



COMMUNITY SERVICES COMMITTEE AGENDA

Community Services Committee Meeting
Monday, December 2, 2013
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

PRESENTATIONS

1. Report dated November 20, 2013 from the General Manager of Community Development regarding Changes to Cemetery Legislation. **4 - 5**
(ELECTRONIC PRESENTATION) (RECOMMENDATION PREPARED)
 - Ron Henderson, Director of Citizen Services

(This presentation is regarding Cemetery Service levels, financial challenges, new Cemetery Legislation and recommendations to amend Cemetery By-law 2003-47.)
2. Report dated November 20, 2013 from the General Manager of Community Development regarding Community Engagement Review. **6 - 10**
(ELECTRONIC PRESENTATION) (RECOMMENDATION PREPARED)
 - Chris Gore, Manager of Community Partnerships

(This report recommends a review of the community engagement practices currently in place.)

REGULAR AGENDA

REFERRED & DEFERRED MATTERS

- R-1. Report dated November 19, 2013 from the General Manager of Community Development regarding Preliminary Report on Fitness Centre Membership Fees - Pre-authorized Payments. **11 - 12**
(FOR INFORMATION ONLY)

(This report provides a information on the implementation of Pre-authorized Payment process for fitness centre memberships as a follow up to deferred matter from August 2013.)

MANAGERS' REPORTS

- R-2. Report dated November 20, 2013 from the General Manager of Community Development regarding Child Care Prioritized Wait List Policy. **13 - 21**
(RECOMMENDATION PREPARED)

(This policy will deal with the implementation of a prioritized wait list policy for subsidized children.)
- R-3. Report dated November 26, 2013 from the Chief of Emergency Services regarding EMS Paramedic Response Unit (PRU) Conversion. **22 - 24**
(RECOMMENDATION PREPARED)

(The Emergency Services Department, EMS Division is seeking authorization to maintain a standardized Paramedic Response Unit (PRU) Fleet with Rowlands Emergency Vehicle Products Inc.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

BRIGITTE SOBUSH, DEPUTY CITY CLERK

Request for Decision

Changes to Cemetery Legislation

Presented To: Community Services
Committee

Presented: Monday, Dec 02, 2013

Report Date Wednesday, Nov 20,
2013

Type: Presentations

Recommendation

WHEREAS funeral homes and monument dealers have been collecting specific cemetery fees on behalf of the City of Greater Sudbury, and;

WHEREAS the Funeral, Burial and Cremation Services Act, effective July 1, 2012 continues to allow this practice but requires any third party collecting funds on behalf of the City to enter into a legal agreement, and;

WHEREAS changes to By-law 2003-47, Maintenance and Management of Cemeteries in the City of Greater Sudbury be amended, and;

THEREFORE BE IT RESOLVED THAT that the City of Greater Sudbury enter into a legal agreement with funeral homes and monument dealers to continue the practice of collecting cemetery fees on behalf of the City of Greater Sudbury;

AND THAT the necessary amendments to By-law 2003-47 are brought forward to Council.

Signed By

Division Review

Ron Henderson
Director of Citizen Services
Digitally Signed Nov 20, 13

Recommended by the Department

Catherine Matheson
General Manager of Community
Development
Digitally Signed Nov 20, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Nov 20, 13

Background

Cemetery Services are regulated locally by Cemetery By-laws that were approved by City Council at municipal amalgamation. Cemetery By-laws for the most part are fairly static but from time to time are reviewed by staff to reflect changes in provincial legislation, needs of families and trends within the service.

Below is the rationale for entering into a legal agreement with service providers and how amendments to By-law 2003-47 will better serve the needs of families.

Legal Agreement with Funeral Homes and Monument Dealers

Since 1981, it has been common practice for local funeral homes and monument dealers to collect certain cemetery fees on behalf of the City of Greater Sudbury (City). Specifically, funeral homes have been

collecting opening and closing burial fees while the monument dealers have been collecting foundation installation and care and maintenance fees for the City. This practice is in place as it allows families the ease of a “one stop” location for making payment.

New Cemetery Legislation which came into effect in 2012, continues to allow this practice, however, this requires the City to enter into a purchase of service agreement with any third party (funeral homes and monument dealers) that collects funds on behalf of the City.

By-Law Amendments

Credit

Currently families pay the full amount for Cemetery Services before any services are received. At issue is that often families require time to collect Canadian Pension Plan (CPP) death benefits and/or life insurance benefits as part of the proceeds of the estate.

As such, Cemetery Services will amend By-law 2003-47 allowing payment terms of 60 days after cemetery services are received. This change would be consistent with local funeral homes and other municipal cemeteries within the province.

Memorial Bench Program

Since 2000 a Memorial Bench Program has been in place which provides families the option of purchasing a memorial bench that is typically placed near their loved ones grave site. Since the introduction of the program, the aging and number of benches in the cemetery system has become problematic. As an example, since 2000, Civic Memorial Cemetery has accumulated approximately 200 benches. At issue is the fact that benches over time begin to deteriorate and ultimately become a safety hazard as witnessed by many of the benches at Civic Memorial Cemetery today. As well, as benches accumulate, they create challenges for grass cutting and grave side services.

As such, Cemetery Services are recommending that the existing Memorial Bench Program be continued, however, that benches be “Leased” to families for a period of 10 years for \$1,000.00 rather than sold. In this way, cemetery services will retain ownership of all benches and have the option of removing the bench after the 10 year lease period. Families will always have the option of releasing a new bench for a further 10 year term.

It is recommended that all existing benches be “grandfathered” into the new program, however, cemetery management will have the right to remove any benches deemed to be unsafe upon proper notification of the family.

Cemetery Services recognizes the fact that benches provide families some convenience and comfort in the early years of grieving, but are attempting to balance that need with the safety and maintenance issues that benches present over time. An amendment to By-law 2003-47 will reflect the Memorial Bench Program.

Request for Decision

Community Engagement Review

Presented To:	Community Services Committee
Presented:	Monday, Dec 02, 2013
Report Date	Wednesday, Nov 20, 2013
Type:	Presentations

Recommendation

WHEREAS City Council has supported various methods of community engagement to provide citizens with opportunities to become involved in the decision making process, and;

WHEREAS City Council has accepted the principles of the Public Participation Spectrum to encourage civic engagement, and;

WHEREAS it is critical that the community engagement processes employed by the City of Greater Sudbury compliment Council's priorities;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury review the current methods of community engagement including the type of committees, advisory panels and task forces and report back to Council in the spring with options for consideration.

Signed By

Report Prepared By

Cindi Briscoe
Community Development Co-ordinator
Digitally Signed Nov 20, 13

Division Review

Chris Gore
Manager of Community Partnerships
Digitally Signed Nov 20, 13

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Nov 20, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Nov 22, 13

Background

Community engagement is a process to involve and empower the community and stakeholders in the exchange of information and opinions on decisions, policies, plans, and strategies; and to partner and consult with the community and stakeholders in the decision making process. Community engagement speaks to how a community comes together through various venues to build a collective vision and identity, and to contribute to the decision-making process of City Council.

Since amalgamation, several reports have been prepared for Council regarding community engagement:

- Mayor's Task Force on Community Involvement & Volunteerism, June 2001
- Supporting the Community Action Network Infrastructure, September 2002
- Healthy Community Strategy, June 2005

- CGS Human Services Strategy 2015, June 2005
- Constellation City, January 2007
- Civic Participation Experience Report, May 2007
- Public Participation Policy, May 2008
- Community Action Networks – Terms of Engagement, June 2008

All CGS departments have met and had an opportunity to provide input regarding the current community engagement process and will continue to be involved throughout the review.

A variety of community engagement approaches utilizing various techniques are used for different issues. The key is that the community engagement process be applied consistently. Examples of community engagement include: public consultation, community fairs, advisory panels, task forces, focus groups, open houses, community action networks (CANs), neighbourhood associations, and participatory budget processes.

Purpose

The City of Greater Sudbury currently has 26 advisory panels which sunset with the term of City Council in 2014. In addition, the Community Development Department liaise with 16 CANs and many other panels and task forces. In preparation for the next term of Council, a community engagement review is being undertaken. Feedback will be collected through surveys to all members of committees, advisory panels, and Community Action Networks, as well as the community in regards to community engagement within the City of Greater Sudbury. A report will be prepared and presented to the Community Services committee in the spring of 2014.

Next Steps

The broad consultative processes including advisory panels, CANs and community consultations have seen a maturity in the nature of information brought forward to Council. The Public Participation Spectrum is a tool identified in the Public Participation Policy (Appendix 1) which will continue to evolve and encourage broader community involvement.

In the interest of continual improvement with respect to community engagement, a review of the types and methods of engagement as they currently exist will be undertaken. As well, the Public Participation Policy will also be reviewed so that it can continue to reflect the evolution of community engagement in the City of Greater Sudbury.

Public Participation Policy

Background

The City of Greater Sudbury recognizes that political decision-making is most effective when it includes public input from an active, engaged and educated public. The City of Greater Sudbury has been proactive in involving citizens in community decision-making: participatory budget processes, various planning and development initiatives, the Healthy Community Cabinet, numerous Advisory Committees and Panels as well as neighbourhood level involvement through the Community Action Networks (CANs). A policy will formalize and guide future citizen engagement activities across the corporation toward standardized, consistent and sustainable civic engagement for all citizens.

Purpose

The Public Participation Policy is intended to provide a framework for the City of Greater Sudbury to engage its citizens in local decision-making. One of the main goals of this policy is to ensure that civic engagement activities are given consideration throughout the corporation as well as ensure that citizens can initiate civic engagement activities through a number of available entry points. This policy recognizes, unless otherwise stated by law or regulations, that it is the responsibility of the City of Greater Sudbury (Council and Administration) to assess opportunities for public engagement.

Policy Statement

The City of Greater Sudbury (Council and Administration) recognizes that decisions are improved by engaging citizens and diverse stakeholder groups where appropriate and are committed to upholding engagement processes that are inclusive, transparent and standardized within the Corporation's ability to finance and resource them.

The City of Greater Sudbury assigns high priority to the factors impacting the challenge of civic engagement, specifically the diverse needs and backgrounds of citizens and the large geographic spread of citizens across communities.

The City of Greater Sudbury will work to build capacity within the Corporation, equipping staff and Council with the tools necessary to play a vital role in fostering a greater sense of belonging among all citizens within the community.

Recognizing the value of ongoing input from citizens and diverse stakeholder groups throughout the community, the City of Greater Sudbury commits to work closely with these groups through various venues to ensure the policy remains relevant and successful.

Guiding Principles

A growing consensus concerning what Greater Sudburians value has evolved over time and is reflected in the City of Greater Sudbury Official Plan, the Healthy Community By-Law implemented by City Council in 2001 and more recently the Healthy Community Charter in 2007. In keeping with this, the Charter embraces civic engagement and social capital as one of its four main priority areas forming an integral part of the overall Healthy Community strategy.

Principles of Healthy Communities:

- Health is a state of complete physical, mental and social well being
- Social, environmental and economic factors are important determinants of human health and are inter-related
- People cannot achieve their fullest potential unless they are able to take control of those things which determine their well-being
- All sectors of the community are inter-related and share their knowledge, expertise and perspectives, working together to create a healthy community.

*Ontario Healthy Communities Coalition, 2004

Core Values

The International Association for Public Participation (IAP2) offers the following core values of public participation to help guide the application of this policy.

1. The public should have a say in decisions about actions that affect their lives.
2. Public participation includes the promise that the public's contribution will influence the decisions.
3. The public participation process communicates the interests and meets the process needs of participants.
4. The public participation process actively seeks out and facilitates the involvement of those potentially affected.
5. The public participation process involves participants in defining how they participate.
6. The public participation process provides participants with the information they need to participate in a meaningful way.

*International Association for Public Participation (IAP2)

Public Participation Spectrum

Different issues require different levels of public engagement. The following Public Participation Spectrum can be used as a guideline for action. The Public Participation Spectrum is a tool to assist with the planning of specific civic engagement activities. The pillars of this spectrum are; **inform**, **consult**, **involve**, **collaborate**, and **empower**, providing a mechanism to clarify complex issues, and to ensure that decision-making processes are transparent.

IAP2 Public Participation Spectrum

Developed by the International Association for Public Participation

INCREASING LEVEL OF PUBLIC IMPACT

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal: To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	Public Participation Goal: To obtain public feedback on analysis, alternatives and/or decisions.	Public Participation Goal: To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	Public Participation Goal: To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	Public Participation Goal: To place final decision-making in the hands of the public.
Promise to The Public: We will keep you informed.	Promise to The Public: We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	Promise to The Public: We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	Promise to The Public: We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	Promise to The Public: We will implement what you decide.
Example Techniques to Consider: <ul style="list-style-type: none"> • Fact sheets • Web sites • Open houses 	Example Techniques to Consider: <ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	Example Techniques to Consider: <ul style="list-style-type: none"> • Workshops • Deliberate polling 	Example Techniques to Consider: <ul style="list-style-type: none"> • Citizen Advisory Committees • Consensus-building 	Example Techniques to Consider: <ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decisions

For Information Only

Preliminary Report on Fitness Centre Membership Fees - Pre-authorized Payments

Presented To:	Community Services Committee
Presented:	Monday, Dec 02, 2013
Report Date	Tuesday, Nov 19, 2013
Type:	Referred & Deferred Matters

Recommendation

For Information Only

Finance Implications

The estimated cost of maintaining the pre-authorized payment process for membership fees is approximately \$1,000.

Background

At the Community Services Committee meeting on August 12th, 2013, a report and presentation regarding city owned fitness centres was presented. The report contained a recommendation regarding an increase in user fees in order to achieve a cost recovery rate of 75%. The Committee deferred the matter, requesting a report to include:

- the cost to the City to provide automatic monthly withdrawals from bank accounts to cover yearly membership fees;
- option of increasing membership fees over a period of two years;
- option for 70% cost recovery;
- options for youth and senior rates at 70% of regular fees.

This report will provide information specifically regarding the ability of the City to provide automatic monthly withdrawals from bank accounts, or “pre-authorized payments” (PAPs) for fitness centre members.

Pre-Authorized Payments

A process will be established in early 2014, in time for the programming offered in the Spring/Summer Leisure Guide, to allow for fitness centre memberships to be purchased via pre-authorized payments. This ability can significantly improve the current operations of fitness centres, specifically regarding the issue of membership offerings. It should greatly simplify the process.

The proposed process would utilize “RBC Express” to allow users to make monthly payments on a set, standardized annual membership fee. A small administration fee would be included at the initiation of each new membership contract. The estimated cost to the City of maintaining the process is approximately \$1,000 (based on a “per transaction” cost).

Signed By

Report Prepared By

Cindy Dent
Manager of Recreation
Digitally Signed Nov 19, 13

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Nov 19, 13

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Nov 20, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Nov 20, 13

Any new rate schedule utilizing PAP will also include a discount for members that choose to pay their memberships in full.

Given that the Pre-authorized Payment process has only recently been provided as an option for municipally owned/operated fitness centres, the following options are recommended:

1. No fee structure changes until April 1st, 2014, when a Pre-authorized Payment process and policy can be established for fitness centres
2. Consideration for a membership pass that would allow for usage of all city run fitness centres
3. Increased marketing and promotion of city run facilities
4. For the Howard Armstrong Recreation Complex, remove swimming lessons from Fitness Centre memberships.

A follow up report will be provided including options for a new rate schedule that will balance cost recovery with the unique needs of the facilities and communities in which they exist. The report will provide options for 75% and 70% cost recoveries. An additional option will be presented to Committee related to a user fee increase specific to each fitness facility based on a percentage rate increase (not based on a net cost recovery). The fee increases will be compared to other municipalities and the private sector and will include a phased in process to achieve the long term goal of establishing a competitive fee structure. In order to effectively assess the facilities, individual operational reviews will be conducted. Options will be explored to find efficiencies, cost reduction and cost avoidance opportunities, as increasing user fees alone is not a viable method of meeting cost recovery targets at these facilities.

Request for Decision

Child Care Prioritized Wait List Policy

Presented To:	Community Services Committee
Presented:	Monday, Dec 02, 2013
Report Date	Wednesday, Nov 20, 2013
Type:	Managers' Reports

Recommendation

WHEREAS Children Services has had a \$2 million reduction to its budget and must reduce expenditures by \$1 million to meet targets, and;

WHEREAS a prioritization tool would enable expenditures to be reduced in line with Provincial revenue, and;

WHEREAS children who are identified as highest priority of need should have prioritized access to child care subsidy;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury approve the Prioritized Wait List Policy for Child Care Subsidy outlined in the report dated November 20, 2013 from the General Manager of Community Development;

AND THAT the appropriate by-law be presented.

Finance Implications

The purpose of the Child Care Subsidy Wait List is to manage spending within the Child Care Subsidy budget, with the goal of reducing spending to meet targets. Spending levels will be monitored on a monthly basis, and based on projections, applicants will be wait listed to ensure that the allocated budget is not exceeded.

Background:

At the Community Services Committee meeting of June 17th, 2013, staff indicated that they would bring forward further information about a policy for a prioritized wait list for subsidized child care.

The policy was part of a series of cost cutting measures designed to respond to a significant reduction, by the Provincial government, to the City of Greater Sudbury's (City) budget for child care and related services.

Signed By

Report Prepared By

Kate Barber
Policy & Community Developer Child Care
Digitally Signed Nov 20, 13

Division Review

Ron Henderson
Director of Citizen Services
Digitally Signed Nov 20, 13

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Nov 20, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Nov 20, 13

This is the first time, in several years, that the City of Greater Sudbury has implemented a wait list for child care subsidy. Consultations were held with other Consolidated Municipal Service Managers and District Social Service Administration Boards and with local stakeholders to develop the proposed policy and the implementation guidelines. It is expected that over time, some adjustments may need to be made to ensure that the policy and implementation continue to meet both community priorities and needs.

Child Care Subsidy Program

Child Care Subsidy is a program delivered by the City of Greater Sudbury that helps families reduce their child care costs in licensed child care programs. Child care is a provincially mandated program, cost shared with the Ministry of Education. The program may cover all, or part, of eligible families' child care costs. The amount of subsidy provided is determined by a Provincial income test and other eligibility policies. The child care supported through child care subsidy includes a wide range of types of care: from infant to school age, full time, part time, year round, summer only, or on a shift work or as-needed basis.

Utilization

In 2012 Child Care Subsidy served approximately 2735 children. The program had a period of large growth between 2002 and 2009 and utilization has been relatively stable since then. (See graph in Appendix 1- Child Care Subsidy Utilization, 2003-2012.)

Budget:

In 2012, the City spent approximately \$10 million on Child Care Subsidy. The package of reductions approved by the Community Services Committee in June 2013 (of which the wait list is a part), is projected to reduce that spending by approximately \$1 million in 2014.

Child Care Subsidy – Program Details

Eligibility for child care subsidy

In order to apply for child care subsidy, families must live in the City of Greater Sudbury. Both parents (or the lone parent) must be working, or going to school during the hours when the child is in child care, or a medical, social or special needs referral must be completed by a qualified professional and provided to the Children Services office.

Children Services also administers the Early Development and School Readiness subsidy program for families receiving Ontario Works who are not part of the regular subsidy program. This program has separate eligibility criteria and wait list.

Parental Contributions- Provincial income test

The Government of Ontario sets the Provincial Income Test which determines families' contributions for child care. All applicants are assessed for eligibility using the Provincial Income Test.

Families who have an annual net taxable income less than \$20,000 will be fully subsidized and do not pay a parental contribution.

Families who have an annual net taxable income over \$20,000 are required to pay a monthly parental contribution. The Child Care Subsidy program pays for any approved child care costs that exceed the

assessed monthly parental contribution.

The following are examples of parental contributions for child care at different income levels.

Annual family income* \$20,000: monthly parental contribution \$0
Annual family income* \$30,000: monthly parental contribution \$83.33
Annual family income* \$50,000: monthly parental contribution \$416.67
Annual family income* \$70,000: monthly parental contribution \$916.67
Annual family income* \$90,000: monthly parental contribution \$1416.67
Annual family income* \$110,000: monthly parental contribution \$1916.67

*Annual family income is the combined net taxable income, based on line 236 of the applicant's most recent tax assessment.

The cost of child care

Currently, in Greater Sudbury, the approximate monthly cost of full time child care at community centres is as follows:

Infant Care (age 0-17 months): \$1,410
Toddler Care (age 18-29 months): \$891.75
Preschool Care (age 30 months until the start of school): \$804.75
School Age Care (age 4-12, before and after school): \$337.15

Child care subsidy- profile of families

In 2012, the Child Care Subsidy program served 1874 families. The average number of children per family was 1.46. Based on monthly statistics from June 2013, the profile of subsidized families is as follows:

Subsidized families- Family type

Lone parent families 78%
Two parent families 22%

Subsidized families- Family Income

Family income under \$20,000 50%
Family income \$20,000- \$60,000 46%
Family income over \$60,000 4%

Subsidized families- Reason for Service

Working full time 49%
Working part time 15%
Attending school 15%
Ontario Works (socialization/EDSR) 12%
Ontario Works (school or work) 4%
Other (self-employed, temp care etc) 3%
Referrals 2%

This information is available in chart format. Please see Appendix 2- Child Care Subsidy Profile of Families.

Child Care Subsidy Wait List- Implementation Guidelines

A Wait List Policy (Appendix 3- Wait List Policy) has been developed to guide the implementation of a wait list and to outline the priority system to be used. The main elements of the Wait List Policy are described below.

The Wait List Policy states that when the allocated Fee Subsidy budget for purchasing child care in licensed child care centres and home child care programs is being spent at the maximum expenditure level, new applicants will be placed on a modified first-come, first-served waiting list.

The wait list will be comprised of parents who have been pre-assessed and determined to meet eligibility requirements for subsidy based on the Provincial Income Test. Within each priority level, families will be prioritized by date applied. Families from lower priority levels will be offered care when eligible families with higher priority levels have been offered placement.

Priority Levels

The following priority categories have been established:

Immediate Placement (as soon as child care space is available)

Families who meet one or more of the following criteria:

- Families with a child with special needs, for whom a specialized placement is required and available.
- Families who are deemed to be in crisis, with a completed referral and with manager approval.
- Ongoing clients with an approved "break in service".

Priority #1

Families in receipt of Ontario Works who require care to work or attend school or training.

Priority #2

All other eligible families whose assessed family income is below the most recent, published median household income, as determined by Statistics Canada. (Currently this figure is \$62,481).

Priority #3

All other eligible families whose assessed family income is above the published median household income, as determined by Statistics Canada.

Projected impact

In June 2013, Council approved a series of policy changes that were designed to reduce expenditures in the Child Care Subsidy budget by approximately \$1,079,804.

At that time, the wait list was expected to make up approximately \$189,804 of those reductions.

Based on the average amount spent on subsidy per child enrolled in 2012 (\$3,701/year), there is a projected wait list in 2014 of approximately 50 children if demand for child care and the demographics and child care need of applicants remains stable.

However, it is important to note the huge variance within the amounts spent per child receiving child care subsidy. Costs range from a low of \$200/year for a school age child who, for example, may have required care only on professional development days, to a high of almost \$17,000 for a fully subsidized, full time, full year infant.

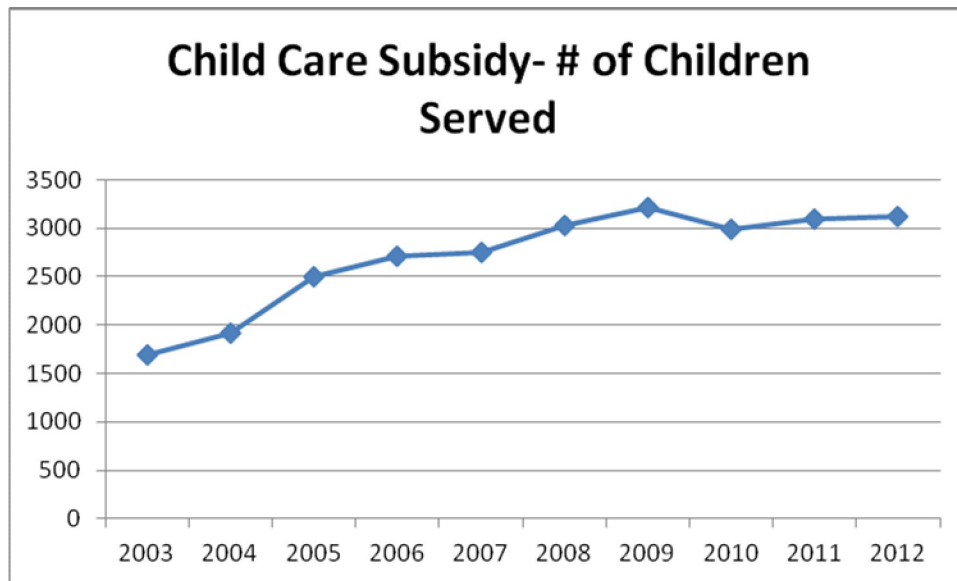
Any changes to the age of children, amount of care needed, or income level of applicants will impact significantly on the number of children wait listed.

Based on the priority levels in the Wait List Policy, the small number of eligible families with incomes over \$60,000.00 will be the most significantly impacted. However, some families with lower incomes will likely also have to wait for child care subsidy.

Evaluation

As this is a new policy and its impacts are not fully known, staff will come back to Council or the Community Services Committee in June 2014, to report on the implementation and impact of the new policy, and to recommend changes, as required.

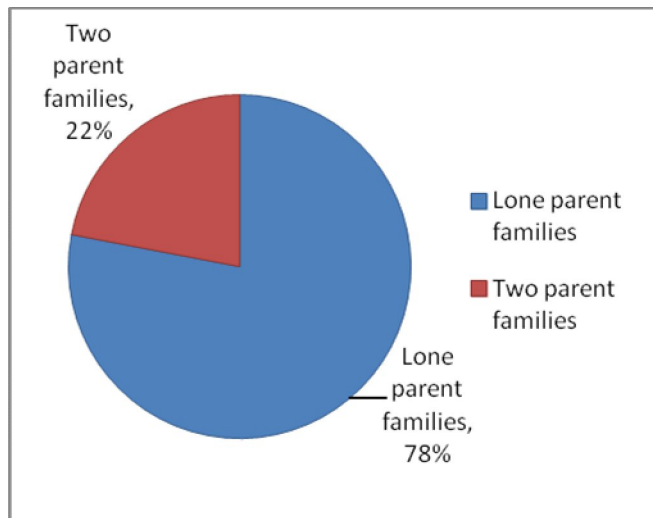
Appendix 1- Child Care Subsidy Utilization, 2003-2012



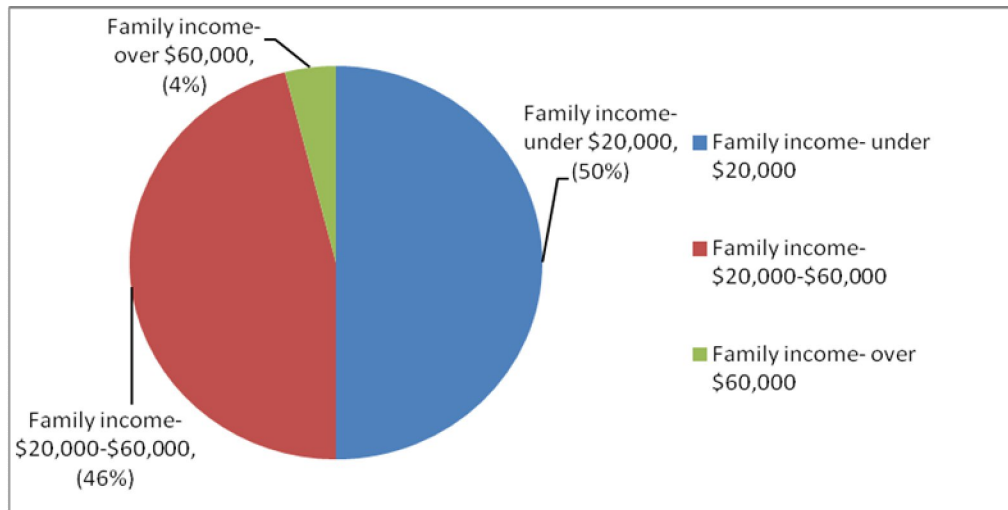
Appendix 2 Child Care Subsidy- Profile of Families

Based on June 2013, caseload report, OCCMS

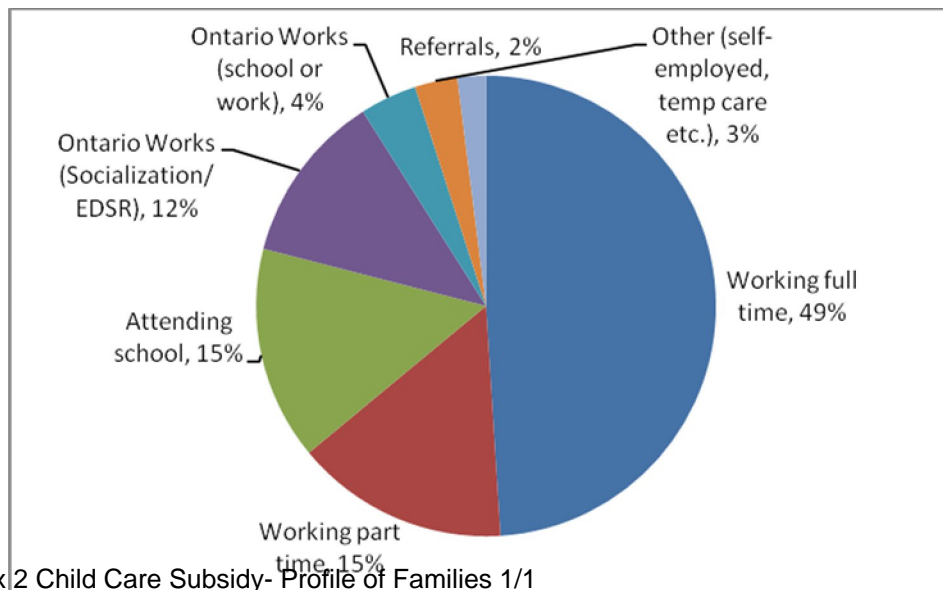
Subsidized families- Family type



Subsidized families- Family Income



Subsidized families- Reason for Service



PRIORITIZED CHILD CARE SUBSIDY WAIT LIST POLICY
Children Services Section, City of Greater Sudbury

Policy Statement

Starting January 1st, 2014, when the allocated Fee Subsidy budget for purchasing child care in licensed child care centres and home child care programs is being spent at the maximum expenditure level, Children's Services staff will place new applicants on a modified first-come, first-served wait list.

Purpose

The purpose of the Prioritized Child Care Subsidy Wait List (Wait List) is:

To ensure that approved funding under the fee subsidy budget is not exceeded.

To ensure that children who are identified as highest priority by the City of Greater Sudbury receive prioritized access.

To comply with the Day Nurseries Act, Provincial Fee Subsidy Guidelines and local policy.

Scope

This policy applies to the ongoing management of the regular child care subsidy budget by Children Services staff of the City of Greater Sudbury. This policy does not apply to child care provided under the Early Development/ School Readiness Policy and Waitlist which has its own eligibility, and priority wait list.

Policy Details

The Wait List is comprised of parents who have been pre-assessed and determined to meet eligibility requirements for subsidy based on the Provincial Income Test. Within each priority level, families will be prioritized by date applied. Families from lower priority levels will be offered care when eligible families with higher priority levels have been offered placement.

In order to maximize the full annual budget, end-of-year admission offers may be made to wait listed families within all priority levels, based on a matching of the cost of care required per family and the remaining available budget.

Priority System

The following priority categories have been established for the Wait List:

Immediate Placement (when child care space is available)

Families who meet one or more of the following criteria:

Families with a child with special needs, for whom a “specialized placement”^(a) is required and available.

Families who are deemed to be “in crisis”^(b), with a completed referral and with manager approval.

Ongoing clients with an “approved break in service”^(c).

Priority #1

Families in receipt of Ontario Works who require care to work or attend school or training.

Priority #2

All other eligible families whose assessed family income is below the most recent, published median household income, as determined by Statistics Canada.

Priority #3

All other eligible families whose assessed family income is above the most recent, published median household income.

Implementation details

The details of how the Wait List policy will be administered will be kept up-to-date in the Children Services procedural manual, and will include the monitoring, communication and record keeping procedures required to implement the policy.

Review

The implementation, impact and outcomes of the Wait List policy will be evaluated after 6 months, and again after 18 months, and changes to either the policy or implementation of it may be recommended at that time.

DEFINITIONS:

(a) “Specialized placement”: A specialized placement is a child care space for a child with special needs, for which specialized staffing has been approved, in consultation with staff from Child and Community Resources (CCR).

(b) “In crisis”: A family will be deemed to be in crisis for the purposes of the Child Care Subsidy Wait List, when the Manager of Children Services, in consultation with the professional providing the referral, deems that, without child care, the crisis is likely result in family breakdown in the imminent future.

(c) Approved “break in service”: A family will be approved for a “break in service” for the purposes of the Child Care Subsidy Wait List if the family temporarily will not require childcare for a period of not more than 13 months, and the parent/guardian has a documented “back-to-work” or “back-to-school” date. The family must be reassessed for subsidy eligibility, following regular subsidy procedures, at the end of the break in service period.

Request for Decision

EMS Paramedic Response Unit (PRU) Conversion

Presented To:	Community Services Committee
Presented:	Monday, Dec 02, 2013
Report Date	Tuesday, Nov 26, 2013
Type:	Managers' Reports

Recommendation

THAT the City of Greater Sudbury authorize the City's Emergency Medical Service (EMS) Division to maintain a standardized Paramedic Response Unit (PRU) fleet through purchasing of vehicle conversion services from Rowland Emergency Vehicle Products Inc. of Mississauga, ON for the next five (5) years in accordance with the Purchasing By-law Section 7. In the event there is a special requirement for a non-standard response unit or where provincial certification standards change or emerging technological advancements present themselves, a public tender may be issued by the City.

Finance Implications

No Financial Implications - Total costs for the local purchase of base SUV chassis and the conversion work to turn the vehicle into a "certified" Paramedic Response Unit is approved annually by Council as part of the Emergency Services Capital Budget.

Signed By

Report Prepared By

Joseph Nicholls
Deputy Chief of Emergency Services
Digitally Signed Nov 26, 13

Recommended by the Department

Tim Beadman
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Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Nov 26, 13

EXECUTIVE SUMMARY

The Emergency Medical Services (EMS) Division seeks Council authorization to maintain a standardized Paramedic Response Unit (PRU) fleet converted and outfitted by Rowland Emergency Vehicle Products of Mississauga, ON. In 2005, Council approved (Resolution 2005- 126) for the EMS Division to move to a standardized PRU fleet. The benefits of a standardized PRU fleet allow the Service to optimize the EMS fleet in the areas of vehicle management, training, logistics, and maintenance by reducing fleet variation.

BACKGROUND

The City of Greater Sudbury EMS responds to over 36,000 calls annually, travelling over 1,000,000 kilometers with a fleet of twenty-two (22) ambulances, and ten (10) Paramedic Response Units a SUV style vehicle staffed by a single paramedic.

The EMS Division, as part of our annual vehicle replacement program, requires between one and two new PRUs each year. New vehicles replace those vehicles that have reached or exceeded their service life.

The City's EMS Division purchases SUV style base vehicles from local car dealerships under the broader public sector Police Coop Purchasing Group (PCPG). These base vehicles must then be sent to a conversion vendor to be up-fitted in order to be used as a PRU in Ontario. The vendor completes the conversion ensuring the vehicle upon delivery complies with the legislated provincial standards.

There are three (3) Ontario vendors able to provide "certified" PRUs, each vendor has a base conversion cost of approximately \$10,000. These base conversion costs do not reflect optional and custom upgrades that add approximately \$15,000 to the vehicle base conversion price. Selected options are added to the base units to improve operational capability, medical storage, ergonomics, while enhancing Paramedic and public safety. A Sudbury-built PRU costs approximately \$65,000 (net).

Rowland Emergency Vehicle Products has extensive experience within the EMS conversion market and is a recognized leader in the design and building of Ontario EMS specialty vehicles. Rowland Emergency Vehicle Products had previously been the exclusive Vendor of Record (VOR) contract with the MOHLTC to carry out all PRU conversion work on their behalf until this responsibility was transferred to the municipalities.

The EMS Division's experience with Rowland Emergency Vehicle Products has been very positive, with few concerns related to the vehicles. Rowland's has consistently demonstrated strong after sales service through a commitment to problem resolution and solid technical support. Rowland's has developed a reputation in the EMS sector for quality materials and workmanship.

BENEFITS OF PRU STANDARDIZATION

Fleet standardization is important to the EMS Division due to the large number of Paramedics working in these vehicles. Standardization allows the Service to optimize the fleet in the areas of vehicle management, training, logistics, and maintenance by reducing fleet variation. The following are some key benefits of fleet standardization:

- Greater control of logistical operations in managing standard practices for locating equipment, restocking, cleaning, and disinfecting practices.
- Standard medical equipment storage layout allows equipment to be located in a standardized manner across the PRU fleet, allowing Paramedics to easily locate emergency equipment and supplies when treating patients.
- Simplified training required for Paramedics as they only need to learn about the operation for one type of vehicle.
- Allows the City Fleet Services Section to better manage technical support and warranty work, one stop shopping.
- Streamlines process for Fleet Services in maintaining adequate stock of vendor parts for the PRUs, saving on ordering and reducing storage requirements needed for multiple vendors.
- Fleet Services' mechanics require one set of tools, manuals, schematics, and diagnostic software to maintain the PRU fleet.
- Faster and more efficient repairs due to technical familiarization, training, and experience with a single PRU conversion vendor.
- Fleet mechanics can interchange parts between vehicles to maintain serviceability.

FLEET SERVICES

Fleet Services support continued work with Rowland Emergency Vehicle Products; they are satisfied with product quality and after sales service, their experience has shown Rowland's to be a dependable supplier.

RECOMMENDATION

The EMS Division maintains a standardized PRU fleet through purchasing vehicle conversion services from Rowland Emergency Vehicle Products Inc. of Mississauga, ON for the next five (5) years in accordance with the purchasing by-law section 7. In the event there is a special requirement for a non-standard response unit or where provincial certification standards change or emerging technological advancements present themselves, a public tender may be issued by the City