Total Visits
2011-2012	35	73	2,171
2012-2013	38	85	1,968
2013-2014	60	104	3,453

The following factors led to increased participation at City of Greater Sudbury ski hills during the 2013-2014 season:

- Extended season due to ideal weather conditions
- Increased marketing efforts
- Exposure for the sports of skiing and snowboarding during the 2014 Winter Olympics
- Closure of privately run Onaping Ski Hill

2013-2014 Highlights and Activities

Ski Hill Customer Survey

As part of the 2013-2014 Ski Hill Post Season Report to the Community Services Committee meeting of May 6, 2013, staff committed to implement an annual user satisfaction survey for CGS Ski Hill membership holders.

At the conclusion of the 2013-2014 ski season, patrons of CGS ski hills were asked to provide feedback via an online survey. Fifty-eight (58) ski hill users responded. Highlights from the survey results included:

- 92.7% of respondents were very satisfied or satisfied with cleanliness of the ski hill areas
- 88.9% of respondents were very satisfied or satisfied with the quality of grooming
- 83.6% of respondents were very satisfied or satisfied with ski hill staff friendliness
- 76.4% of respondents were very satisfied or satisfied with ski hill staff knowledge
- 73.5% of respondents were very satisfied or satisfied with the atmosphere and experience

Areas for improvement noted in the customer survey included:

- 40.0% of respondents were not at all satisfied or not satisfied with lift line wait times at CGS ski hills
- 36.4% of respondents were not at all satisfied or not satisfied with the variety of runs at CGS ski hills

Introduction of Flex Pass and Upgrade Fee Options

At the October 21, 2013 Community Services Committee meeting, new rates corresponding to flex passes, promotional pricing and ticket upgrade strategies were approved. The new options for skiers and snowboarders were introduced prior to the 2013-2014 season to provide more flexibility and encourage use of all three ski hills.

The Ski 3 Season Pass provided full access to Adanac, Capreol and Lively Ski Hills. A total of 13 of the Ski 3 Season Passes were sold. The Ski 2 Season Pass provided full access to Capreol and Lively Ski Hills with 3 passes sold this season. Capreol and Lively Ski Hill season pass holders also had the option to upgrade their pass at Adanac for reduced rates. Fifty (50) upgrades took place this past season.

Although uptake on the new flex pass and ticket upgrades was low during the initial season, it is believed that it is important to provide customers with options to access all three hills.

Canadian Ski Patrol Services

Canadian Ski Patrol Services (CSPS) volunteers contributed approximately 4,000 volunteer hours promoting safe skiing and boarding and providing first aid coverage at Adanac and Lively Ski Hills. Leisure Services staff have worked with CSPS to develop a Joint Statement of Understanding which clearly recognizes the important functions that CSPS provides to CGS ski hills and the volunteer contributions of individual CSPS members.

Races Hosted at Adanac

The Adanac Ski Hill was home to the Sudbury District Secondary School Athletic Association (SDSSAA) and Northern Ontario Secondary School Association (NOSSA) alpine ski championships. Additionally, the Adanac Ski Club hosted a Northern Ontario Division Race, a provincial/national points race, at Adanac.

Walden Winter Carnival Activities

The Walden Winter Carnival Organizing Committee made use of the Lively Ski Hill as a fireworks launch point as part of their 2014 Winter Carnival Opening Ceremonies. Also, those individuals who presented a valid Walden Winter Carnival button received discounted ski pass rates during the Saturday and Sunday of the carnival.

Request for Decision

Fire Services Request to Purchase Additional Apparatus to Equip Spare Pumpers

Presented To:	Community Services Committee
Presented:	Monday, May 05, 2014
Report Date	Tuesday, Apr 01, 2014
Type:	Managers' Reports

Recommendation

THAT the City of Greater Sudbury approve the Emergency Services Department's request to utilize \$83,000 from the Capital Financing Reserve Fund – Fire for the purchase of additional firefighting apparatus to equip two (2) spare pumpers currently in use within the Fire Services Division as recommended in the report dated April 1, 2014 from the Chief of Fire and Paramedic Services.

Finance Implications

If approved, the purchase of firefighting apparatus will be funded through the Capital Financing Reserve Fund – Fire.

Background

Currently, the spare pumpers in Fire Services are not equipped with firefighting equipment. When a pumper is taken out of service for annual inspections, pump testing or repairs, the fire crews are required to strip the equipment off one pumper and transfer it to the spare pumper. The spare pumpers are not even equipped with hose so the process is quite lengthy. This exercise can take as long as an hour and a half. When the vehicle is returned to service this exercise is reversed. In the career areas, the crews are on duty when this happens; therefore, no additional costs are incurred. But, in volunteer areas, the fire fighters are paid to strip the vehicle and restock the vehicle.

Quite often, due to the different compartment layouts on the different styles of pumpers, there is insufficient room for all the equipment that the pumpers are required to carry. Leaving behind certain equipment can hinder the crew's effectiveness.

As equipment is taken off and on the different vehicles, some of the equipment is misplaced or replaced with equipment that is best suited on certain trucks. This happens more often when one crew strips the equipment and a different crew re-stocks the vehicle.

This transfer of equipment is repeated across the City in both career and volunteer areas throughout the year. While the transfer is occurring, the pumper is unable to respond to calls, potentially putting the City at

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Report Prepared By

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Division Review

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Recommended by the Department

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risk. Other stations will respond but this increases the response time due to geography which can impact the Service's effectiveness.

By fully equipping the two spare pumpers, the switch out of vehicles can be done in minutes which would be more efficient thus eliminating potential response delay and save the cost of wages for stripping and restocking the vehicles.

For Information Only

2014 Downtown Market Program

Presented To: Community Services Committee

Presented: Monday, May 05, 2014

Report Date Thursday, Apr 03, 2014

Type: Managers' Reports

Recommendation

For information only.

Background & Summary

Following the completion of a successful first season in the new location, the Downtown Market Working Group has been working to prepare for the upcoming opening of the 2014 Market program.

Established at the direction of Council in order to provide guidance, information and expertise on program development, the Downtown Market Working Group has been meeting monthly to develop an outline for programming, budget, vendor recruitment, marketing and communications and performance measurement.

The Working Group has been working closely with staff to evaluate suggested solutions to challenges raised in part by feedback from consumers and vendors provided following the 2013 season. Together with a review of best practices used by other Northern markets and with the expertise provided by Perry + Perry Architects on layout and design, the Working Group has made significant progress on determine the approach for this season. This report will provide an update on their work to date, which can be summarized as follows:

- The Market will be open for the season from Saturday, June 28th to Sunday, October 26th, with Market hours set as 8:00 a.m.-2:00 p.m. Saturdays and 10:00 a.m.-2:00 p.m. Sundays
- The Working Group has an ongoing regard for the process of securing the CPR building as well as the development of the Elgin Street Greenway and are aware that both projects will have specific implications for the future layout and functional program of the Market
- With these implications in mind, the physical layout of the Market will remain very similar to that of 2013, with improvements being made to address safety, improve traffic

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Report Prepared By

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Division Review

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Recommended by the Department

Paul Baskcomb
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flow, increase weather protection and remove tripping hazards and uneven surfaces at a projected cost of \$130,000

- Actual costs of site redevelopment came under budget in 2013, with remaining funds available to cover these estimated costs for this year's construction work
- In advance of targeted vendor recruitment tactics, a number of inquiries have been received from both returning vendors and new businesses interested in participating in this year's program
- Marketing, communications and cultural programming strategies are pending further development by the Market Working Group over the next several meetings

Prioritizing further research, tracking and data gathering over this coming season, the Working Group will be reviewing results of the 2014 program in order to provide guidance for a critical path and business plan for a future self-governing Market organization, with a report to Council scheduled for November 4th, 2014.

2014 Market Program

The opening date of the 2014 Market season will be Saturday, June 28th, with final Market day planned for Sunday, October 26th. Operating hours will be Saturdays 8:00 a.m. to 2:00 p.m. and Sundays 10:00 a.m. to 2:00 p.m. Based on a review of traffic patterns during previous Market seasons, the Working Group has determined that these hours will make more efficient use of resources on the part of staff and vendors alike.

Tactics such as marketing efforts, cultural programming and seasonal activities will be explored in order to increase traffic both on Sundays throughout the season as well as on weekends later into October.

Canadian Pacific Rail (CPR) Station Building and Elgin Street Greenway Development

City staff continue to work through the process associated with Heritage Canada as part of the transfer of ownership of the CP Rail Station building. As the process will not be completed in time to allow for Market operations within the building itself for the 2014 Market season, the Market Working Group have confirmed a commitment to utilizing the outside layout for this year. They will be apprised of progress on the building components and will have regard for any opportunities that may be available as they prepare to report back to Council in fall 2014 with recommendations for the 2015 Market program and beyond.

The development of the Elgin Street Greenway will also have implications for future Market programming. Based on a review of the Greenway initiative, the Working Group has determined that the benefits of the urban revitalization it entails include potential increases in Market traffic as the Elgin Street corridor becomes more attractive to visitors and locals and the Market location is tied more closely to the Laurentian School of Architecture.

The Greenway development will most likely alter the front section of the Market closest to Elgin Street. The Working Group has elected to maintain most aspects of the current layout and functional program of the Market for 2014 rather than invest significant resources in new physical structures or plans, emphasizing that there will be a need to revisit the layout for future Market years as the detailed design for the Greenway is completed. Council will also be informed of these changes as they are clarified.

Physical Site & Functional Program

After careful review of the 2013 site layout and the comments received from vendors and consumers, the Working Group has determined that the same layout should be maintained for the 2014 season, with improvements made to address safety and traffic flow concerns. This will entail the enforcement of hard boundaries (for example, better definition of customer flow and vendor display areas) along with vendor set up times (for instance, vendors will be required to set up on time each Market day, with no vehicles to be moved during Market hours).

Long-term leaseholders in the 16x20 Market stalls will be permitted to park their vehicle with their corresponding stall for the purpose of loading and unloading during Market operations, and no vendor vehicles will be permitted to leave designated parking space during the operating hours, without prior notice and approval from Market Staff. Where necessary, vendors will be asked to make alternate arrangements regarding transportation and loading during operating hours.

Other work will be done to improve the utility of the Mobile Retail Units (MRUs), the “horseshoe” configuration of the repurposed shipping containers that provided more of an indoor space for vendors, each equipped with power outlets and secured 24 hours a day. The initial site layout that has been supported by the Working Group has been included for reference, with a number of components still in need of final detailing.

Concerns expressed by vendors and consumers last year pointed to the uneven surfaces and tripping hazards within close proximity to the MRUs, and to address these concerns, along with those regarding protection from weather and uneven surfaces, Perry & Perry Architects have been engaged to provide potential solutions for the 2014 Market. Improvements include:

- Retrofit of the existing canopy above the MRU “horseshoe”, with additions of gutters and improved drainage for better protection from rain
- Addition of a raised floor in the centre of the MRUs to provide a level surface, with stairs, ramps and handrails to be constructed to ensure full accessibility
- Removal or depression of existing curbs to reduce tripping hazards and improve consumer traffic flow

A cost of \$130,000 has been estimated for this work, which includes site planning, construction, professional fees and contingencies.

On March 26, 2013, council approved the plan to move forward with Phase 1 site development at an estimated cost of \$880,000. Actual costs of \$705,314 were expended in 2013, and the estimated costs of \$130,000 for this year’s site improvements as outlined above will be covered by the remaining funds.

Vendor Units & Vendor Recruitment

There are four types of vendor units available for the 2014 season, as follows:

- 8x10 Market Retail Units (MRUs): these units include one electrical outlet, and are locked at the end of each day, with 24 hour security active on site. These units are available on a season and monthly basis only, enabling vendors to set up for the full season.
- 16x20 Semi-Permanent Tents: These tents form the first row of vendor stalls parallel to Elgin Street and are the largest spaces available for vendors. The two corner stalls are

available at a premium due to the increased exposure of the locations.

- 10x10 “Pop-Up” Tents: these temporary tents are provided to vendors for set up in specific areas within the Market layout and are removed for storage at the end of each Market day; they are available on a seasonal, monthly, weekly or daily basis.
- 3x7 Market Stands: These are moveable stands for vendors, also stowed at the end of each Market day, and available on a seasonal, monthly, weekly or daily basis.

	Seasonal	Monthly	Weekly	Daily
16 x 20 (corner)	\$2,256.64	\$628.32	\$336.28	\$283.19
16 x 20	\$2,053.10	\$566.37	\$309.73	\$256.64
10 x 10	\$1,026.55	\$283.19	\$154.87	\$102.65 Artisan/Crafter \$51.33 Local Farmer
3 x 7 Market Stand	\$398.23	\$110.62	n/a	\$76.99
8 x 10 (MRU)	\$1,185.84	\$327.43	n/a	n/a
Hydro	\$165.00**			\$5.09
Insurance				\$5.00

**Prices do not include HST.*

*** The seasonal hydro rate reflects a 10% discount on the cumulative cost of electricity per day for the full season. A by-law amendment will be presented to Council this Spring to authorize this rate change.*

Staff will be working on comprehensive communication with vendors to increase their understanding of the savings and benefits associated with full seasonal rates, and to ensure that each vendor is matched with the stall allocation and fee that best suits his or her business. With several details still to confirm, the official Market Application and Vendor Permit will be distributed to returning and potential vendors as soon as they are finalized.

Vendor applications will be reviewed and approved based on criteria and type of vendor, including the following categories now being explored by the Working Group:

- Local grower/producer (within 150 km radius)
- Dealer/Reseller of produce
- Artisan/Crafter (locally made and produced)
- Prepared Food Vendor
- “Other” category (such as limited resellers of merchandise or other services, such as face painting)

The Working Group is now developing a checklist for produce vendors in order to help identify products from within the region, within Ontario and so on.

Regarding Stall Allocation, the Working Group has agreed to prioritizing vendors in good standing from previous years, then produce vendors committing to the entire season, then new vendors that fit into the vendor definitions, based on proximity to Sudbury, the fit into the product mix of the Market, seasonal availability, consumer demand and number of vendors with similar products.

To date, over 12 vendors have inquired about stalls for the upcoming season, and 10 of those are new to the Market program. Three returning vendors have also been in touch to express interest in retaining an MRU stall for this year, and nearly all of the vendors who occupied the front 16x20 stalls in 2013 have also been in touch to request the same stalls for 2014.

Based on these positive preliminary inquiries, the Working Group will be working with staff to develop a targeted Vendor Recruitment strategy. In addition, the Working Group will be developing plans for 2014 Market Information Sessions to be held this spring to provide vendors with update information and resources for this season.

Marketing & Communications

After review of the 2013 Communication Plan, the Working Group has determined that the same communication goals apply: to promote public awareness and drive attendance to the Market over the course of the season. The hours of operation must be clearly communicated in each promotional placement, and tactics must align with the characteristics of the Market's target audiences.

With this in mind, staff will be working with the Communication Department to update the communication plan in order to leverage a budget of \$17,000 for maximum exposure and results. In particular, the Working Group is interested in the potential to increase use of social media tactics to engage consumers and build a list of ongoing followers. These tactics, along with use of free promotional opportunities (such as Public Service Announcements and features on CBC Morning North, for example), will enable a more strategic use of limited resources.

Cultural Activities & Programming

As in 2013, the Market facility, including the stage and the community space, will be booked with activities and entertainment in order to draw traffic to the Market and to enhance the Market experience. With the final program still to be determined, staff will reach out to the arts and cultural sectors to invite artists, acts and community organizations to entertain and engage visitors on a weekly basis. A small budget of \$5,000 has been developed in order to support the artists at nominal fees.

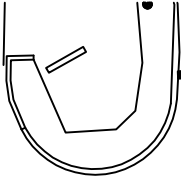
Conclusion

With several areas of the program still to finalize, including the development of a schedule of cultural activities and marketing/communication planning, the Working Group will continue meeting regularly to confirm these details. The group is looking forward to Vendor outreach efforts and opening day events as the dates approach.

In addition, the Working Group has emphasized the need for increased focus on tracking results and gathering data through research and ongoing surveying of both consumers and vendors during the 2014 season to gain insights for decision-making in preparation for future Market operations.

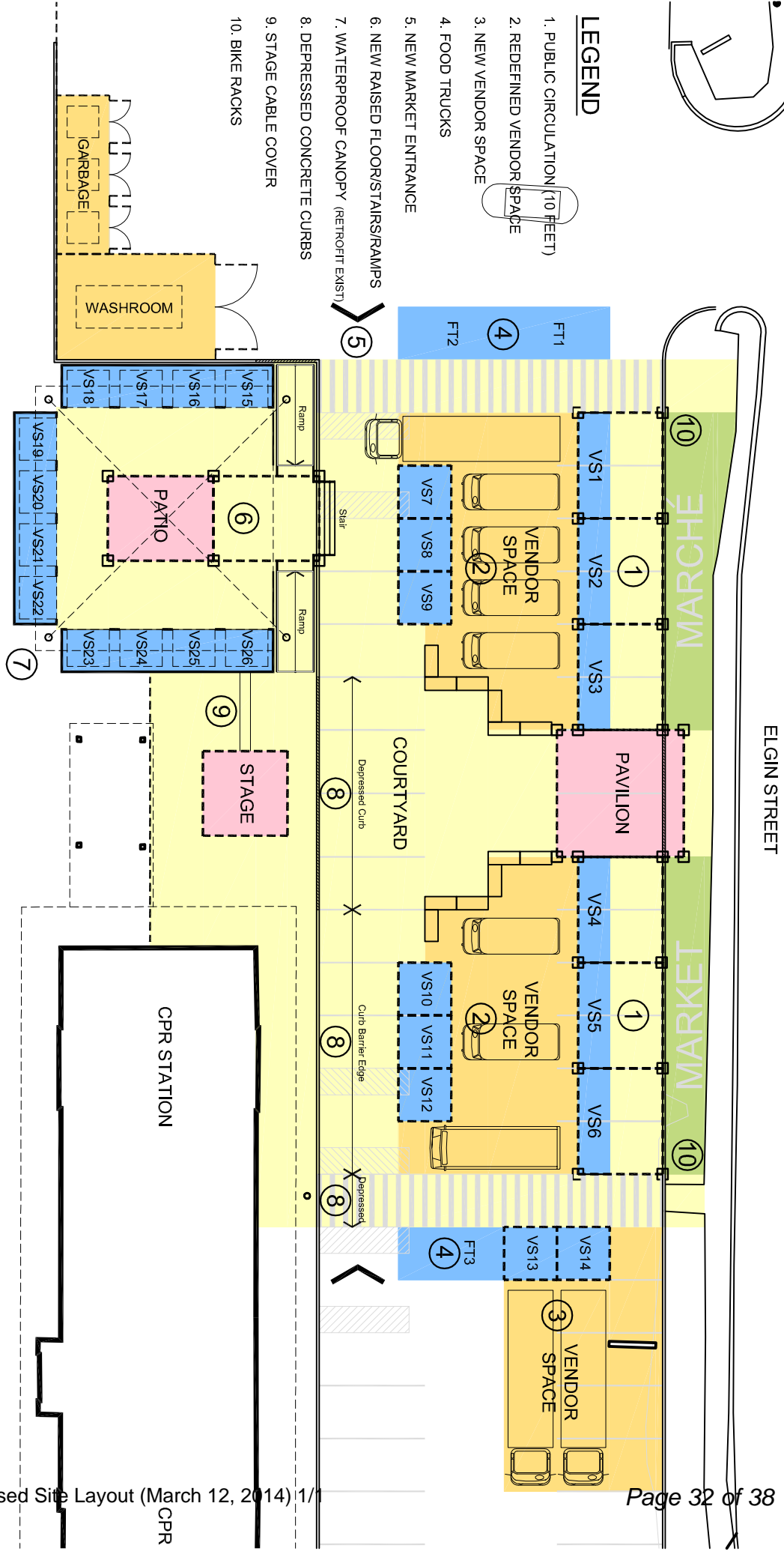
As included in their mandate, the Downtown Market Working Group will be reviewing results of the 2014 season in order to provide guidance and recommendations on the development of "a

critical path and a business plan for the organization's evolution to a self-governing Market corporation". Their recommendations will be presented to Council at the November 4th, 2014 meeting for review and discussion.



LEGEND

- 1. PUBLIC CIRCULATION (10 FEET)
- 2. REDEFINED VENDOR SPACE
- 3. NEW VENDOR SPACE
- 4. FOOD TRUCKS
- 5. NEW MARKET ENTRANCE
- 6. NEW RAISED FLOOR/STAIRS/RAMPS
- 7. WATERPROOF CANOPY (RETROFIT EXIST)
- 8. DEPRESSED CONCRETE CURBS
- 9. STAGE CABLE COVER
- 10. BIKE RACKS



CGS PUBLIC MARKET PROPOSED 2014 SITE LAYOUT

MARCH 12, 2014

Request for Decision

Cemetery Services

Presented To: Community Services Committee

Presented: Monday, May 05, 2014

Report Date Wednesday, Apr 23, 2014

Type: Managers' Reports

Recommendation

WHEREAS at the December 2, 2013 meeting, the Community Services Committee requested additional information and options related to the feasibility of a municipally operated pet cemetery, green burial spaces and exterior niche walls in cemeteries that are full;

AND WHEREAS pet cemeteries are not financially feasible;

AND WHEREAS there is growing demand for green burial spaces;

AND WHEREAS exterior niche walls have been purchased for cemeteries where cost/benefit warrants;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury undertake a pilot initiative at the Civic Memorial Cemetery providing a dedicated space for green burial spaces;

AND THAT the impact of this pilot be brought back to the Community Services Committee for consideration.

Signed By

Report Prepared By

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Manager of Cemetery Services
Digitally Signed Apr 23, 14

Division Review

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Recommended by the Department

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Digitally Signed Apr 23, 14

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Apr 25, 14

Background

At the December 2, 2013 Community Services Committee meeting, staff were asked to report back on the viability of operating a pet cemetery, opening "green burial spaces" and examining exterior niche wall options.

Pet Cemeteries

The concept of opening a pet cemetery was researched by examining the operation of other pet cemeteries in Ontario. The main thrust of the research was to determine if pet cemeteries are financially viable. Research determined the following facts:

- According to the Ministry of Consumer Services, there is only one municipally operated pet cemetery in Ontario (Brockville). That cemetery is not financially viable.
- Pet cemeteries are generally operated by Non Profit groups or the Private Sector

- Land for a pet cemetery must be severed from a human cemetery
- Pet cemeteries are not a core municipal service
- Potential revenue from a pet cemetery will not offset future maintenance costs (i.e. grounds maintenance)

The City of Greater Sudbury faces challenges generating a surplus from human cemeteries with only 1 (Civic Memorial) out of 25 being financially sustainable without tax levy support.

Green Burial Spaces

Currently the demand for "green burial spaces" is not high, however, given the demographics in Greater Sudbury, it is anticipated that requests for this type of enhanced service will increase in the future.

It is proposed that the City of Greater Sudbury undertake a pilot initiative to designate a small section at Civic Memorial Cemetery to provide "green burial spaces" to essentially test the demand for this service and the needs of families going forward.

As part of the pilot, some of the standards for "green burial spaces" that will be adopted are as follows:

- All interment materials must be completely biodegradable and eco friendly
- Must be eco friendly products used in the disposition of remains
- Only natural wood caskets or biodegradable shrouds may be used as containers
- Grave markers must be of natural stone

Exterior Niche Walls

The committee inquired about options related to exterior niche walls within the City's 25 cemeteries. An exterior niche wall is a granite structure which may contain up to eighty compartments (niches) for the placement of cremations. The cost of approximately \$50,000 to construct exterior niche walls has resulted in these structures being provided in cemeteries where the demand warrants the cost. As such, exterior niche walls have been erected in the larger cemeteries; Lasalle, Civic Memorial, Valley East, Chelmsford, Garson, Lively and Capreol. Inquiries for niches in the City's 18 smaller cemeteries are infrequent and therefore, based on cost/benefit, have not been provided.

Request for Decision

Request for a Sole Source Purchase of a Replacement Lift for Adanac Ski Hill

Presented To: Community Services Committee

Presented: Monday, May 05, 2014

Report Date: Friday, Apr 25, 2014

Type: Managers' Reports

Recommendation

WHEREAS the Adanac Ski Hill chairlift is currently the oldest above surface ropeway in Ontario;

AND WHEREAS the next aging Technical Safety and Standards Authority lift assessment is required prior to the 2016-2017 ski season;

AND WHEREAS capital funds have been identified for the replacement of the Adanac Ski Hill chairlift in the amount of \$1,000,000, budgeted in the Community Development capital envelope (2014-2017);

AND WHEREAS the purchase and installation of a used replacement lift meets the conditions for a non-competitive purchase as per City of Greater Sudbury purchasing policies;

AND WHEREAS a used chairlift suited for Adanac Ski Hill is available for purchase from Mont-Carmel;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury approve a Sole Source Purchase for a used chairlift from Mont-Carmel, subject to inspection and the negotiation of a best and final offer, as well as the advancement of scheduled capital dollars as required to secure the purchase and transportation of the used chairlift.

Finance Implications

As part of the 2014 Community Development Department capital budget, staff identified the need to budget \$1,210,000 for upgrades to the Adanac and Lively ski hills. In 2014, Council approved \$302,500 towards the capital upgrades. The balance will be funded from the 2015, 2016 and 2017 capital envelopes as required.

Background

As per the Aging Ski-Lift Periodic Engineering Review and Assessment Schedule distributed by the Technical Safety and Standards Authority (TSSA), the 1955 Poma Double Chair Lift at Adanac Ski Hill is the

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oldest above surface ropeway in Ontario. The next aging lift assessment is due in 2016, at which point the base elements of the lift will be 61 years old, including the drive gear and structural elements.

A previous engineering assessment advised that \$250,000 to \$300,000 of work would be required for the 2016 audit. Work at minimum would include a new motor, motor control system, gearbox, upgrades to braking systems and operator interfaces. Due to the age of the lift and infrastructure, costs associated with the refurbishment could increase. If this work was done, another aging lift assessment would be required in 2021 and every 5 years afterwards.

Ski hill capital upgrades were included as part of the 2014 capital budget deliberations. The ski hill capital needs replacement was estimated at \$1,210,000. The capital estimates included:

- \$1,000,000 – Adanac Ski Hill lift replacement
- \$210,000 – Lively Ski Hill upgrades

The engineering assessment of the existing Adanac chair lift recommended that the capital funds be allocated within a 4 year period (2014-2017) as a replacement lift would need to be installed and operational for the 2016 TSSA assessment. This would require a replacement lift to be ready prior to the 2016-2017 ski season. In order to ensure that capital funds are available to meet this deadline, \$302,500 has been identified in the capital envelope for the years 2014, 2015, 2016 and 2017.

Used Lift Opportunity

A 1989 Doppelmayr quad seat passenger ropeway lift has recently come on the market. The chairlift was originally installed at Ski Chantacler located in Ste Adele, QC. Mont-Carmel purchased the lift in 2010 and completed a number of upgrades, installing the lift for the 2011-2012 ski season.

Mont-Carmel has not operated since the installation of the chairlift was completed in December 2011. In 2013, the assets of Mont-Carmel were auctioned off with the exception of the 1989 Doppelmayr chairlift which remains largely as it was in December 2011. The asking price for the chairlift requested by Mont-Carmel is \$325,000. Costs associated with removal and transportation of the chairlift are not included. Staff will negotiate a best and final offer.

A preliminary engineering report of the Mont-Carmel chairlift indicates that the 1989 Doppelmayr quad seat lift is suitable for Adanac Ski Hill, as the alignment of the two hills are similar. A comparison of the existing Adanac chairlift and the Mont-Carmel chairlift is below:

Description	Existing 1955 Poma (Adanac)	1989 Doppelmayr (Mont-Carmel)
Year of Manufacture	1955	1989
# of Chairs	38	48
Passengers per Chair	2	4
# of Towers	8	6
Tensioning System	Counter-weight	Hydraulic
Haul Rope Cable Size (in)	1-1/4	1-1/4

Capacity		1,600
Horizontal Length (m)	325	440
Vertical Rise (m)	73.1	80
Inclined Length (m)	337.3	450

The preliminary engineering report of the Mont-Carmel lift notes that it has a much greater carrying capacity than the existing Adanac Ski Hill lift. Although the Mont-Carmel lift is comparable in length of the Adanac Ski Hill lift, there are two fewer towers, freeing up on hill space. The hydraulic tensioning system is an upgrade over the existing counter weight system.

If the Mont-Carmel chairlift were to be purchased and moved, there would be additional costs associated with engineering services to have the lift reinstalled at Adanac Ski Hill. This engineering would address tower locations, foundations, tower heights, chair spacing, system tensioning, controls, and integrated safety systems. In addition to the purchase cost of the new lift, estimated costs associated with the used lift are as follows:

Removal and transport of used lift	\$50,000
Upgrades to elevating device to meet CSA Z98-07 code	\$150,000
Removal of existing Adanac lift	\$50,000
Installation of refurbished elevating device and license testing	\$200,000

With the purchase and installation of the used replacement lift, the next mandatory audit after 2016, and any associated costs, would take place in 15 years time.

New Lift Purchase Comparison

Staff obtained two estimates for the purchase of a new chairlift, comparable to the capacity and specifications of the Mont-Carmel lift. The estimated cost of a new lift is \$1,350,000 which does not include costs associated with removal of existing infrastructure.

With a purchase of a new chairlift, the next mandatory audit after 2016, and any associated costs, would take place in 30 years time.

Sole Source Purchase of a Used Chairlift

The purchase and installation of a chairlift is a highly technical process. A replacement lift must meet CSA Z98-07 requirements, the code governing elevated lift devices. A replacement lift must also fit the topography of the ski hill with considerations for horizontal length, vertical rise and inclined length. Other considerations include capacity of the chairlift and tensioning systems.

By-Law 2014-1, a By-Law governing procurement policies and procedures effective July 1, 2014, states that non-competitive purchases may be considered where the following factors are present:

- The standardization or compatibility of a Purchase with existing equipment, product standards,

facilities or service is a paramount consideration.

- There is an absence of competition for technical reasons and the Goods, Services and/or Construction Services can only be supplied by a particular Supplier.

The purchase and installation of a replacement lift meets the conditions for a non-competitive purchase as per City of Greater Sudbury purchasing policies. Additionally, the purchase and installation of the Mont-Carmel 1989 Doppelmayr quad lift is within scheduled capital dollars in the Community Development capital envelope (2014-2017).

Upon Council's approval of a Sole Source Purchase, staff would conduct a comprehensive inspection and review of the Mont-Carmel chairlift and negotiate a best and final offer for the purchase of the used lift.