



COMMUNITY SERVICES COMMITTEE AGENDA

Community Services Committee Meeting
Monday, November 18, 2013
Tom Davies Square

COUNCILLOR RON DUPUIS, CHAIR

Terry Kett, Vice-Chair

6:00 p.m. or 30 minutes
after the conclusion of the
Operations Committee Meeting,
whichever is earlier.

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. Emergency Management Program

(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Lynn Fortin, Community Emergency Management Co-ordinator (CEMC)

(This presentation provides an overview of the City's Emergency Management program accomplishments.)

2. Report dated November 6, 2013 from the General Manager of Community Development regarding Greenspace Advisory Panel Summary Report.

5 - 7

(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Naomi Grant, Greenspace Advisory Panel

(The Green Space Advisory Panel was appointed by City Council in 2011. The key objectives assigned to the panel included providing input to the Official Plan Review relating to green space, identification of existing gaps in green space assets and identification of additional green space opportunities in response to the gaps in our existing inventory of parks. This report updates City Council on the work performed by the Panel over the past 3 years.)

3. Report dated November 1, 2013 from the General Manager of Community Development regarding Housing and Homelessness Plan.

8 - 47

(ELECTRONIC PRESENTATION) (RECOMMENDATION PREPARED)

- Denis Desmeules, Director of Housing Services
- Gail Spencer, Co-ordinator of Shelters & Homelessness

(This report is prepared jointly by Denis Desmeules and Gail Spencer.

The Housing Services Act, 2011, requires that Service Managers prepare local housing and homelessness plans that address matters of provincial interest and are consistent with policy statements issued under the Act. The plan meets the requirements of the Act and proposes strategies to help address local housing and homelessness needs.)

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 October 8, 2013 from the General Manager of Community Development regarding 2012 Report Card on Homelessness. **48 - 49**
(FOR INFORMATION ONLY)
(2012 REPORT CARD ON HOMELESSNESS UNDER SEPARATE COVER)
(This report is the release of the 2012 Report Card on Homelessness.)
- C-2. Report dated November 7, 2013 from the General Manager of Community Development regarding Vending Machine Revenue Opportunities in Municipal Buildings. **50 - 52**
(FOR INFORMATION ONLY)
(This report is regarding vending machine revenue opportunities as requested during budget deliberations 2011.)

REGULAR AGENDA

REFERRED & DEFERRED MATTERS

- R-1. Report dated November 6, 2013 from the General Manager of Community Development regarding Community Halls. **53 - 77**
(RECOMMENDATION PREPARED)
(This report regarding the review of Municipal operations of Community Halls was deferred from February 2012.)

MANAGERS' REPORTS

- R-2. Report dated November 7, 2013 from the Acting General Manager of Growth & Development regarding Arts & Culture Grant Program Eligibility Criteria. **78 - 89**
(RECOMMENDATION PREPARED)
(This report outlines the proposed updates to the Arts & Culture Grant Program made to streamline the process.)
- R-3. Report dated November 6, 2013 from the General Manager of Community Development regarding Rayside-Balfour City of Lakes Family Health Team Clinic. **90 - 92**
(RECOMMENDATION PREPARED)
(An information report regarding the Rayside-Balfour City of Lakes Family Health Team Clinic on the remedial capital work completed to the site along with grant criteria requirements from the Ministry of Health and Long-Term Care.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

BRIGITTE SOBUSH, DEPUTY CITY CLERK

For Information Only

Greenspace Advisory Panel Summary Report

Presented To:	Community Services Committee
Presented:	Monday, Nov 18, 2013
Report Date	Wednesday, Nov 06, 2013
Type:	Presentations

Recommendation

For Information Only

Background

Recognizing the value which parks, trails, open spaces and natural areas hold for the community, City Council created the Green Space Advisory Panel to provide recommendations on our existing and future green space direction. The first Green Space Advisory Panel was appointed by City Council in October of 2007 largely in response to two initiatives identified within the 2006 Official Plan. The first was to develop a parks classification system which would help to guide the acquisition, development and management of parks and open spaces in the City of Greater Sudbury. The second was to help identify natural environment areas in need of municipal protection and appropriate strategies for conservation and acquisition of the same.

In June of 2010, the final report was presented to Council and addressed the following areas:

- Parks classification system
- Parks inventory according to the new classification system
- Surplus parkland disposal policy
- Rating structure for potential acquisitions
- List of green space opportunities by ward

A new Green Space Advisory Panel (Appendix A - Green Space Advisory Panel Members) was appointed in 2011. The panel consists of representatives from most wards in addition to local experts on the environment and park development and preservation. The current Green Space Advisory Panel was assigned the following primary objectives:

- To complete a locational analysis of green space assets in areas across the City to identify where

Signed By

Report Prepared By

Chris Gore
Manager of Community Partnerships
Digitally Signed Nov 6, 13

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Nov 6, 13

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Nov 7, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Nov 9, 13

gaps exist;

- To complete a connectivity analysis of green space assets to identify needs and opportunities to provide linkages;
- To identify and examine additional green space opportunities and to refine existing information;
- To monitor progress in implementing green space acquisition strategy;
- To provide input to the Official Plan Review.

This report and presentation will provide Council with an update on the work of the Green Space Advisory Panel related to the objectives and tasks completed over the past 2½ years.

Green Space Advisory Panel Members (Citizen Appointments)	
Name	Ward
Courtin, Gerard	1
Davidson, Jennifer	1
Heron, Linda Gail	2
Hebert, Marc	3
Brisebois, Don E.	4
Murray, Glenn A.	5
Maltais, Bobbie-Jo	6
Leonard, John J.	8
Hanson, Robert	9
Grant, Naomi	10
LeClair, Amanda Lynn	10
Gascoigne, Kyle	11
Clark, Peter M.	12
Green Space Advisory Panel Members (Expert Panel)	
Name	
Dr. Beckett, Peter	
Mariotti, Franco	
Kershaw, Will	

Request for Decision

Housing and Homelessness Plan

Presented To: Community Services Committee

Presented: Monday, Nov 18, 2013

Report Date: Friday, Nov 01, 2013

Type: Presentations

Recommendation

WHEREAS the Housing Services Act requires that communities prepare and approve local Housing and Homelessness Plans;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury approve the Housing and Homelessness Plan as outlined in the report dated November 1, 2013 from the General Manager of Community Development, and;

THAT a copy of the Housing and Homelessness Plan be forwarded to the Ministry of Municipal Affairs and Housing for comment.

Finance Implications

If there are any financial implications resulting from the implementation of the plan, further reports would be provided to Council.

Background

The Province has mandated the completion of high level strategic documents known as local Housing and Homelessness Plans (the Plan). The Plans are intended to address areas of provincial interest while guiding municipalities in creating a flexible, community centered housing and homelessness system. The system is to allow for a range of housing options in order to meet a broad range of housing needs. The Plans should demonstrate a system of co-ordinated housing and homelessness services.

Under the Housing Services Act (HSA), the areas of provincial interests include a system of housing and homelessness that:

- is focused on achieving positive outcomes for individuals and families;
- addresses the housing needs of individuals and families in order to help address other challenges they face;
- has a role for non-profit corporations and non-profit housing cooperatives;
- has a role for the private market in meeting housing needs;

Signed By

Report Prepared By

Denis Desmeules
Director of Housing services
Digitally Signed Nov 1, 13

Division Review

Denis Desmeules
Director of Housing services
Digitally Signed Nov 12, 13

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Nov 5, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Nov 6, 13

- provides for partnerships among governments and others in the community;
- treats individuals and families with respect and dignity;
- is co-ordinated with other community services;
- is relevant to local circumstances;
- allows for a range of housing options to meet a broad range of needs;
- ensures appropriate accountability for public funding;
- supports economic prosperity; and
- is delivered in a manner that promotes environmental sustainability and energy conservation.

The Plan must cover a planning horizon of no less than 10 years. At least once every five years, the Plan is to be reviewed and amended as needed to reflect changes in local circumstances.

The HSA requires that the municipality, as service manager, approve its initial plan on or before January 1, 2014. A copy of the Plan is to be provided to the Minister of Ministry of Municipal Affairs and Housing without delay after approving it. The Minister will review the Plan to ensure that it meets all legislated requirements.

The province does not expect the Plans to be allocation or investment plans for particular housing or homelessness programs. The Plans should not only be about existing programs or focused on specific program outcomes.

Plan Details

The City of Greater Sudbury (CGS) Plan builds on the community gains already achieved. The CGS has been working over a number of years to co-ordinate and harmonize local housing and homelessness services. In this regard, the City is well ahead of most communities having established a community network to deliver services. The CGS will continue to collaborate with its partners and stakeholders moving the housing and homelessness system to a more co-ordinated people centered system which is focused on achieving positive outcomes for individuals and families.

The goal of the CGS Housing and Homelessness Plan is to ensure systems are in place along the full housing continuum which facilitates citizen access to affordable housing.

The Plan's guiding principle is to continue to support community based delivery of housing and homelessness services.

The Housing and Homeless Plan complements the CGS Official Plan as well as other community policies such as the Housing First Strategy. The intent is to co-ordinate the on-going review of the Housing and Homelessness Plan with the Official Plan's 5 year review cycle. This will facilitate the creation of consistent community approaches and policies.

In preparing its Housing and Homelessness Plan, the CGS completed a Housing Background Study (the Study). The Study represents another joint effort between Planning Services, Social Services and Housing Services.

The Background Study provided information on the local housing market reflecting the most recent Census data and housing needs. This included a review of homelessness issues along with a review of the local social housing Registry wait list and issues surrounding victims of domestic violence. The need for accessible units, senior citizen housing needs and that of the aboriginal community were also examined. All this information helped set the context for the Plan's recommendations.

The Study also brought forward recommendations on the CGS Official Plan policies relating to the new provincial requirement for local second unit policies. These policies were brought forward to the CGS Planning Committee in October 2013.

The Study provided the platform for the local consultations required as part of the Housing and Homelessness Plan process. These involved over 140 individuals, including surveys of the general public, housing and homelessness stakeholders as well as interviews and focus group sessions with a wide range of private sector and not for profit stakeholders.

The robust community consultation process provided feedback and recommendations on how best to address future needs.

The Background Study identified the following 6 priority areas. These have been included in the Housing and Homelessness Plan.

- There is a need to improve the housing options across the housing continuum
- There is a need to improve housing access and affordability for low income individuals and families
- There is a need to strengthen approaches to preventing homelessness, increase the diversity of emergency shelters options and support individuals with multiple barriers in obtaining and maintaining housing
- There is a need for additional supportive services coupled with permanent housing options
- There is a need to improve co-ordination, collaboration and partnerships among a broad range of stakeholders to address local needs
- There is a need to monitor and report on progress towards meeting the community's housing and homelessness objectives and targets

The Housing and Homelessness Plan (Appendix A) is attached. It includes specific actions which will be taken to address the above noted priorities over the next 10 years. The Plan also provides insights on how we will measure the success of the strategies vis a vis the community outcomes.

Next Steps

Once Council has approved the Plan, it will be forwarded to the Ministry of Municipal Affairs and Housing for review. Implementation of the Plan will follow.

APPENDIX A

The City of Greater Sudbury



Housing and Homelessness Plan

November 2013

Prepared by: Community Development



HOUSING AND HOMELESSNESS PLAN

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HOUSING AND HOMELESSNESS PLAN

EXECUTIVE SUMMARY

The Province has mandated the completion of high level strategic documents known as local Housing and Homelessness Plans (the Plan). The 10 year Plans are intended to address areas of provincial interest while guiding municipalities in creating a flexible, community centered housing system. The system is to allow for a range of housing options in order to meet a broad range of housing needs. The Plans should demonstrate a system of co-ordinated housing and homelessness services.

The Housing and Homeless Plan complements the City of Greater Sudbury Official Plan as well as other community Plans such as the Housing First Strategy. Future updates of the Housing and Homelessness Plan will be co-ordinated with Official Plan updates.

In preparing its Housing and Homelessness Plan, the City completed a Housing Background Study (the Study). The Study was prepared in conjunction with the Official Plan update in order to facilitate the creation of consistent community approaches and policies. The report includes information on the local housing market reflecting the most recent Census data and housing needs information.

The housing market provides more than shelter. A healthy, vibrant housing sector is an important economic engine and a key indicator of a community's future. Creating new housing and maintaining the existing stock are very important job creators directly in the construction industry and indirectly in the manufacturing, retail and service sectors.

Over time, Greater Sudbury's housing market has found itself out of balance due to the community's quick growth or due to an economic downturn. Avoiding the mismatch in supply/demand has been further complicated by factors such as the global minerals market, the time needed to produce units, the life span of existing units and the availability of serviced land.

The vast majority of Greater Sudbury households are able to find housing within the private market. Overall, the market system works well in producing a range of housing types at varying price ranges to meet the local demand.

The community continues to favour single detached dwellings as its primary housing form. This preference can at times manifest itself as opposition to multi-residential projects leading to a shortage of other affordable housing options. The housing stock, both ownership and rental, is aging and will require regeneration and renewal.

The number of households is increasing, partly in response to economic opportunities and to the reduction in the community's average household size. In addition, the number of senior households is expected to continue increasing. These combined factors are expected to impact demand for one and two bedroom units and services.

Based on the definitions provided in the Provincial Policy Statement and 2012 data, an affordable 3 bedroom home in the City of Greater Sudbury (CGS) would have a price of

\$216,270 or less. An affordable one bedroom rental unit would have a rent of \$737 or less a month. These rates pose a challenge to low income households, especially those on social assistance and fixed incomes. Local builders have also identified difficulties at producing new housing at these affordable rates.

The Study included a robust community consultation process. This helped to examine the current workings of the housing and homelessness system and provide feedback and recommendations on how best to address future needs.

The Background Study identified the following 6 priority areas.

- There is a need to improve the housing options across the housing continuum
- There is a need to improve housing access and affordability for low income individuals and families
- There is a need to strengthen approaches to preventing homelessness, increase the diversity of emergency shelters options and support individuals with multiple barriers in obtaining and maintaining housing
- There is a need for additional supportive services coupled with permanent housing options
- There is a need to improve co-ordination, collaboration and partnerships among a broad range of stakeholders to address local needs
- There is a need to monitor and report on progress towards meeting the community's housing and homelessness objectives and targets

The Housing and Homelessness Plan Matrix (the Matrix) illustrates the priority areas and includes specific actions which will be taken to address the various priorities over the next 10 years. The Matrix also provides insights on how we will measure the success of the strategies vis a vis the community outcomes.

The Housing and Homelessness Plan's guiding principle is to continue to support community based delivery of housing and homelessness services.

The goal of the Housing and Homelessness Plan is to ensure systems are in place along the full housing continuum which facilitate citizen access to affordable housing.

The Plan builds on the gains already achieved. The CGS had been working over a number of years to co-ordinate and harmonize local housing and homelessness services. In this regard, the City was well ahead of most communities having established a community network to deliver services. The CGS will continue to collaborate with its partners and stakeholders moving the housing and homelessness system to a more co-ordinated people centered system which is focused on achieving positive outcomes for individuals and families.

HOUSING AND HOMELESSNESS PLAN

A. INTRODUCTION

A.1 PROVINCIAL CONTEXT

In 2010, the province published its Long-Term Affordable Housing Strategy. The Strategy focused on transforming the way housing and homelessness services are delivered in order to achieve better outcomes for people. In partnership with Service Managers and municipalities, the province hoped to create a flexible, community centered system which addressed the entire housing continuum. Through integrated local Planning, the goal was to create opportunities for people that foster independence and enable participation in the community and economy.

As part of the implementation of their strategy, the province enacted the Housing Services Act, 2011 ("the Act") in the spring of 2011. The Act requires that Service Managers prepare local housing and homelessness Plans that address matters of provincial interest and are consistent with policy statements issued under the Act.

The province views the local Plans as being high level strategic documents that treat housing as a whole system, addressing issues across the whole housing continuum. They see the Plans as linking to other municipal Planning activities such as land use Planning, Official Plans and other human service Plans. It is a living document which allows for on-going review and amendments to suit local circumstances. Further, the Plans are expected to be somewhat unique, recognizing that local circumstances and solutions will vary widely across the province.

The province does not expect the Plans to be allocation or investment Plans for particular housing or homelessness programs. The Plans should not be only about existing programs or focused on specific program outcomes.

Under the Act, the areas of provincial interests include a system of housing and homelessness that:

- a) is focused on achieving positive outcomes for individuals and families;
- b) addresses the housing needs of individuals and families in order to help address other challenges they face;
- c) has a role for non-profit corporations and non-profit housing cooperatives;
- d) has a role for the private market in meeting housing needs;
- e) provides for partnerships among governments and others in the community;
- f) treats individuals and families with respect and dignity;
- g) is co-ordinated with other community services;
- h) is relevant to local circumstances;
- i) allows for a range of housing options to meet a broad range of needs;
- j) ensures appropriate accountability for public funding;
- k) supports economic prosperity; and
- l) is delivered in a manner that promotes environmental sustainability and energy conservation.

The province recognizes that Service Managers and stakeholders in the delivery of housing and homelessness services share these interests and the understanding that an improved system will result in better outcomes related to health, education, and community building. The expectation is that the new system will contribute to Ontario's long-term economic prosperity.

The Ontario Housing Policy Statement (OHPS) was issued by the Province in August 2011. It is intended to provide additional policy context and direction to service managers to support the development of locally relevant Plans. Strong partnerships and collaboration between the province, service managers, municipalities, housing providers and other stakeholders are essential to its successful implementation.

Under the OHPS, Service Managers are to ensure that local housing and homelessness Plans:

- a. demonstrate a system of coordinated housing and homelessness services to assist families and individuals to move toward a level of self-sufficiency;
- b. include services, supported by housing and homelessness research and forecasts, that are designed to improve outcomes for individuals and families;
- c. are coordinated and integrated with all municipalities in the service area (where applicable);
- d. contain strategies to increase awareness of, and improve access to, affordable and safe housing that is linked to supports, homelessness prevention and social programs and services;
- e. contain strategies to identify and reduce gaps in programs, services and supports and focus on achieving positive outcomes for individuals and families;
- f. contain local housing policies and short and long-term housing targets;
- g. provide for public consultation, progress measurement, and reporting.

In the course of preparing its housing and homelessness plan, a service manager shall consult with the public and a broad range of local stakeholders.

The Plan must cover a Planning horizon of no less than 10 years from the date the Plan was approved by the service manager. At least once every five years, the service manager is to review its housing and homelessness plan and amend it as the service manager considers necessary or advisable.

The Act requires that a service manager approve its initial Plan on or before January 1, 2014. The service manager is to provide the Minister with a copy of the Plan without delay after approving it. The service manager will consider any comments provided by the Minister ensuring that all legislated requirements are addressed.

A.2 MUNICIPAL CONTEXT

Municipalities are active in the housing and homelessness sectors in a variety of ways. Whether through land use Planning, municipal infrastructure development, building regulation, economic Planning or human services delivery, the municipal role is very

broad and complex. This role has changed over time and continues to evolve to meet local circumstances.

Municipalities of course are not the only players in these important areas. It is acknowledged that municipalities do not have the resources (financial or otherwise) to solve the housing needs of all its citizens nor to provide all the services necessary to support all individuals and families experiencing homelessness. The roles of the senior levels of government, the not for profit agencies and the private sector in the housing and homelessness sectors cannot be understated. The on-going involvement of all parties is paramount in ensuring that community housing needs are met and that required services are readily available.

It is within this context that the (CGS), as service manager, has been working collaboratively with all stakeholders to achieve greater results than could be reached on its own. Internal CGS departments such as Housing, Social Services, Planning and Building Controls continue to work together in Planning programs and delivering initiatives. Strong ties have been forged with the local private sector development community, not for profit agencies and community service providers in order to maximize opportunities and streamline service delivery. This work has laid the groundwork for future collaborations which should help address the issues identified in this Plan.

A.2.1 Background

In the last eight years, the CGS and its community partners have carried out extensive work related to housing and homelessness in the community.

A Housing Background Study was undertaken in 2005 to examine the housing needs in Greater Sudbury. The Study was a joint CGS department effort designed to identify policy directions and options to be incorporated into the Official Plan. Many housing and homelessness issues were identified. Essentially, all of the policy options identified in the 2005 Housing Background Study were incorporated into the City's Official Plan.

A Healthy Community Strategy (2005) was also prepared at this time. The Study looked at a range of service areas and their connection and impact on a healthy community. The relevant policies identified were also incorporated into the Official Plan.

In 2006, the City prepared an Affordable Housing Strategy (the Strategy) to ensure strategies were in place along the full housing continuum which facilitate citizen access to affordable housing. Based on the Housing Background Study results, it complemented the Official Plan. The Strategy provided a reference point for the many policies and programs impacting the local housing market. The strategies identified in the report remain important strategies for the CGS to continue to support and pursue moving forward.

A Housing First Strategy was prepared in 2008 outlining the approach the City and community partners are taking to ending homelessness. The approach centers on providing people who are homeless with appropriate housing as a first step and then providing support services as needed. The Housing First Strategy also describes the

implementation of the Housing First System. This led to the creation of community service network composed of local agencies. The network is active today and continues to co-ordinate the delivery of needed services to the homelessness population.

In 2009, the Social Planning Council of Sudbury prepared an Action Plan to End Poverty. Community Plans have also been prepared in 2007 and 2011 in response to the requirements of the federal government's homelessness funding initiative, the Homelessness Partnering Strategy. The Community Plans identified information about the current circumstances and issues related to homelessness. The plans also identified priorities for the next few years. In particular, they identified plans for distribution of the Homelessness Partnering Strategy funding allocation to achieve these priorities.

All of this work provides a strong policy base to help address the City's housing and homelessness issues and meet the provincial requirements related to planning for housing and homelessness.

A.2.2 Housing And Homelessness Background Study

The CGS is currently reviewing its Official Plan. As part of the review, a number of background studies are being carried out to provide a foundation for the Official Plan policies. The Housing and Homelessness Background Study was commissioned as one of these studies. The results and recommendations of the study will be considered in the finalization of the Official Plan. The Study findings are incorporated into the CGS Housing and Homelessness Plan.

The Study represents another joint effort between Planning Services, Social Services and Housing Services. The intent is to co-ordinate the on-going review of the Housing and Homelessness Plan with the Official Plan review cycle.

The completion of the Study was not without its challenges. Changes to Census methods and delays in the release of Census information held up the completion of the Study report. This in turn impacted the time line for the release of the Housing and Homelessness Plan. On the positive side, the data delay allowed more time for local consultation and discussion.

The Background Study identified and analyzed housing and homelessness issues that need to be addressed. It incorporates new and existing data on housing and homelessness, information from relevant literature, reports and from a wide range of consultations.

The Study also brought forward recommendations on Official Plan policies relating to housing and homelessness. These provided background information and analysis to support the new provincial requirement for local second unit policies.

Included in the Background Study was an analysis of local housing needs. This included a review of the local social housing Registry wait list, issues surrounding

victims of domestic violence, the need for accessible units, senior citizen housing needs and the aboriginal community.

The Study also provided the platform for the local consultations required as part of the Housing and Homelessness Plan process. These involved over 140 individuals, including surveys of the general public, housing and homelessness stakeholders as well as interviews and focus group sessions with a wide range of private sector and not for profit stakeholders.

The analysis completed as part of the Background Study shows that the CGS's existing plans noted above strongly contribute to meeting the new provincial requirements. Many of the policy directions and options from the Housing and Homelessness Plan are meant to be pursued as part of and in tandem with the above noted CGS strategies and reports. This creates a wider policy base and framework for future collaboration.

The housing market analysis and supporting policy recommendations from the Study have been incorporated into the GGS Housing and Homelessness Plan. These will be discussed further in the sections that follow.

B. PLAN APPROACH

B.1 HOUSING AND HOMELESSNESS PLAN - GUIDING PRINCIPLES

Within the municipality's legislated role in the housing market, the CGS can tailor its involvement in the market to suit local circumstances. These guiding principles outline the approach to be followed when implementing the Plan.

- The direct provision of housing and delivery of homelessness initiatives by the CGS occurs only where required by law or when it is in the best interest of the community. The focus is on community based delivery where the CGS builds community capacity to provide housing and homelessness programs while supporting others in the provision of housing and homelessness services.
- When the CGS is required to deliver housing and homeless programs or when delivering these directly is in the best interest of the community, the CGS will continue to support the community based service delivery. Wherever possible, the CGS will seek direct delivery through others (purchase services) but retain the program admin/oversight role to ensure appropriate accountability as required.
- Where required and/or when in the interest of the community, the CGS will provide CGS resources (people, assets, funding) to facilitate and support the community based housing delivery model.
- The CGS will review, develop and implement federal, provincial and municipal housing and homelessness policies and strategies while tailoring these to suite local circumstances.

B.2 HOUSING AND HOMELESSNESS PLAN GOAL

The goal of the Plan is to ensure strategies are in place along the full housing continuum which facilitate citizen access to affordable housing.

C. THE LOCAL HOUSING MARKET

The latest Census information shows that the vast majority of Greater Sudbury households are able to find housing within the private market. Overall, the market system works well in producing a range of housing types at varying price ranges to meet the local demand. This however, has not been without challenges. On more than one occasion, Greater Sudbury's housing market has found itself out of balance due to the community's quick growth or due to a downturn in the mining sector. Avoiding the mismatch in supply/demand has been further complicated by factors such as the time needed to produce new units, the life span of existing units and the availability of land and services.

The City of Greater Sudbury has recorded modest overall population growth of 1.5% from 2006 to 2011. This mirrored similar growth of 1.7% in the five years from 2001 to 2006. This continues to lag behind provincial rates of 5.7% and 6.6% over these same periods. In 2011, the City was home to 160,274 residents as compared to 155,219 in 2001 and 157,857 in 2006.

Various sources and methods have projected the City's population growth to 2036. The projections range from 172,100 to 188,300, depending on employment opportunities and the replacement of the aging population with younger families. For the purpose of this 10 year Plan, it is felt that a more conservative projection may be more appropriate. This approach reflects the fact that many of the large planned mining projects (Ring of Fire, Capreol refinery etc) have already seen significant time delays. The timelines for the projects may become clearer in the next 5 years and therefore will be monitored closely. With a Census population in 2011 of 160,274, an increase to 165,000 by 2026 would appear reasonable.

In 2001, the average household size in Greater Sudbury stood at 2.4 persons. This remained steady at 2.4 in 2006, dropping to 2.3 in 2011. The trend towards smaller household size may certainly influence market demand. Applying the 2011 household size figure to our projected 2026 population yields a total of 71,740 households. This would represent an increase of just over 4,000 households over this period.

A recent report prepared by Hemson Consulting Ltd (May 2013) indicated that the CGS has a disproportionately large population of people between the ages of 45 and 65. As these people retire over the next 20 years, there will be insufficient numbers of younger people to replace them in the labour force. That said, the CGS will need to attract new working age households just to maintain employment levels, let alone deal with any projected new mining initiatives. As this occurs, the aging population may also look to alter their current housing type.

The market changes will be monitored closely. The potential influx of working families requiring larger units may spur the move of seniors from their homes to more

appropriately sized accommodations. This could result in an increased demand for smaller units and/or medium to high density housing projects offering amenities and services. In addition, the home renovation industry may also benefit. New families may look to upgrade existing homes rather than purchase more expensive new homes.

Market data shows that single detached homes make up the largest share of occupied dwellings in Greater Sudbury followed by apartment buildings with less than five stories. The single detached share of the housing stock stood at 62.2% in 2011, up from 60.7% in 2006. The preference for single detached housing is likely to continue placing on-going demand for municipal infrastructure expansion and improvements.

The development of large multiple unit projects has not kept pace with the growth in the number of single detached units. In 2006, this group represented 6.4% of occupied dwellings while in 2011 the ratio had only risen to 6.6%. Table 1 provides a summary of the various occupied dwellings as reported in the latest Census.

**Table 1:
Occupied Private Dwellings by Type, City of Greater Sudbury, 2006-2011**

Housing Type	2006		2011	
	#	%	#	%
Single Detached	39,440	60.7	42,065	62.2
Semi-Detached	3,150	4.9	3,175	4.7
Row House	2,800	4.3	2,860	4.2
Apartment, detached duplex	3,770	5.8	3,825	5.7
Apartment bldg, 5 or more storeys	4,175	6.4	4,460	6.6
Apartment bldg, less than 5 storeys	10,865	16.7	10,435	15.4
Other single attached house	275	0.4	195	0.3
Movable unit	465	0.7	570	0.8
Total Occupied Private Dwellings	64,940	100.0	67,585	100.0

Source: Statistics Canada 2006, and 2011 Census

Of the 67,585 occupied units in 2011, 45,830 (67.8%) were owner occupied while 21,755 (32.2%) units were rented. Of the single detached units, 93.7% were owner occupied. This was similar to the provincial proportion (93.6%). Among semis there was a more marked difference from the Ontario rate as just 71.8% were owned as compared to 82.6% provincially. Approximately half (47.3%) of duplex apartments were owned, slightly lower than 54.4% in Ontario.

Over the last 5 years, house prices have increased. Favourable interest rates and income gains have contributed to the strong demand for single detached owner occupied units in the CGS. In the short term, rates are expected to remain at current levels. CGS incomes may be impacted by external factors like the global economic slowdown which is lowering commodity prices. Increased metal production from other countries may also impact the mining activity in the area. These are likely to impact on housing demand, particularly for new homes.

Rental tenure dominates the occupancy of high rise apartments at 94.5%. This is in sharp contrast to Ontario's rate of 71.8% and reflects the limited role of condominium ownership plays in Sudbury. This is also reflected in low rise units where 89.3% were rented as compared to 79.7% provincially. Finally, the starkest contrast is demonstrated among row houses where 87.7% were rented whereas only 31.2% of townhouses in Ontario were occupied by tenants in 2011.

The majority (52.5%) of homes in Greater Sudbury are more than 40 years old, having been built prior to 1971 (based on 2011 Census data). This is notably higher than in Ontario where just 40.5% of dwellings fall into this category. An additional 41.2% was constructed between 1971 and 2000 with just 6.2% added since 2000. Provincially, 43.9% was built between 1971 and 2000 while an additional 15.6% has been added between 2001 and 2011.

Of the rental stock 54.1% was built prior to 1971 with 43.1% constructed between 1971 and 2000 and only 640 units or 2.9% built between 2001 and 2011. Provincially, 49.0% is pre 1971, 43.3% 1971 to 2000 and 7.8% were built after 2000.

The contrast with the Province is more notable among ownership dwellings where 51.9% of the stock was pre 1971 versus just 37.2% in Ontario. Units built between 1971 and 2000 represent 40.4% compared to 44.1% provincially, while Ontario has seen considerably more construction activity (18.7%) since 2000 than in Greater Sudbury with just 7.7% or 3,555 homes.

Household income is the critical limit to housing choices. Households with successively higher incomes have more housing options. For them, choice involves balancing many competing considerations. These may include job location, family composition/size, social status, dwelling type and neighborhood amenities.

According to Census data, the average household income in Greater Sudbury stood at \$76,772 in 2010. This was up 12.7% from \$68,126 in 2005. By comparison, incomes in Ontario and Canada grew by 10.0% and 13.7% to \$85,772 and \$79,102 respectively. In the CGS, 60% of owners had incomes of \$77,333 or less while 60% of renters had incomes of \$40,000 or less.

For households with the lowest incomes, their income stream completely dominates their housing choice. The price they are able to pay to buy or rent may be insufficient to cover the cost of creating new or acquiring existing housing. These households also spend a larger amount of their income to obtain housing which may or may not meet their basic needs.

Depending on local market conditions, the number of households which lack the income to have effective demand to match their needs may be large or small. Difficulties in obtaining housing will be felt by a higher number of households, even those with higher incomes, when local housing supply is low.

For most homeowners, wealth is most often held as equity in their current housing. If need be, that equity can then be redeployed to obtain a dwelling which better suits their preferences and needs. Renters traditionally have lower incomes than home owners.

They are more likely to lack the accumulated resources needed to secure alternate accommodations.

The housing market provides more than shelter. A healthy, vibrant housing sector is an important economic engine and a key indicator of a community's future. Creating new housing and maintaining the existing stock are very important job creators directly in the construction industry and indirectly in the manufacturing, retail and service sectors.

The City's role in the housing market continues to evolve. The days of one solution for all situations has given way to a more flexible, supportive approach. The Housing and Homelessness Plan is intended to help define the City's role in complementing the market while helping the community fill the voids in the overall housing continuum.

C.1 THE HOUSING CONTINUUM

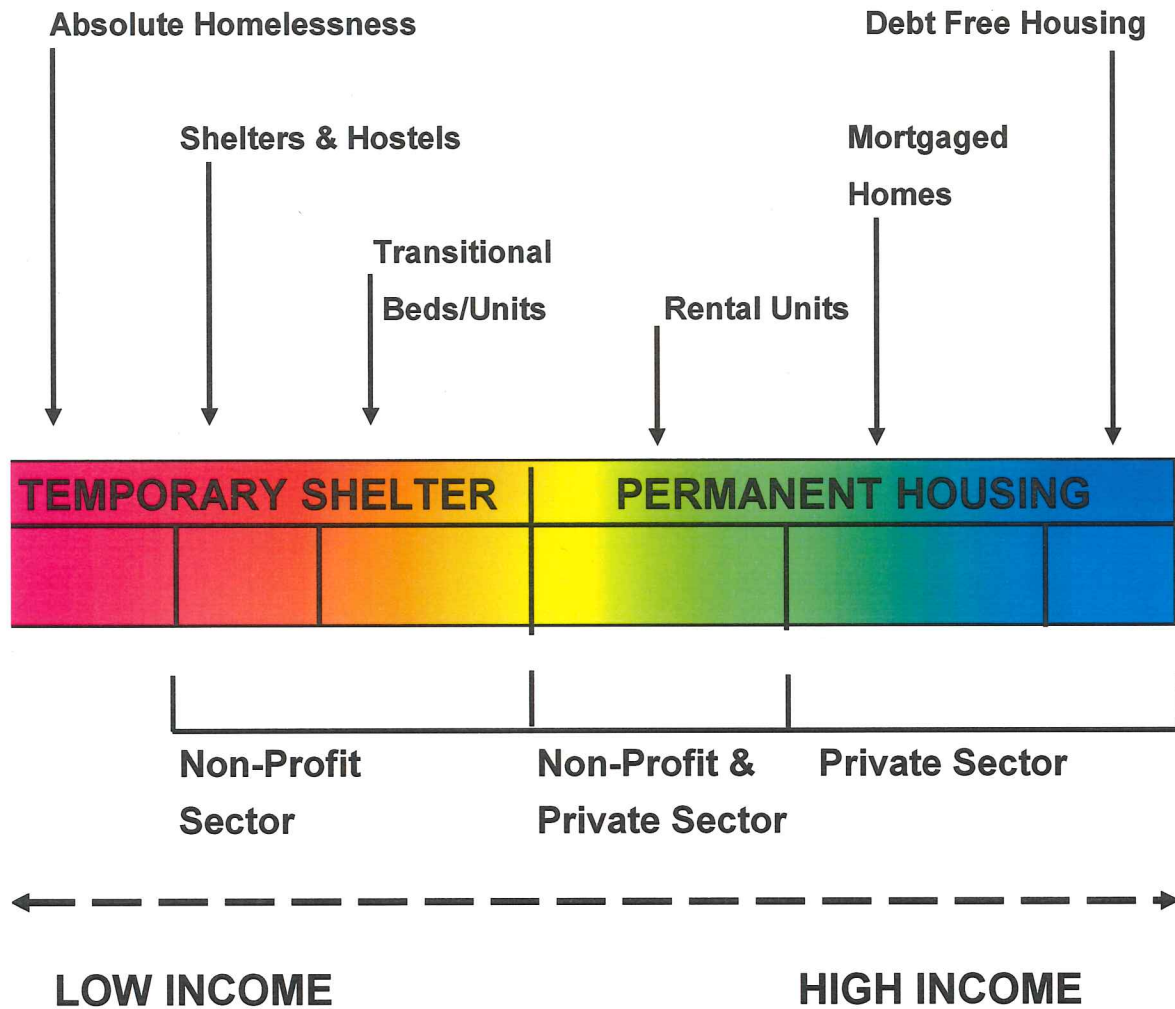
Housing has many facets. It is a basic need but it is also a commodity to be traded and used as an investment. It is these competing qualities that add to the complexities of the housing market.

Household income largely determines where a household falls within the housing continuum. Income will also impact the household's ability to obtain the housing form they desire versus what they may actually require.

The number of households within the various income levels will also influence the demand for a particular type or style of accommodation. For example, a community with an aging population may see an increase in demand for accommodations with readily available support services.

The supply of housing in all parts of the continuum is impacted by the supply of suitable serviced land, the cost associated with producing the housing form i.e. financing, labour, materials etc. and the return to be earned on the investment. Since housing tends to last in the market a long time, the quantity and quality of the existing housing stock will also influence the market's supply of new housing units.

The illustration below provides a basic visual representation of the housing market.



The housing continuum is comprised of two major components: temporary shelter and permanent housing.

Temporary shelter consists of both services for the absolute homeless as well as shelters, hostels, and transitional beds and units. Permanent housing ranges from rental units to privately-owned housing which may be mortgaged or debt-free. While temporary shelter is generally provided by the non-profit sector, the supply of permanent housing is made available through a range of housing providers.

Social housing provides an affordable alternative between the temporary part of the system and the fully self-sufficient independent living market component.

Group homes, retirement homes and nursing homes also fall into the permanent portion of the housing continuum. These residences vary in the services and amenities provided. The affordability of these accommodations depends on the level of household income and government funding. To access these residences, the household must be

in need of the services offered. The supply of these residences plays an important role in the continuum by providing accommodations to those who may not normally be able to access appropriate housing and services elsewhere in the continuum. Ownership of these facilities can remain with the public/not for profit sector or the private sector.

D. REVIEW OF THE HOUSING MARKET CATEGORIES AND MUNICIPAL STRATEGIES CURRENTLY IN PLACE

The housing continuum diagram divided the housing market into two broad categories. Those categories can be further divided into sub-sectors in order to allow a more detailed review. This portion of the Plan will examine the broad categories and sub-sectors. It will identify key market features and the local activity to date.

D.1 TEMPORARY SHELTER

The Temporary Shelter category of the housing continuum varies significantly from the traditional, permanent housing market in many ways. Although housing tenure and length of stay are obvious differences, the category also differs in terms of the needs of the individuals within this category.

The available temporary housing is provided primarily by government and the not for profit sector with very little private sector participation. The housing form is more likely to provide congregate living arrangements in a variety of housing styles.

D.1.1 Sub-Sector - Absolute Homelessness

D.1.2. Overview

Persons who find themselves absolutely homeless may do so for a range of reasons such as a catastrophic event (e.g. fire or flood), mental health and addictions issues, family breakdown, insufficient income and overall lack of suitable housing. Some households are able to quickly obtain housing through the private market possible with immediate supports such as access to funds for a last month's rent deposit or list of available housing.

Many individuals in this category have little to no income. This affects their ability to find suitable, affordable housing that they can sustain. According to CMHC's 2012 rental market survey, the average monthly market rent for a one bedroom unit is \$737 within the City of Greater Sudbury. The current maximum monthly shelter component for a single individual in receipt of Ontario Works is \$376, and an individual receiving benefits from the Ontario Disability Support Program receives a maximum shelter allowance of \$479. The gap between the shelter component and the market rent means that these households must choose between acquiring basic needs (food) and paying rent.

For a portion of individuals who have experienced homelessness for a longer period of time, there may be complex issues and multiple barriers. Individuals in this category may require longer term supports once housed to develop the skills necessary to maintain housing. The provision of support services is a critical piece to achieving success in any strategy to meet the needs of those in this category.

Within those who experience absolute homelessness, specific population groups are often over represented. These include youth, aboriginals, persons with mental health or addiction issues, victims of domestic violence or individuals with physical and intellectual disabilities. It is important that they are connected to supports that meet their specific needs.

D.1.3 Action To Date

Homelessness can be prevented for many households at imminent risk of homelessness with some support, such as temporary financial assistance, landlord mediation, or discharge planning. Providing supports to prevent homelessness costs less than providing services to persons once they have become homeless. It is important to connect individuals and families with services that can increase their housing stability, and ensure private landlords and housing providers are aware of available services for their tenants in crisis.

The CGS has adopted the Housing First Strategy. This approach involves moving people who experience homelessness into housing as quickly as possible, and then providing them with additional supports and services as needed.

The four components of the Housing First Strategy are:

- Crisis intervention and short term stabilization
- Housing
- Case management
- Wrap around services

Recent changes with the Provincial funding has consolidated several homelessness prevention programs and eliminated the Community Start Up and Maintenance benefits from social assistance. The City of Greater Sudbury has chosen to continue to support a homelessness prevention fund available for social assistance recipients and low income households with the following:

- Last month's rent deposits for persons who are homeless or at risk of homelessness
- Rental arrears for persons who are facing eviction
- Utility arrears for persons who are facing disconnection of utilities
- Utility deposits for persons who are homeless or at risk of homelessness

Sudbury has a coordinated homelessness intake and assessment system through the Homelessness Network. Staff located in seven community organizations use a connected and consistent approach to providing housing assistance and supports to homeless individuals and families or those at risk of being homeless. Where necessary, staff develop individualized service plans and provides mid-level support to assist homeless individuals to maintain their housing or be re-housed.

The Community Outreach program provides direct client services to people on the street. These include referrals to shelters and other community resources, suicide intervention, immediate first aid, health support, and transportation to essential services such as emergency care, and crisis prevention and intervention. Community Outreach also provides blankets, clothing, and supplies to those in need.

The CGS partnered with local agencies to develop the Samaritan Centre. This drop-in centre houses such services as the Elgin Street Mission, the Soup Kitchen, and the Corner Clinic. City Social Services staff leveraged Federal funding to provide capital dollars towards the project construction and provides an annual operating grant which allows the centre to meet property tax exemption. The local agencies housed here are engaged in assisting the homeless and vulnerable population by providing a drop in centre, meals, laundry facilities, shower facilities, clothing, basic health care services, and housing case management.

Persons who are absolutely homeless are provided with basic needs and connected with housing case managers that can assist them to locate permanent housing and connect them with the wrap around supports necessary to maintain that housing.

The non-profit housing providers also take many steps to help maintain tenancies for their rent-geared-to-income tenants. These steps include: providing tenants more lead time to respond to issues and program requirements; staff visits to ensure that tenants understand their obligations; several opportunities for tenants to rectify breaches to their lease obligations; in special circumstances, permitting tenants to enter into repayment agreements for the payment of damages and/or arrears. All of these strategies help tenants maintain their tenancy. The cost associated with these services is funded by the municipality.

D.1.4. Sub-Sector - Shelters and Hostels

D.1.5 Overview

The City of Greater Sudbury has partnerships with service providers in our community that provide emergency homelessness shelter programs.

L'Association des jeunes de la rue provides 16 emergency shelter beds for female and male youth at a facility known as Foyer Notre Dame. Their program goals are to assist each youth in achieving family integration, to undergo functional life skills training, to achieve vocational scholastic reintegration and to reach self sufficiency and personal independence.

The Salvation Army provides emergency shelter services for both the Men's and Women's and Families Shelter Program. The Men's program provides 22 shelter beds and the Woman and Families programs provide a total of 26 shelter beds. Their program goals are to provide board, lodging and personal needs to homeless people on a short term basis as well as provide support services to these individuals.

All three shelter providers utilize the Homelessness Individuals and Families Information System (HIFIS) as a data tracking and reporting tool. HIFIS data informs the community on shelter use within our community, as well as providing valuable data to the federal government.

It is intended that persons would use emergency shelter beds on a short term and infrequent basis. While in shelter, the individuals and families are immediately referred to supports as required.

C.1.6 Action To Date

CGS Social Services purchase services from the shelter providers. Funding for shelter programs has recently moved from the per diem model to a base funding model. Funding for these programs may come from Provincial, Federal or Municipal homelessness funding.

City Social Services has been working closely with the shelter providers to ensure shelter residents are quickly connected to housing and supports. Shelter residents are referred to Homelessness Network case managers, social housing, income support and other supports as needed. Each shelter has been assigned a dedicated Social Services staff which helps co-ordinate access to municipal services and local agencies.

City staff has been working closely with community partner agencies to set priorities for the available homelessness funding. Based on this input, shelter funding remains a top priority.

Following a 2011 community consultation, the creation of a shelter for women and families in our community was identified as a priority. Previous to this, women and families experiencing homelessness were sheltered through the motel system. This approach was a more expensive and less supportive way to provide services. Federal funding through the Homelessness Partnering Strategy (HPS) was allocated to the Salvation Army to complete renovations on a building that was opened as Cedar Place, a shelter for homeless women and families. As well, federal HPS funding was allocated to all three emergency shelter programs to complete capital projects that would provide energy efficiency and reduce operating costs.

Within the CGS's Housing Registry, qualifying shelter residents are given Urgent Status on the rent-geared-to-income wait list. The Urgent applicants are given priority over all other applicants excluding victims of domestic violence who qualify for top priority as per the Special Provincial Priority (SPP). Urgent applicants must accept the first available suitable unit offered to them.

Through Housing Services, the CGS delivers a housing allowance program which provides rent top up funding. These funds which can be provided for up to two years, make the rent more affordable while the household finds employment, other accommodations or is offered a rent-geared-to-income unit. This program helps facilitate the transition of individuals/households to permanent housing.

D.1.7 Sub-Sector - Transitional Housing

D.1.8 Overview

Transitional shelter refers to housing facilities that provide services beyond basic needs and that, while not permanent, generally allow for a longer length of stay than emergency housing facilities. These facilities offer more privacy to residents than emergency housing, and place greater emphasis on participation. They are targeted to those in need of structure, support, and/or skill building to move from homelessness to housing stability, and ultimately to prevent a return to homelessness.

Transitional housing can be seen as a stepping stone for households experiencing homelessness to move to a more stable living environment. Transitional housing opportunities provide those households who do not have the ability to live independently with a place to live while they acquire the necessary skills and services which will help them live on their own.

Most transitional residences provide service to a specific client group i.e. households with physical or cognitive disabilities, victims of domestic violence, households recovering from substance abuse, households recently released from prison. The tenant knows from the time they occupy a transitional housing unit that they will be required to move to a permanent housing situation at some time in the future. The household does not have security of tenure and their length of stay at the transitional home depends on the programs and assistance provided. The length of stay in a transitional home is usually longer than one would have at a treatment facility (i.e. detox centre, respite unit) where treatment may be provided for a 6 to 8 week period.

D.1.9 Action To Date

Over the past 5 years, the CGS has accessed funding through the federal Homelessness Partnering Strategy to help create 14 new transitional shelter beds:

- 2 beds for homeless youth at Foyer Notre Dame for homeless youth
- 6 beds at Victoria Place, a transition home operated by Canadian Mental Health Association for people with serious mental health issues who are at risk of homelessness.
- 6 beds at Beyond the Rock, Rockhaven's transitional supportive housing facility, which provides accommodations and further support to men who are continuing their recovery goals and maintaining their abstinence from substance abuse.

This complimented existing transitional housing located at the Iris Addiction Recovery for Women, Salvation Army, and St Leonard's Halfway House.

The shelters and CGS staff work with the transitional housing providers with respect to referrals to and from the transitional units.

The transitional housing providers liaise with CGS Social Services with respect to the co-ordination of services i.e. income, shelter allowance, counselling.

The transitional housing providers liaise with the CGS Housing Registry to ensure that their low income clients apply for rent-geared-to-income housing in a timely manner.

The transitional housing providers co-ordinate on-going service provision with local non-profit housing providers and private sector landlords as required in order to facilitate a successful transition to permanent housing.

D.2 PERMANENT HOUSING

The Official Plan describes Greater Sudbury as having “many communities and non-urban settlements that have over time developed their own unique character, built form and quality of life”. Greater Sudbury’s permanent housing market therefore provides a wide variety of housing alternatives from traditional inner city neighborhoods, typical suburban development, rural properties to desirable waterfront homes found in both urban and rural locales. This diversity, though an asset, also gives rise to many challenges in terms of infrastructure requirements, planning, roads and servicing needs. All these factors impact on the affordability of housing.

The Official Plan suggests a mix of housing types comprised of 50 to 60% single detached dwellings, 15% semi-detached and row housing, and 25 to 35% apartment dwellings. In order to maintain a balance of ownership and rental housing, a tenure mix of 70% ownership and 30% rental is also proposed. Ideally, 25% of all new dwellings should meet the definition of affordable housing.

A review of recent market activity as part of the Background Study revealed that the most recent building activity was meeting the above noted targets.

D.2.1 Sub-Sector - Rental Market

D.2.2 Overview

Although the local market has responded favourably to increased demand on the home ownership side, the rental market has not been as busy. Over the past 5 years, the vast majority of new housing activity has been in the form of single detached homes.

The City’s rental vacancy rate as reported by CMHC has dropped from 3.0% in 2010 to 2.7% in 2012. Four factors point to a lower vacancy rate in Sudbury in the near future. Firstly, no significant additions to rental supply are expected. Secondly, there have been some new condos built but the number is not significant and these units will be targeted at older households, not investors who would consider renting the units. Thirdly, higher home prices will encourage renters to postpone a home purchase thereby supporting current occupancy rates. Fourthly, should some of the stalled mining projects begin breaking ground, there could be more migrants looking for rental units. Rental rates will likely continue to increase, creating affordability issues for low income households.

The data from the Housing Study shows that in general, renters have lower incomes and therefore, more affordability issues than homeowners. In 2010, just over 60% of renters had incomes under \$40,000 as compared to only 17% for homeowners. The incomes of those on social assistance programs or basic seniors pensions fall below what is needed to secure an affordable unit.

For example the 2012 average CMHC rent for a one bedroom unit was \$737. However in that same year, a single person in receipt of Ontario Works received only \$376 monthly as a shelter allowance. An individual receiving ODSP fares a bit better receiving \$479. A single senior receiving only government pensions could only afford a rent of \$415. A senior couple where both individuals were in receipt of basic pensions would fare a bit better as they could afford a unit renting at \$677. A minimum wage worker earning \$10/hour would require a rent of \$504 or less in order to meet the affordability definition.

D.2.3 Action To Date

The municipality's involvement in the rental market is defined through provincial legislation (i.e. Planning Act, Municipal Act, Housing Services Act). This role is both comprehensive and complex. It includes: infrastructure development and maintenance; community and land use planning; building permit/inspection services; by-law enforcement; funding and administration of social housing programs; participation in new affordable housing initiatives.

The CGS regularly updates its Official Plan (OP) to reflect local needs and community input. The OP provides policies directing land use and plans for future needs. In terms of housing, the land use policies are designed to ensure that there is sufficient zoned lands for a mix of residential uses to accommodate both short and long term growth projections. The Plan also includes recommendations for preserving lands designated for higher density development. The OP also provides policies to support the continued development of programs to conserve energy and improve energy efficiency across all sectors.

The OP sets affordable housing targets for the appropriate mix of housing types and tenures. These are tied to the community's changing demographics and housing preferences. The CGS monitors these targets while encouraging builders and developers to produce a mix of housing types suitable to varying affordability levels.

As part of the Background Study, a review of the CGS second suite policies was completed. Recommendations from the review and consultation process are being presented to Planning Committee in 2013. These will ultimately be included in the OP. The policies will conform to the new provincial requirements. The policies are seen as a means of increasing intensification and addressing affordable housing needs. The conversion of vacant or underutilized commercial, retail and institutional space is also viewed as a viable option to creating affordable housing.

The CGS regularly engages the building/development community through the Development Liaison Advisory Committee. The committee provides a forum to discuss

concerns and identify solutions to a variety of general and site specific planning and development related issues. The committee also examines the development process with a view to streamlining reviews and approvals.

CGS Planning, Building and Housing staff in conjunction with CMHC hosts annual industry roundtable discussions. The roundtable format brings together various community members including developers, realtors, professionals, colleges and university staff along with labour market analyst. The format provides an avenue for participants to review and discuss an overview of the housing market as well information on economic and demographic conditions which are and may impact the local market.

Within Greater Sudbury, there are approximately 5,000 social housing units. These units provide affordable housing to households across the municipality. The portfolio represents about 20% of the total rental stock in the community. Over 4,400 of these units receive some form of funding from the municipality. The bulk of the units are rented on a geared-to-income basis. The projects, owned and operated by non-profit housing providers, offer self-contained units which cater to a variety of households (families, singles, seniors, households with disabilities). The portfolio is well aligned to local needs as the majority of units are one and two bedroom units. Over 800 units are designated seniors only.

The CGS is active with its non-profit housing providers. Key aspects of this interaction includes funding and program oversight. The CGS also directly provides or facilitates training on a variety of topics including board governance, risk management, asset management and landlord/tenant relations. Regular feedback from providers regarding programs, policies and procedures is obtained through regular meetings and client surveys. When required, CGS staff will provide intensive services to help return a project to program compliance and/or viability. Work has also begun in terms of preparing providers for operations after their operating agreements have expired and subsidies will be reduced or eliminated. More work is anticipated in these areas as more projects close out the term of their operating agreements.

The CGS is a member of the local Assisted Living Steering Committee and the Regional Assisted Living Committee. The committees, chaired by the Local Health Integration Network (LHIN), bring together the CCAC, health care providers as well as support agencies who service a variety of clientele. The goal is to promote dialogue, troubleshoot issues and help streamline service delivery. The Regional Committee looks at issues and trends impacting Northeastern Ontario while promoting sharing of best practices.

There are approximately 350 supportive housing units throughout the CGS. These projects are owned and operated by non-profit service providers. Funding is provided through the various provincial support ministries. The projects cater specifically to the needs of households who require assistance with daily living. The clients include seniors, individuals with mental health issues and those with physical disabilities. The projects provide a mix of congregate living arrangement and self-contained units.

The CGS has participated in senior government Affordable Housing Programs (AHP) as a means of increasing the availability of affordable housing. This work ranged from marketing the program to working with both private sector developers and not for profit organizations to bring projects to fruition. Through the AHP, 280 new affordable rental units were added to the local housing stock. It should be noted that the new AHP units represent 33% of all units produced in the multi-unit sector between 2009 and 2012.

Included in the AHP projects were 133 supportive housing units targeting seniors. The tenants occupying the units are in receipt of support services. The CGS provided the co-ordination between the North East LHIN and the housing provider in order to match the delivery of the support service funding with project construction and the AHP program requirements.

The CGS operates a Registry for households in need of rent-geared-to-income housing. The list is comprised of working poor, seniors, the disabled and those on social assistance programs. The majority of the households are seeking one and two bedroom units. As previously stated, the majority of rent-geared-to-income units available are one and two bedroom units. At the request of the non-profit providers, the Registry also maintains the wait list for their modified (wheelchair accessible) and market rent units.

The Registry reports that the tightening of the housing market is starting to be reflected in the number of applicants requesting rent-geared-to-income accommodation. The Registry list now stands at over 1,300 households.

The Registry system gives priority ranking to victims of domestic violence. In 2012, 94% of all qualified households were offered housing within 40 days of applying for housing. Registry staff work closely with Social Services and the women's emergency shelter providers to ensure that needy households have access to housing and support services. It was noted during the consultation process that additional support services are required to assist households with multiple needs. Further, it was felt that both private and non-profit housing providers could benefit from additional training and education regarding the available services. This would assist tenants in accessing needed support services which would in turn, assist households in maintaining successful tenancies.

A second priority ranking is provided to those households meeting the urgent criteria (i.e. homeless, those whose homes are destroyed etc). Working with Social Services and emergency shelter workers, the Registry provides one stop shopping allowing households to apply for a number of projects with one application. The qualified households have access to homelessness services and are provided assistance and information on obtaining private sector accommodations. Given their priority ranking, needy households usually receive unit offers within weeks of being deemed urgent.

Over the last 5 years, 3,444 applicants (an average of 689 households per year) have been housed from the Registry list. The average wait time for a unit is just under 18 months, depending on unit size and project location. In general, project wait lists are longer for projects located within the former City of Sudbury.

In addition, the CGS Registry liaises with local non-profit providers who are not required to participate in the Registry system. This on-going dialogue has assisted needy households to expand their housing selections and therefore increased their chances of securing affordable housing in a timely manner.

Through Housing Services, the CGS provides funding and services to the local non-profit housing providers ensuring that the projects remain viable and that needy households are being served. Part of this work includes the operation of a community rent-geared-to-income application Registry.

Housing Services also facilitates housing provider access to senior government funding such as capital assistance programs and energy efficiency initiatives. This work allowed the majority of the social housing portfolio to access needed funding for a variety of capital projects including roof replacements, basement/foundation repairs and energy efficiency upgrades. Four projects were selected for special funding under the Affordable Housing Program Renewal Energy Incentives. These projects will now produce their own electricity and sell any excess to the provincial electrical grid.

With housing programs such as the Rent Supplement Program, the CGS partners with private sector landlords to obtain housing units within private sector buildings. These units are then made available to needy households from the CGS Registry. The tenant pays rent-geared-to-income while the municipality pays the difference between the tenant rent and project rent. The municipality continues to look for opportunities to expand these programs.

The CGS, through its property tax system, provides new rental units as well as properties converted to multi-residential use to be subject to the residential tax rate for a 35 year period. The tax rate charged is less than half of the existing multi-res rate, making the new projects more viable and providing an avenue for making the rents more affordable.

The CGS designated the former Sudbury downtown area as exempt from development charges. This exemption reduces project capital cost and is intended to have a positive impact on affordable rents. Expansion of this policy to other former municipal downtown areas is under review.

Prior to the new second policies coming into effect, the CGS through the provisions of the Temporary Use By-Law permits Garden Suites in all Living Area designations. The by-law allows for a second temporary residential unit on a single residential lot. The garden suites are small, self-contained independent living units that are designed for family members who require some level of support.

With the growing number of senior households, Council through its various approval processes, supports developments offering a range of seniors housing. Under the most recent Affordable Housing Programs, four of the newly constructed projects were directed to seniors.

As part of the Background Study, the CGS undertook a review of the needs of a variety of groups including supportive housing, accessible housing, victims of domestic violence, aboriginal people and seniors. In addition, extensive consultations were held with various stakeholders. Recommendations from the review and consultation are included in the Housing and Homelessness Plan.

Overall, the Study noted that the Registry system was successful in assisting victims of domestic violence to quickly secure housing. A need for additional follow-up services was noted, especially to assist individuals with multiple challenges. Additional services were also required to help provide the individuals and landlords with support as required during the tenancy. The CGS will continue to work with the support agencies and social housing landlords to advocate for additional services.

There are two Aboriginal non-profit housing providers offering accommodations dedicated to Aboriginal households. Their projects offer a mix of rent-geared-to-income housing and market rent units. It should be noted that Aboriginal households also access affordable housing within the social housing portfolio.

The CGS provides funding and program oversight as required. Most recently, the CGS assisted a provider in developing a project under the AHP Aboriginal component.

The Background Study noted that need for Aboriginal housing is likely to increase. The CGS is working with the local providers to monitor need and available program options.

The Study also identified an increasing need for accessible housing. Quantifying the need requires more study given the diversity in individual circumstances. The CGS, through its Registry, maintains the wait list for wheelchair accessible units within the local social housing portfolio. It was suggested that the CGS work closely with local support agencies to ensure they are aware of the unit availabilities. More work will be done to increase awareness and promote the creation of barrier-free and visitable units throughout the community.

D.2.4 Sub-Sector - Home Ownership

D.2.5 Overview

The preference of CGS households for single detached homes remains strong and dominates the local housing market. Over the past decade, the vast majority of new housing activity has been in the form of detached homes. Although condos are visible in the ownership market, their penetration into the Sudbury market falls well below that of other provincial centres. Developers continue to be cautious in introducing this form of housing, targeting specific segments of the market (young professionals, seniors).

The latest Census revealed that just under three quarters of Canadian seniors own their homes. Of these, most are mortgage-free. The CGS seniors follow a similar trend. This implies that should these seniors seek alternative housing, they may be well positioned to do so by converting their home equity into purchasing power.

In 2012 the average price of a resale home in the Sudbury Census Metropolitan Area (CMA) was \$240,312. This was up 4.7% from \$229,485 in 2011. House prices have been steadily increasing over the last 5 years, reflecting the demand.

The average price for a new home in 2012 was \$383,665. This figure was up from the 2011 average of \$372,831. The increase was due in part to increased demand along with reflecting the higher costs of materials and labour. Prices are expected to increase at least in the short term. Building activity is expected to level off as consumers consider their options. Weaker commodity prices and the delay in new capital investments in mining projects will affect employment in the region.

The Provincial Policy Statement defines Affordable Housing as being in the case of ownership housing, the least expensive of:

1. housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low and moderate income households; OR
2. housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the regional market;

Based on 2010 income data from the 2011 Census, the annual income for low and moderate income households is \$77,333. At this income level, the Background Study identified a \$330,600 home as being affordable.

Using the 2010 average resale price of \$221,700, less 10%, the affordable purchase price would be \$199,500. Assuming a 10% down payment and principal & interest at the going 5 year rate, an income of \$46,700 would be required to support the purchase of the home.

As the Policy Statement calls for using the lower of the two calculations, in 2010 an affordable home in the CGS would have a price of \$199,500 or less.

For 2012, using the same calculations as above (10% below the average resale price), an affordable home in 2012 would have a price of \$216,270 or less. The annual income required would approach the \$50,000 mark. Given the price of new homes, potential buyers would need to canvas the resale market for an affordable home. The quantity and quality of homes at this price range could prove challenging given the average resale.

The private sector has traditionally been the main supplier of ownership homes. In the past, both the federal and provincial governments have provided programs to help either stimulate the housing market or assist homeowners to upgrade/repair their home.

D.2.6 Action To Date

The municipality's involvement in the ownership market is defined through provincial legislation (i.e. Planning Act, Municipal Act, Housing Services Act). This role is both comprehensive and complex. It includes: infrastructure development and maintenance; community and land use planning; building permit/inspection services; by-law enforcement; funding and administration of social housing programs; participation in new affordable housing initiatives.

The CGS regularly updates its Official Plan to reflect local needs and community input. The OP provides policies directing land use and plans for future needs. In terms of housing, the land use policies are designed to ensure that there is sufficient zoned lands for a mix of residential uses to accommodate both short and long term growth projections. The OP includes recommendations for preserving lands designated for higher density development. OP policies also support the continued development of programs to conserve energy and improve energy efficiency across all sectors.

The current OP suggests a mix of housing types comprised of 50 to 60% single detached dwellings, 15% semi-detached and row housing, and 25 to 35% apartment dwellings. In order to maintain a balance of ownership and rental housing, a tenure mix of 70% ownership and 30% rental is also proposed. Ideally, 25% of all new dwellings should meet the definition of affordable housing. The Background Study confirmed that these targets were still valid going forward to the next OP review.

Through the Official Plan, zoning by-laws, consents, subdivision and condominium approvals, the CGS staff meet with builders and encourage them to consider including a mix of housing to better address local needs.

The CGS regularly engages the building/development community through the Development Liaison Advisory Committee. The committee provides a forum to discuss concerns and identify solutions to a variety of general and site specific planning and development related issues. The committee also examines the development process with a view to streamlining reviews and approvals.

CGS departments (Planning, Building Controls, Housing) in conjunction with CMHC hosts annual industry roundtable discussions. The roundtable format brings together various community members including developers, realtors, professionals, colleges and university staff along with labour market analyst. The format provides an avenue for participants to review and discuss an overview of the housing market as well information on economic and demographic conditions which are and may impact the local market.

With the growing number of senior households, Council through its various approval processes, supports developments offering a range of senior housing options.

The CGS, through its Elderly Tax Assistance, provides a rebate for residential property owners that are in receipt of the federal Guaranteed Income Supplement (GIS). This rebate helps make homes affordable for senior home owners.

By participating in senior government Affordable Housing Programs like the Homeownership Assistance initiative, the CGS provided program loans to assist new home buyers to purchase homes. In addition, the CGS delivered the AHP home repair program. A total of 283 home repair loans were issued under this initiative. This program targeted low income homeowners allowing them to repair their homes making them more accessible, energy efficient and ultimately more affordable.

Given the aging population and the aging housing stock, the CGS will continue to pursue and deliver home repair programs as a means of extending the life of the homes while making them more affordable to their owners.

E. COMMUNITY CONSULTATIONS

The Housing and Homelessness Plan Background Study identified and analyzed the housing and homelessness issues challenging the CGS. Part of this process involved an extensive consultation process with local stakeholders to better understand the housing needs in the community.

Several consultation methods were used to gather data, compile information and receive community input. An e-mail survey was conducted over December 2012 and January 2013 along with focus group sessions in January with emergency and transitional housing providers, as well as homelessness service providers; Aboriginal Stakeholders; supportive housing providers and agencies serving special needs groups; social and affordable housing providers; the Greater Sudbury Accessibility Advisory Panel and the Seniors Advisory Panel; and the private sector housing development stakeholders i.e. builders, developers.

Phone interviews were also held in January and February of 2013 with key stakeholders in order to obtain more detailed information. Additionally, an online survey was made available to the general public between December 2012 and February 2013 to gain input from the general community on the issues and challenges influencing the housing market.

All stakeholders and community members consulted were also asked to provide input on the opportunities and challenges of providing accessory apartments across the CGS. Respondents were also asked about the requirements they felt accessory apartments should have to meet.

In September 2013, follow-up focus sessions with the various stakeholder groups were held. The Background Study findings and draft recommendations were presented and discussed.

The final results of the consultations were analyzed resulting in 6 priority areas being identified. These, along with the findings from the Background Study, form the basis for the recommendations and actions of the Housing and Homelessness Plan.

F. HOUSING AND HOMELESSNESS PLAN ACTION MATRIX

The Housing and Homelessness Plan focuses on strategies to co-ordinate and realign the housing and homelessness system to better address the needs of the community.

This work builds on the gains already achieved. The CGS will continue to collaborate with its partners and stakeholders to move the housing and homelessness system to a more co-ordinated people centered system which is focused on achieving positive outcomes for individuals and families. The City will work to advance our gains and hold itself, our partners and stakeholders accountable to measurable outcomes.

The Housing and Homelessness Matrix illustrates the six priority areas identified in the Background Study. It includes specific actions which will be taken to address the various priorities over the next 10 years. The Matrix also provides insights on how we will measure the success of the strategies vis a vis the community outcomes.

COMMUNITY PRIORITY:

1. There is a need to improve housing options across the housing continuum.

OBJECTIVE	ACTION	OUTCOME	MEASURE
Improve and maintain the existing housing stock	<p>Develop a community strategy to educate and improve energy efficiency and compliance with safety and property maintenance standards</p> <p>Devote a portion of future senior government housing funding towards rental housing repair & energy efficiency</p> <p>Complete long range planning related to the social housing portfolio completed to address declining senior government funding and increasing project costs</p> <p>Provide ongoing training and support for non-profit housing providers regarding governance, sustainability, asset management, regeneration, energy conservation, risk management and financial planning</p>	<p>Increased community awareness of standards leading to better maintained energy efficient properties</p> <p>Revitalized affordable rental stock</p> <p>Long term social housing portfolio plan in place</p> <p>Affordable housing portfolio well managed & maintained. Tenants satisfied with accommodations</p>	<p>Strategy in place</p> <p>Number of rental properties improved Lower energy consumption</p> <p>Portfolio plan approved by Council</p> <p>Fewer projects in difficulty. Provincial tenant satisfaction surveys</p>
Improve the accessibility of new housing and full utilization of existing housing stock	<p>Continue to work with community-based accessibility organizations to disseminate information about the need for barrier-free housing</p> <p>Devote a portion of future senior government affordable housing funding allocations to incorporate accessibility, energy efficiency & mobility modifications</p> <p>Collaborate with housing providers & support service agencies to distribute information on modified units in social housing</p>	<p>Developers & builders incorporating barrier-free design into their projects</p> <p>Affordable housing projects & programs include accessible units</p> <p>Households in need of modified units aware of projects, units</p>	<p>Increase in the number of barrier-free units in private sector</p> <p>Number of accessible units developed</p> <p>Modified units occupied by households in need of accessible units</p>
Increase the diversity of affordable housing options	<p>Communicate and build support & partnerships for the Plan housing priorities in private sector and economic development circles</p> <p>Work with stakeholders to disseminate information on the range and variation of seniors housing needs</p> <p>Update Official Plan and by-laws to reflect the new legislated second suite requirements</p>	<p>Better community awareness of community needs</p> <p>Seniors finding more housing options</p> <p>Second suite policies/process facilitating creation of units</p>	<p>Number of partnerships created</p> <p>Materials distributed to stakeholders</p> <p>Appropriate second suite Official Plan policies & Zoning Bylaws in place</p>

OBJECTIVE	ACTION	OUTCOME	MEASURE
	<p>Review Official Plan policies to ensure policies promote wide range of affordable housing options i.e. rooming houses, group homes, and neighborhoods that offer a full range of housing & amenities</p> <p>Review existing policy around surplus municipal land ensuring that surplus municipal properties are made available for affordable housing where appropriate</p>	<p>Neighborhoods designed to provide a broad range of housing</p> <p>Policy facilitates development of affordable housing</p>	<p>Policies promoting housing mix in place. Annual review of unit types created.</p> <p>Appropriate municipal lands made available for affordable housing projects</p>
Increase community acceptance of and provide consistent support for multi-residential housing	Working with the public and local stakeholders, promote benefits of multi-residential housing	Better public understanding of the need and benefits of multi-residential developments	Number of multi-res units created and/or number of Planning Act applications approved for multi-res units annually

COMMUNITY PRIORITY:

2. There is a need to improve housing access and affordability for low income households

OBJECTIVE	ACTION	OUTCOME	MEASURE
Improve housing access and affordability for low income households	Devote the majority of future senior government affordable funding allocations for new affordable housing projects	Low income & vulnerable households have more affordable housing choices	Number of projects developed
	Devote a portion of future senior government affordable housing funding towards rent supplement programs	Low income and vulnerable populations provided more private sector housing options	Number of rent supplement units acquired and/or retained
	Work with local support agencies to distribute information on accessing affordable housing	Support agencies better able to inform clients regarding affordable housing options	Affordable housing access information in place
	Advocate for senior government funding, programs and legislation changes to help local providers better respond to local housing needs i.e. sustained operating & capital funding, regeneration programs, energy upgrades	Social housing providers better able to respond to local needs	Number of new programs & initiatives accessed by local providers

COMMUNITY PRIORITY:

3. There is a need to strengthen approaches to preventing homelessness, increase the diversity of emergency shelter options and support individuals with multiple barriers in obtaining and maintaining their housing

OBJECTIVE	ACTION	OUTCOME	MEASURE
Ensure emergency accommodation is available when needed, but focus on transitioning to permanent housing.	<p>As a ten year goal, with increases in permanent affordable housing stock and monitoring of shelter usage, work over time to gradually retiring some of the capacity of the emergency shelters and re-directing funding to support individuals and families in transitioning to and maintaining permanent housing</p> <p>Review eligibility criteria for existing shelters and/or reallocate funding to ensure emergency accommodation meets the diverse range of needs, including emergency accommodation that does not have a zero alcohol tolerance</p>	<p>Decrease in shelter usage</p> <p>Decrease in length of stay in shelter</p> <p>Decrease in number of repeat shelter stays</p> <p>Persons who become homeless have emergency shelter when required</p>	<p>Number of persons using shelter</p> <p>Number of shelter bed nights provided</p> <p>Number of repeat shelter visits</p> <p>Number of persons turned away from emergency shelter</p>
Address the needs of the most vulnerable populations of homeless	<p>Prioritize the most vulnerable for rehousing, case management, and homelessness prevention, particularly those who may be chronically homeless and/or with multiple barriers to housing, including those interacting with health care, Children's Aid Society and addictions treatment</p> <p>Redistributing funding for homelessness services to increase the focus and provide more intensive case management to individuals with multiple barriers to housing</p>	<p>Less persons experiencing chronically and episodically homelessness</p> <p>Most vulnerable population of homeless have access to services</p> <p>Individuals and families with multiple barriers receive support they require</p>	<p>Decrease in number of homeless (point in time count)</p> <p>Number of persons who are homeless that move to emergency shelter</p> <p>Number of persons who are homeless that move to transitional housing</p> <p>Number of persons who are homeless that move to permanent housing</p> <p>Number of persons who move from emergency shelter to long term housing</p> <p>Number of households at risk of homelessness that are stabilized</p> <p>Decrease in number of shelter users</p>

OBJECTIVE	ACTION	OUTCOME	MEASURE
Stop discharging people into homelessness from key points of contact like hospitals and corrections	In collaboration with community stakeholders, develop a structured process that plans for the safe and successful transitioning of individuals from institutions	Better aligned supports for persons being discharged from hospitals and corrections	<p>Co-ordinated Plan in place utilized by all agencies</p> <p>Decrease number of shelter uses coming from institutions</p>
Address the need for additional educational and awareness of social housing providers and landlords of available crisis services and supports for tenants with special needs	<p>Develop and maintain a detailed services directory of community homelessness resources</p> <p>Increase capacity of the social housing sector and private landlords to respond to client needs by providing educational materials, training and professional development to social housing providers and private landlords on available services and supports for tenants in crisis and tenants with complex needs</p>	<p>Up to date directory available to service providers and service users</p> <p>Providers able to direct households to service agencies</p>	<p>Detailed directory in place</p> <p>Number of social housing and private sector landlords trained and in receipt of training and materials</p> <p>Number of households at risk of homelessness that are stabilized</p>

COMMUNITY PRIORITY:

4. There is a need for additional supportive services coupled with permanent housing (both supportive housing and supports in private homes)

OBJECTIVE	ACTION	OUTCOME	MEASURE
Ensure the supports are available for individuals to achieve and maintain housing stability	Collaborate with support agencies and housing providers to expand life skills training/mentoring to encourage successful tenancies for vulnerable populations i.e. victims of domestic violence, seniors	Services available and provided in a timely fashion so that tenancies are maintained	Number of agencies and providers participating Number of supports and services provided to households at risk of homelessness that are not related to the provision of accommodation but supports positive housing outcomes
Ensure adequate permanent housing linked with supports	Support investments in permanent housing linked with supports and collaborate with agencies and senior government ministries to increase the supply of supportive housing targeting seniors and other vulnerable populations	Options available for households in need of supports & housing assistance	Number of housing opportunities linked with supports
Reduce barriers to accessing housing, services and supports	<p>Collaborate with community organizations to support anti-discrimination education and opportunities to work with private sector landlords, housing providers and other community groups to disseminate information and human rights as they relate to housing</p> <p>Support enhanced access to programs by collaborating with housing providers and community service providers to improve outreach</p> <p>Support community outreach and education efforts to help tenants and landlords learn about their rights and responsibilities</p> <p>Advocate with senior levels of government for more capital and operating funding for the development and on-going operation of supportive housing projects</p>	<p>Both landlords and tenants aware of their rights & responsibilities</p> <p>Improved co-ordination between agencies and housing providers</p> <p>Tenants & landlords more knowledgeable about their rights & responsibilities</p> <p>More affordable housing choices for supportive housing clients</p>	<p>Feedback through community consultation process</p> <p>Client and provider survey or consultations</p> <p>Feedback through community consultation process</p> <p>Number of new supportive housing projects developed</p>

COMMUNITY PRIORITY:

5. There is a need to improve co-ordination, collaboration and partnerships among a broad range of stakeholders

OBJECTIVE	ACTION	OUTCOME	MEASURE
Improve effectiveness of the local housing system by increasing coordination, collaboration and partnerships among a broad range of stakeholders involved in housing	Facilitate connection, discussions and systems planning between stakeholders in housing, social services and health (including the City, housing providers, support service providers, the hospital, the LHIN and the CCAC)	Co-ordinated approach applied to community housing and homelessness issues	Number of agencies and providers participating
	Advocate for on-going Federal & Provincial participation in the housing sector to provide programs and funding towards creating and sustaining affordable housing	More senior government programs and funding available to meet local affordable housing needs	Number of senior government programs and amount of funding accessed to meet needs
	Build community support by increasing public awareness about housing needs and the benefits of homelessness services and affordable housing	Community support for housing and homelessness initiatives	Community survey
	Create opportunity for community partners and stakeholders to network, identify priorities and goals, and work collaboratively on solutions to ending homelessness	Best practices shared and implemented	Number of opportunities and events
	Engage the business community & faith communities to play a greater role in meeting community homelessness needs	Increased community participation	Number of business & faith community partners participating in initiatives

COMMUNITY PRIORITY:

6. There is a need to monitor and report on progress towards meeting the Housing and Homelessness Plan objectives and targets

OBJECTIVE	ACTION	OUTCOME	MEASURE
Monitor, analyze and respond to information about the local housing and homelessness situation	Annually evaluate and report on progress towards fulfilling the Housing and Homelessness Plan objectives	Community is aware of the status of housing and homelessness issues and progress made in achieving local objectives	Data publicly reported
	In conjunction with the completion of the Official Plan update, fully review the Housing and Homelessness Plan objectives and the Housing First Strategy. Based on review of the local housing market and consultations with stakeholders, identify gaps in programs, services and supports. Revise the Official Plan, the Housing and Homelessness Plan & Strategy to address identified gaps as required	Housing & Homeless Plan and the Housing First Strategy updated in conjunction with Official Plan thus facilitating a co-ordinated and consistent community response to local needs	Review and update Plans every 5 years
	Work with the Provincial government on the establishment of provincial housing and homelessness indicators. Participate in provincial reporting as required	Provincial measures implemented and reported	Provincial measures

For Information Only

2012 Report Card on Homelessness

Presented To:	Community Services Committee
Presented:	Monday, Nov 18, 2013
Report Date	Tuesday, Oct 08, 2013
Type:	Correspondence for Information Only

Recommendation

For Information Only

Background

A Report Card on Homelessness for the City of Greater Sudbury has been developed annually and released to the community for the years 2008, 2009, 2010 and 2011. The Report Card on Homelessness was first developed in response to a priority identified in the 2007 Community Plan:

"To develop a reporting method that will allow for the monitoring, measurement and evaluation of the overall effectiveness of the system that is currently in place to deal with those most vulnerable in the City of Greater Sudbury."

The development of the Report Card on Homelessness for the year 2012, attached, has been completed by the Community Advisory Committee to continue to meet this priority. The completion of an annual Report Card is used as a way to monitor, measure and evaluate the system we have in place to address homelessness within the City of Greater Sudbury.

Information, data and statistics included in the Report Card were collected through:

- HIFIS (Homeless Individuals and Families Information System)
- Homelessness Network CHPP data (Consolidated Homelessness Prevention Program)
- Social Planning Council
- YWCA Geneva House
- Ministry of Community and Social Services
- Canadian Mortgage and Housing Corporation Rental Market Paper
- Greater Sudbury Housing Services
- Homelessness Network Final Report
- Statistics Canada

Signed By

Report Prepared By

Gail Spencer
Coordinator of Shelters and Homelessness
Digitally Signed Oct 8, 13

Division Review

Luisa Valle
Director of Social Services
Digitally Signed Oct 8, 13

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Oct 9, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Oct 9, 13

As well, the Report Card provides information about services available in our community and new developments that help address homelessness.

The Report Card on Homelessness is intended to provide information to all sectors of the community from government agencies, social service agencies and members of the general public. It will be made available on the City's website and distributed to the citizens of the City of Greater Sudbury through Citizen Service Centres, Social Services Agencies, post secondary schools, and members of the Community Advisory Committee on Homelessness.

For Information Only

Vending Machine Revenue Opportunities in Municipal Buildings

Presented To:	Community Services Committee
Presented:	Monday, Nov 18, 2013
Report Date	Thursday, Nov 07, 2013
Type:	Correspondence for Information Only

Recommendation

For Information Only

Background

City of Greater Sudbury Council requested a report on vending machines revenue opportunities during budget deliberations at the Finance and Administration Committee meeting of November 21, 2011.

In 2012 it was determined that the City did not have a consistent policy on the placement of vending machines and revenue sharing. Supplies and Services Section then developed the request for proposal initially identifying 18 facilities as candidates for these machines. This RFP was issued in December of 2012 and awarded in August of 2013.

This report will provide information on the location and the approximate budgeted revenue for 2014 that the installation of the vending machines are expected to provide.

The Community Development Department has prepared the report as the majority of machines are located in that department's buildings arenas, fitness centres, pools etc. A complete list of vending machines locations and budgeted revenue expectations has been provided in Table #1.

Prior to the issuance of the Request for Proposal (RFP) for vending machines installation had been negotiated on a building by building basis. In December 2012 an RFP (CPS12-9), was issued by the Supplies and Services Section for the placement of vending machines with a revenue sharing agreement with the City of Greater Sudbury. This contract was awarded in August 2013 for a 5 year non exclusive term to 3 vendors for; cold drinks, bulk candy, hot drinks, snacks, cold food and change machines.

Signed By

Report Prepared By

Bruce Drake
Co-ordinator of Financial & Performance Measurement
Digitally Signed Nov 7, 13

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Nov 7, 13

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Nov 7, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Nov 9, 13

Table #1

<u>Location</u>	<u>2014 Budgeted Revenue</u>
Pioneer Manor	\$ 12,000.00
Gerry McCrory Countryside Arena	\$ 4,610.00
TM Davies Arena	\$ 4,300.00
Dr. Edgar LeClair Arena	\$ 4,000.00
McClelland Arena	\$ 4,000.00
Chelmsford Arena	\$ 3,500.00
Howard Armstrong Recreation Centre	\$ 3,300.00
Capreol Arena	\$ 3,000.00
Carmichael Arena	\$ 3,600.00
Cambrian Arena	\$ 2,400.00
Centennial Arena	\$ 2,000.00
Garson Arena	\$ 2,000.00
Toe Blake Arena	\$ 1,500.00
Raymond Plourde Arena	\$ 1,200.00
IJ Coady Arena	\$ 1,000.00
Dowling Fitness Centre	\$ 1,000.00
Nickel District Pool	\$ 200.00
Tom Davies Square	\$ 5,000.00
Lionel E Lalonde Centre	\$ 10,000.00 *
Transit Terminal	\$ 76,000.00
Total	\$ 144,610.00

*\$10,000 is estimated revenue and not currently in budget as machines are not yet installed.

The machines have been installed or are being installed subject to termination of prior suppliers in the locations listed and the budgeted revenue is illustrated in Table #1 from all of the machines is approximately \$144,000. This is an increase of approximately \$12,000-\$15,000 over the 2012 actual revenues.

Specific locations not listed in Table#1, Sudbury Arena, Adanac Ski Hill, Moonlight Beach and Bell Park, have machines that are part of the concessions contract and the revenue they generate is not separately recorded (its contained in the concessions revenue). There are also a few machines in the City of Greater Sudbury buildings where revenue has historically gone to a non-profit community group that is based out of the building. These are located at Falconbridge Community Centre, Capreol Millenium Resource Centre and RG Dow Pool. The Community Development Department is placing an additional machine for the 2013-2014 ski season at the Lively Ski Hill. Revenue potential at this time is uncertain.

All Community Development Department locations that currently do not have machines have been evaluated and it has been determined by staff that the practicality of installing them at this time would be of little to no return to the City. However, the usage of the facilities will be monitored and should the usage of a building change whereby the installation of a machine would generate revenue the appropriate supplier will be contacted as per the RFP agreement.

Request for Decision

Community Halls

Presented To:	Community Services Committee
Presented:	Monday, Nov 18, 2013
Report Date	Wednesday, Nov 06, 2013
Type:	Referred & Deferred Matters

Recommendation

WHEREAS Community Services Committee deferred the Community Halls report, presented in February 2012 to ensure community consultation had occurred, and;

WHEREAS community consultations have been completed and recommendations have been developed in response to feedback;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury approve the recommendations outlined in the report dated November 6, 2013 from the General Manager of Community Development regarding Community Halls.

Finance Implications

Amending the miscellaneous user fee by-law to include a rate category for providing the the hall free of charge to non-profit and community groups who are not generating revenue during the hall use will have no financial impact as it reflects current practice. If approved, a position from within the division will be reallocated for the special events/community halls coordinator.

Background

See attached report.

Signed By

Report Prepared By

Rob Blackwell
Manager, Quality, Administrative and
Financial Services
Digitally Signed Nov 6, 13

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Nov 6, 13

Recommended by the Department

Catherine Matheson
General Manager of Community
Development
Digitally Signed Nov 6, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Nov 12, 13

Background

The 18 community halls in the City Greater Sudbury fall into two broad categories: halls attached to community arenas, and stand-alone facilities.

Arena Halls (7):

- Chelmsford Arena
- Dr. Edgar Leclair (Azilda)
- Garson Arena
- T.M. Davies (Walden)
- McClelland Arena (Copper Cliff)
- Centennial Arena (Hanmer)
- Capreol Arena

Stand Alone Facilities (11):

- Delki Dozzi Community Centre
- Howard Armstrong Recreational Centre
- Kinsmen Hall
- Ben Moxam Centre
- Naughton Community Centre
- Onaping Falls Community Centre
- Falconbridge Community Centre
- Fielding Memorial Park
- Whitewater Lake Park
- Minnow Lake Place
- Dowling Leisure Centre

In the past several years, the operation of community halls has been addressed in various reports and by several committees. The issues involved with efficacy of the halls are numerous and vary depending on the type of hall and its primary usage. The halls offer community space for several purposes including: meeting space for non-profit groups, recreational programming, private functions and events, long term leases for community groups and community-centric locations for clinics and information sharing sessions.

Currently, Park Services staff are responsible for the operations of the halls and the facilities are booked via the standard facility booking method, with 3-1-1 being the central function to receive bookings. Rental fees are included in the Miscellaneous User Fee By-law.

Chronology

In **November 2004**, the Community Halls Usage Solutions Team submitted a report to City Council that provided an analysis of usage, costs and some of the issues regarding the Community Halls facilities in the City of Greater Sudbury.

The Community Halls Solutions Team made several **recommendations** and on November 9, 2004, Recommendation 2004-78 was carried, directing staff to complete the following, along with progress to date:

1. Enhanced service improvements – consolidate and harmonize rental fees, market hall facilities through various mediums of media, phone book advertising, pamphlets, trade shows, bill boards.
 - Fees have been harmonized and halls “tiered” based on available services
 - Some extra marketing has occurred, with the department recently embarking on a broad marketing and advertising strategy
 - Upcoming marketing will include exhibitor booth at trade shows
2. Create a new City staff contract position to co-ordinate bookings, liaise with clients and staff, control costs for hall rentals, collect money for rentals.
 - Position in Parks Services was created but also has responsibilities as a Park Superintendent and has never been utilized as a full time halls position , this report recommends creation of full time Special Events Coordinator
3. Develop an RFP inviting qualified caterers to tender for the rights to host functions and provide food services in the facilities.
 - This report recommends RFP for catering services
4. A review of performance of new rates.
 - Since the 2004 report, there has been an increase in usage of community halls
5. Complete review of CGS current no risk policy should be undertaken so as to ultimately improve all rental opportunities for facilities.
 - Alcohol risk management policy was last reviewed in 2003-2004, with amendments in 2011

6. Review of current rate schedule for existing outdoor educational facilities such as Camp Sudaca, Camp Wassakwa and several large playground field houses that could be rented out for specific events.
 - User fees for all playground and summer programs are currently being reviewed, usage as a community can be included (i.e. Delki Dozzi is a model for this initiative)

Some specifics of these recommendations have been addressed, including: \$15K for marketing added to the operating budget in 2005 and \$51K added to 2006 budget in salaries and benefits (position transferred from Arenas to Community Halls). However, some of the recommendations were not implemented due to the complexities associated with the halls, most of which were operated in the former area municipalities (pre-amalgamation).

The ***Constellation Report***, released in ***January 2007***, included a recommendation regarding “*Community Facility Rates and Liability Costs*”. The actions associated with the recommendation were:

- Review existing facility rate and liability policies based on the principles of fairness and the goal of increasing community activities and community pride
- Rates should be set to maximize use of the facilities and their value to the community
- A fair rates policy should consider the services available at each facility and the availability of alternative facilities in the community
- As recommended in the Community Halls Solution Team Report, a staff position to coordinate sales and use of halls should be considered

A report was presented to Community Services Committee in ***February 2012*** which outlined the results of a staff review of the utilization of community halls and made a recommendation on the user fees and setting a fair rate policy for the category of user described as “*community groups, minor sports and not-for-profit organizations*”, specifically for non licensed events.

Community Consultations

At the February 2012 meeting a motion to defer the matter pending consultation with the user groups was approved. In response to this direction, the community was engaged using the following methodology:

1. User groups were consulted via community meetings
2. Individual users of halls were provided with a survey
3. A survey was marketed to the community at large to provide additional insight

The results from the community consultations are summarized below and will provide an important perspective on the usage and trends for community halls. In total, 138 surveys were received from the community and four feedback sessions were held for user groups (Dr. Edgar Leclair Community Centre in Azilda; Centennial Arena in Hanmer, Garson Arena and T. M. Davies Community Centre in Lively).

Survey and User Group Feedback Session Results

Survey Results

Results for the surveys are illustrated below. The profile of users suggests that most attended private functions at a hall with community meetings/gatherings as the second most frequent response when respondents were asked what type of event they attended. The majority of respondents also indicated that they would consider using a City owned community hall for an event in the future, and would recommend the rental of a City owned community hall.

Figure 1: # of events attended by respondents by specific halls (Total of Q1 & Q6)

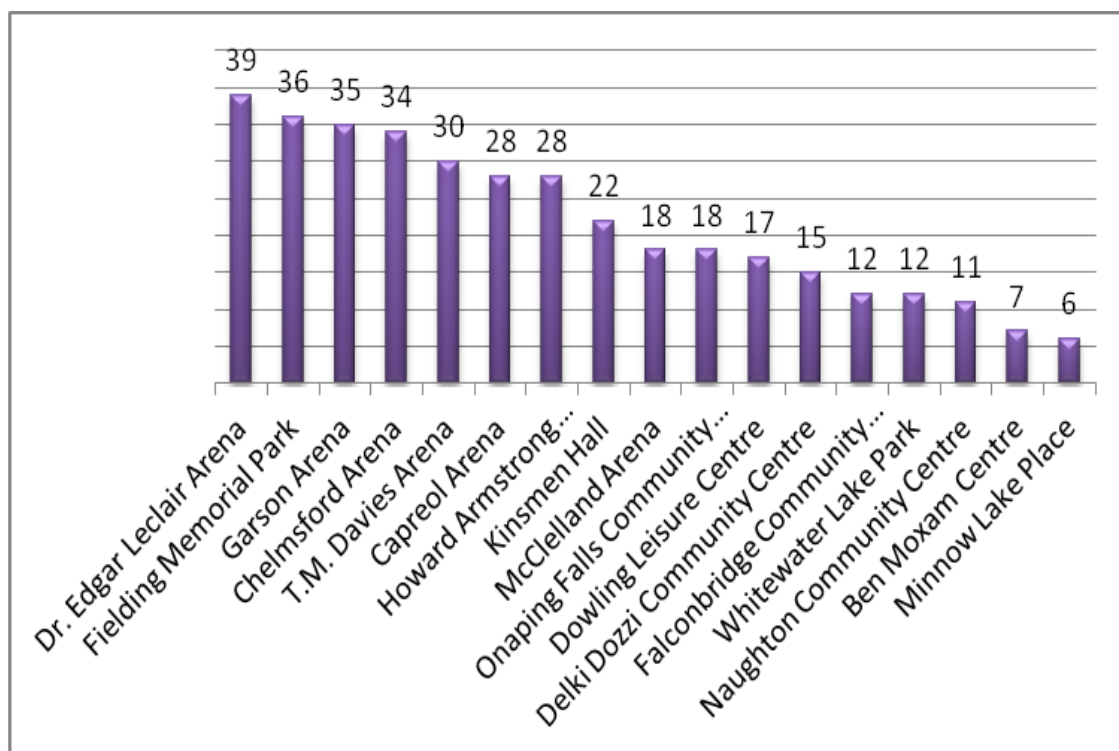


Figure 2: Type of Event (respondents that organized events)

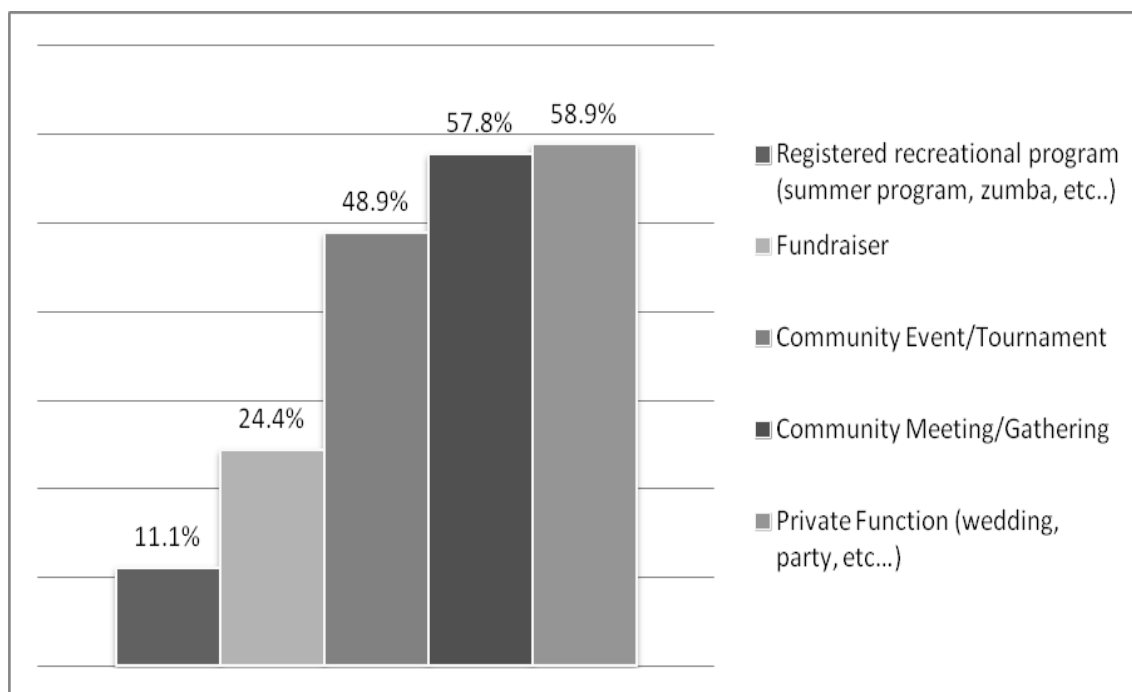
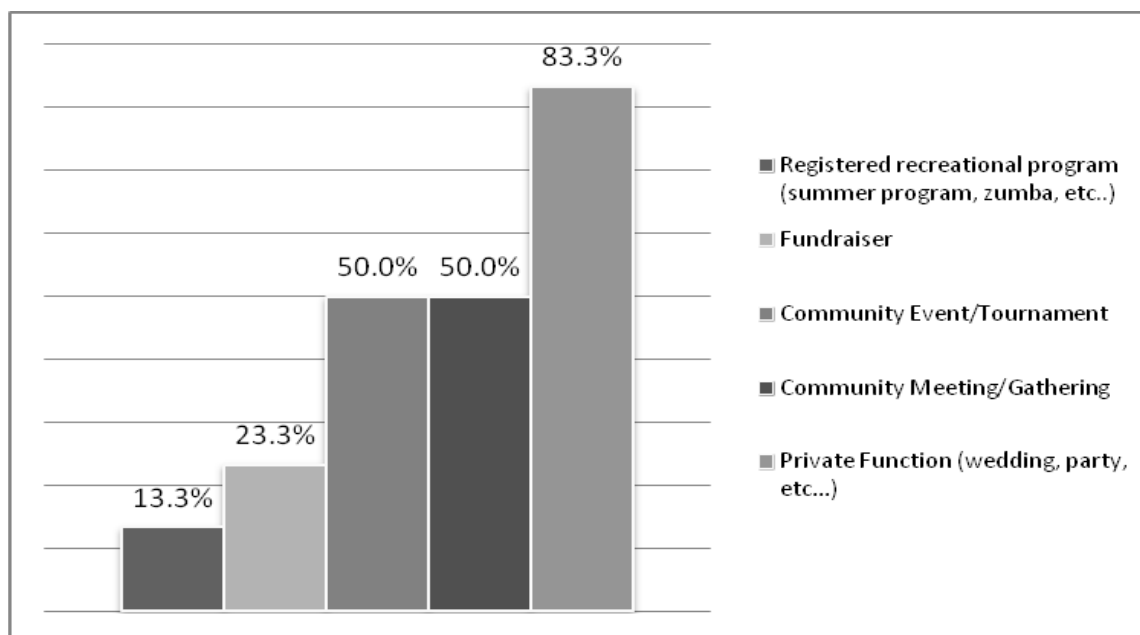


Figure 3: Type of Event (respondents that attended events)



The responses suggest that users that have organized events are, overall, satisfied with the community halls, with the highest satisfaction rating occurring with user's perception that the customer service related to renting halls, and the lowest satisfaction with the catering. The respondents that had attended events rated the cleanliness of the hall at the time of the event as the highest, and the amenities available in the hall as the lowest. Figures 4 and 5 illustrate the results, with a rating scale of 1 to 5, 1 being very satisfied, 5 being very dissatisfied (a low rating = greater satisfaction).

Figure 4: Satisfaction Rating - Respondents that had organized events

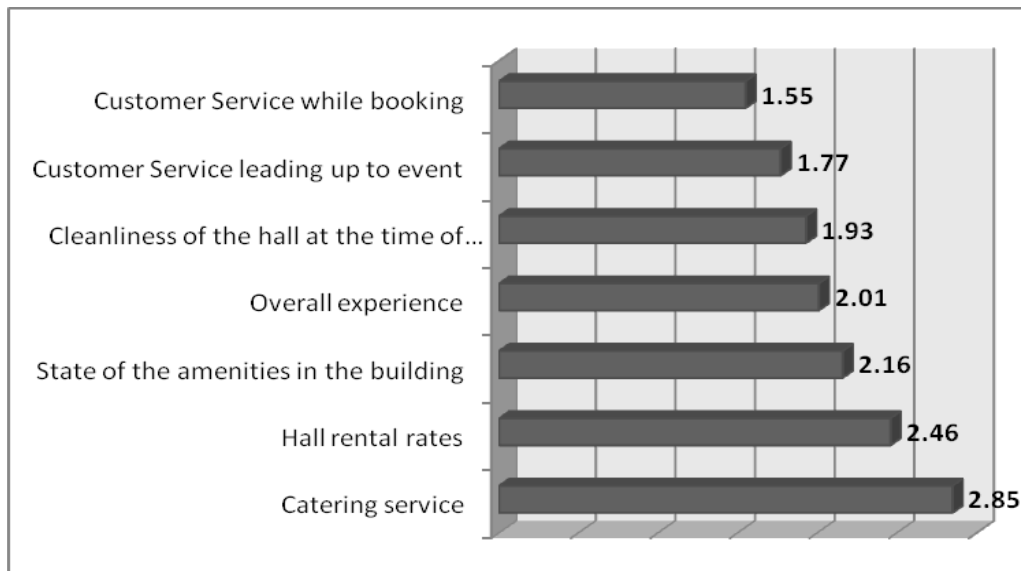
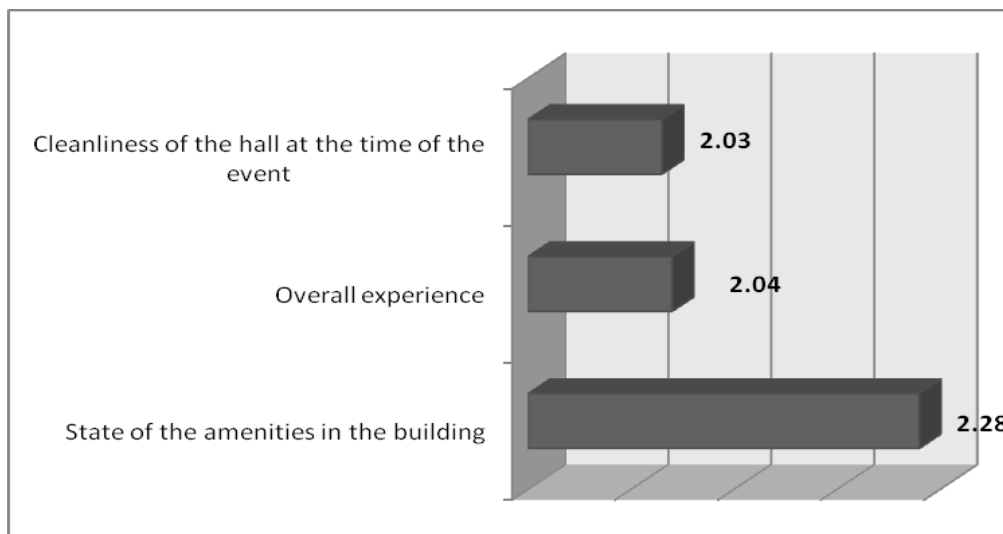


Figure 5: Satisfaction Rating - Respondents that attended events



User Group Consultations and Survey Comments

The comments associated with the surveys and the user group focus groups contained several shared themes. The themes that were most represented in the anecdotal comments from survey respondents and in discussions with user groups were:

- Need for improved marketing and advertising of city owned community halls
- The maintenance and upkeep of the halls, particularly the washrooms
- Lower fees, or no fee, for non-profit user groups
- Staff availability to assist during events
- From the focus groups with associations, it was suggested that an events coordinator that could thoroughly provide and explain details of renting, as well as help with the process, might make users more likely to utilize city owned halls
- Catering and bar options for special events
- New tables and chairs for halls

Usage

The February 2012 report presented a review of the usage of community halls and also some high level analysis of the expenses/revenues associated with the operation of the community halls. That report also provided statistics on the types of uses of the halls, and suggested that the halls are used predominately by non-profit groups (approximately 86% of total hall usage). It was also noted that approximately 80% of the hall usage was without charge.

A detailed illustration of usage is provided in Table 1 below. The data provides the number of usages per year for each hall (2010 – 2012), as well as an average per year. The table has been presented from largest to smallest, in terms of average uses/year. Usage patterns over the past 3 years appear to be consistent across the halls, though there is a large variance in terms of usage across individual facilities.

Note: All usage data is derived from the CLASS facility booking system

Table 1: Community Hall Usage 2010 – 2012

	2010	2011	2012	Avg # of uses/year
Valley East Centre (HARC)	640	814	1032	829
Kinsmen Centre	393	428	487	436
Minnow Lake Place	518	401	179	366
Dr. Edgar Leclair Community Centre	217	166	183	189
TM Davies Community Centre	155	249	137	180
Dowling Leisure Centre	198	120	203	174
Chelmsford Community Centre	163	165	151	160
Delki Dozzi Community Centre	130	157	158	148
Garson Community Centre	102	139	150	130
Naughton Community Centre	130	131	119	127
McClelland Community Centre	165	120	81	122
Fielding Memorial Park	120	101	104	108
Whitewater Lake Park	86	62	24	57
Centennial Community Centre	58	58	54	57
Ben Moxam Centre	48	45	51	48
Capreol Community Centre	33	20	21	25
Onaping Community Centre	22	12	5	13
Falconbridge Community Centre	4	7	5	5
Total Usages	3182	3195	3144	3174

Note: usage includes uses by community groups, leisure/recreation programming

Recommendations

- Marketing – enhanced advertising and marketing plan for community halls to be included in the recent initiative to market City facilities and programs
- Capital investment in community halls - the 2014 capital budget has some funds dedicated to community halls and community centres re: tables and chairs (\$50,000), additional capital funding (future years) for capital renewal (washrooms, flooring etc...)
- As per the report in February 2012, as approximately 80% of hall usage is at no fee to non-profit groups, it is recommended that the user fee bylaw is amended to reflect current practices. In the February 2012 report it was recommended that the by-law be amended for this category of user as follows:
 1. If the user is generating a revenue source during hall use (i.e. admission charge, ticket sales, 50/50 draw etc.) then the established rates in the by-law would be charged. One day rental fees (no alcohol) for non-profit and

community groups range (as per the 2013 Miscellaneous User Fee By-law) from \$69 - \$103 during weekdays and \$69 - \$137 for weekends.

2. If the user is not generating a revenue source during hall use then the charge would be \$0.00 and use of the City facility would be authorized as a grant to each such user
- Develop a community participation policy to allow user groups to assist with set up/clean up, as part of user contract for meetings and small gatherings (i.e. introduce security deposit policy as part of the existing key deposit process)
 - Ensure that arena staff assists in routine arena hall maintenance and clean up, especially during large events, where there is capacity. Parks Services will continue to be responsible for the hall preparation, maintenance and cleaning, along with managing capital improvements
 - As a pilot project, a Request for Proposals (RFP) for individuals or organizations that might be interested in operating the halls on a contract basis, selecting three halls as pilot sites (Capreol, Falconbridge, Onaping Falls)
 - Issue an RFP to establish a list of qualified caterers that would be contracted for catering services at city owned community halls. There are currently exclusive use agreements that have been "grand fathered". The agreement applies to: Centennial Arena Hall, Dr. Edgar Leclair Arena Hall, Chelmsford Arena Hall and the Dowling Leisure Centre
 - The Community Halls Solutions team had identified the need to secure the position of special events / community halls coordinator which will be responsible to manage and assist community groups in the planning , implementation and evaluation of community special events. In addition, the position will be the lead in the marketing , promotion and administration of the community halls. The section will re-organize the leisure administration to create this important position. The re-organization will be accomplished within the existing staff compliment.

Request for Decision

Community Halls - User Fees for Community Groups, Minor Sports and Not-for-Profit Organizations

Presented To: Community Services
Committee

Presented: Monday, Feb 27, 2012

Report Date Wednesday, Feb 15, 2012

Type: Managers' Reports

Recommendation

WHEREAS, council has requested that staff review the utilization of community halls; and

WHEREAS, council has expressed an interest in increasing such utilization; and

WHEREAS the review discovered that the user fees set in Miscellaneous By-Law 2012-5F for the category of user described as "community groups, minor sports and not-for-profit organizations" holding non licensed events do not reflect the rates such groups are willing to pay as 78% of hall bookings for this category were without charge.

THEREFORE, BE IT RESOLVED that Miscellaneous By-Law 2012-5F be amended for this category of user as follows:

1. If the user is generating a revenue source during hall use (i.e. admission charge, ticket sales, 50/50 draw etc.) then the established rates in the by-law would be charged.
2. If the user is not generating a revenue source during hall use then the charge would be \$0.00 and use of the City facility would be authorized as a grant to each such user.

Finance Implications

There is no significant financial impact.

Signed By

Report Prepared By

Olivia Titon
Coordinator of Financial and
Performance Measurement
Digitally Signed Feb 15, 12

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Feb 15, 12

Recommended by the Department

Catherine Matheson
General Manager of Community
Development
Digitally Signed Feb 15, 12

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Feb 16, 12

Purpose

Council has requested that staff review the utilization of community halls. This report outlines the findings of the review and a recommendation is made on the user fees for the category of user described as *"community groups, minor sports and not-for-profit organizations"* holding non licensed events. Subsequent reports can be presented to council that can address other community hall issues like catering, no risk policy and the rationalization/disposition of buildings.

Usage review

The following is a list of community halls located throughout the City of Greater Sudbury:

- Chelmsford Arena
- Dr. Edgar Leclair Arena
- Garson Arena
- T.M. Davies Arena
- McClelland Arena
- Centennial Arena
- Capreol Arena
- Dowling Leisure Centre
- Delki Dozzi Community Centre
- Howard Armstrong Recreational Centre
- Kinsmen Hall
- Ben Moxam Centre
- Naughton Community Centre
- Onaping Falls Community Centre
- Falconbridge Community Centre
- Fielding Memorial Park
- Whitewater Lake Park
- Minnow Lake Place

Staff reviewed the community hall booking detail for the past five years. The review showed that the number of bookings has been increasing. Community halls have become a desirable location for private citizens and community groups to gather. Table 1 summarizes some of the common users/themes found when the booking data was reviewed. This list is not meant to be all inclusive.

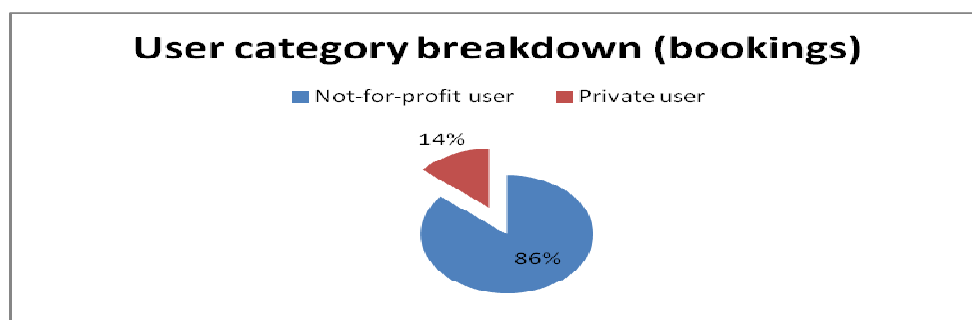
Table 1: Examples of typical community hall uses/events		
Zumba classes	School Graduation	Public information meeting
Martial Art classes	Sport team banquet	CAN Meeting
Stamp Club	Sport team meeting	Flu Clinic
Open Card Afternoons	Church Picnic/Tea	Blood Donor Clinic
Seniors' Walking Program	Comedy Night	Wedding reception
Table Tennis	Music Concert	Birthday party
Shuffle Board	Art and Craft Show	New Year's Eve party
Stitchery Guild	Remembrance Day Ceremony	Retirement party
School dance/prom	Winter Carnival	Funeral Reception

Table 2 summarizes the number of bookings per hall over the past several years.

Table 2: Booking Statistics						
Facility	2005	2006	2007	2008	2009	2010
Capreol Community Centre	26	22	29	24	28	39
Centennial Community Centre	115	91	98	52	72	72
Chelmsford Community Centre	88	91	124	138	126	165
Dr. Edgar Leclair Community Centre	102	128	159	158	147	235
Garson Community Centre	63	65	91	99	89	112
McClelland Community Centre	99	108	52	26	108	166
TM Davies Community Centre	83	83	81	99	138	164
Delki Dozzi Community Centre	0	0	0	54	128	132
Falconbridge Community Centre	2	6	4	6	4	4
Dowling Leisure Centre	45	108	146	280	47	203
Onaping Community Centre	210	172	162	108	24	28
Whitewater Lake Park	9	19	51	70	82	91
Valley East Centre (HARC)	160	161	207	171	610	652
Ben Moxam Community Centre	286	210	125	41	51	48
Minnow Lake Place	540	545	670	350	262	646
Kinsmen Centre	304	330	327	345	481	398
Fielding Memorial Park	82	110	138	116	131	131
Naughton Community Centre	57	211	208	123	88	130
Total # of bookings	2,271	2,460	2,672	2,260	2,616	3,416

Overall, these booking statistics show that the community is utilizing the halls (# of bookings has grown approximately 50% since 2005). The booking statistics also show that some halls are being booked more frequently than others. For example, the Capreol Community Centre was booked 39 times in 2010 whereas; the Centennial Community Centre was booked 72 times. It is difficult to say for certain why some halls are used more than others. Some determining factors could be location, amenities, availability and number of service groups in the area.

The review also showed that on average 86% of all hall bookings are from the not-for-profit user category. This category includes community groups, minor sports, not-for profit organizations and City run programming. Basically, it captures any user group that is not considered to be private.



The reason the breakdown between not-for-profit and private bookings has been highlighted is because in 2010 for example, 78% of hall bookings for this category were without charge. Table 3 shows the hall rental revenue for the past five years.

Table 3: Community Hall Rental Summary				
2010	2009	2008	2007	2006
\$82,650	\$62,882	\$63,717	\$48,750	\$61,063

Table 4 breaks down the rental revenue for 2010 between not-for-profit (NPO) and private bookings.

Table 4: Rental Revenue Breakdown - 2010		
Private	NPO	Total
\$71,691	\$10,959	\$82,650
87%	13%	100%

Staff identified that the reason the rental revenue from the not-for-profit user category only accounts for approximately 13% of total revenue is because staff have had difficulty implementing Miscellaneous User Fee By-Law 2012-5F(see Appendix 1) for this category of user. Public pressure and past practices made it difficult for staff to maintain consistency. There are a variety of circumstances for which this category uses community halls thus; more clarification is needed on how to adapt and apply this by-law to effectively maintain community hall usage, reasonability of fees charged and consistency amongst users.

Recommendation

The findings outlined in this report show that the halls are being used and that community groups, minor sports and not-for-profit organizations are the main users. The report also outlined that staff have experienced difficulty implementing Miscellaneous User Fee By-Law 2012-5Ffor this category of user because the by-law does not reflect the rates such groups are willing to pay.

Therefore, it is recommended that an amendment be made to the Miscellaneous User Fee By-Law 2012-5Ffor the category of user described as "*community groups, minor sports and not-for-profit organizations*" holding non licensed events and retain the existing user fee structure for all other categories. The amendment to this category would be as follows:

1. If the user is generating a revenue source during hall use (i.e. admission charge, ticket sales, 50/50 draw etc.) then the established rates in the Miscellaneous User Fee By-Law 2012-5Fwould be charged.
2. If the user is not generating a revenue source during hall use then the charge would be \$0.00 and use of the City facility would be authorized as a grant to each such user.

This user fee by-law amendment would provide more clarification to staff and would allow this category of user to continue to make use of the community halls. Historically, community halls have always had an impact on the tax levy. Table 5 shows the financial data for the past three years.

SCHEDULE "CD-J"

TO BY-LAW 2012-5F

COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS

<u>CATEGORY</u>	<u>EFFECTIVE UNTIL</u> <u>MARCH 31, 2012</u>			<u>EFFECTIVE</u> <u>APRIL 1, 2012</u>		
	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>
COMMUNITY HALLS						
TIER I						
DR. EDGAR LECLAIR COMMUNITY CENTRE, CAPREOL COMMUNITY CENTRE, CENTENNIAL COMMUNITY CENTRE, GARSON COMMUNITY CENTRE, TM DAVIES COMMUNITY CENTRE, FALCONBRIDGE RECREATION CENTRE, DOWLING LEISURE CENTRE						
PUBLIC - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	171.68	22.32	194.00	176.99	23.01	200.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	199.12	25.88	225.00	203.54	26.46	230.00
TWO DAYS	402.65	52.35	455.00	415.93	54.07	470.00
THREE DAYS	592.92	77.08	670.00	610.62	79.38	690.00
PUBLIC - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	230.09	29.91	260.00	238.94	31.06	270.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	402.65	52.35	455.00	415.93	54.07	470.00
TWO DAYS	725.66	94.34	820.00	752.21	97.79	850.00
THREE DAYS	964.60	125.40	1,090.00	991.15	128.85	1,120.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	85.84	11.16	97.00	88.50	11.50	100.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	143.36	18.64	162.00	147.79	19.21	167.00
TWO DAYS	287.61	37.39	325.00	296.46	38.54	335.00
THREE DAYS	287.61	37.39	325.00	296.46	38.54	335.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	143.36	18.64	162.00	147.79	19.21	167.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	287.61	37.39	325.00	296.46	38.54	335.00
TWO DAYS	566.37	73.63	640.00	584.07	75.93	660.00
THREE DAYS	566.37	73.63	640.00	584.07	75.93	660.00
PUBLIC MEETING (All Week)	85.84	11.16	97.00	88.50	11.50	100.00
NEW YEAR'S EVE	522.12	67.88	590.00	539.82	70.18	610.00

SCHEDULE "CD-J"**TO BY-LAW 2012-5F****COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS**

<u>CATEGORY</u>	<u>EFFECTIVE UNTIL</u> <u>MARCH 31, 2012</u>			<u>EFFECTIVE</u> <u>APRIL 1, 2012</u>		
	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>
<i>TIER II</i>						
CHELMSFORD COMMUNITY CENTRE, HOWARD ARMSTRONG RECREATION CENTRE, KINSMEN HALL, NAUGHTON COMMUNITY CENTRE, ONAPING FALLS COMMUNITY CENTRE MCCLELLAND COMMUNITY CENTRE						
PUBLIC - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	114.16	14.84	129.00	117.70	15.30	133.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	143.36	18.64	162.00	147.79	19.21	167.00
TWO DAYS	287.61	37.39	325.00	296.46	38.54	335.00
THREE DAYS	424.78	55.22	480.00	438.05	56.95	495.00
PUBLIC - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	171.68	22.32	194.00	176.99	23.01	200.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	287.61	37.39	325.00	296.46	38.54	335.00
TWO DAYS	566.37	73.63	640.00	584.07	75.93	660.00
THREE DAYS	814.16	105.84	920.00	840.71	109.29	950.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	85.84	11.16	97.00	88.50	11.50	100.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	114.16	14.84	129.00	117.70	15.30	133.00
TWO DAYS	230.09	29.91	260.00	238.94	31.06	270.00
THREE DAYS	230.09	29.91	260.00	238.94	31.06	270.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	114.16	14.84	129.00	117.70	15.30	133.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	230.09	29.91	260.00	238.94	31.06	270.00
TWO DAYS	460.18	59.82	520.00	477.88	62.12	540.00
THREE DAYS	460.18	59.82	520.00	477.88	62.12	540.00
PUBLIC MEETING (ALL Week)	57.52	7.48	65.00	59.29	7.71	67.00
NEW YEAR'S EVE	402.65	52.35	455.00	415.93	54.07	470.00

SCHEDULE "CD-J"**TO BY-LAW 2012-5F****COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS**

<u>CATEGORY</u>	<i>EFFECTIVE UNTIL MARCH 31, 2012</i>			<i>EFFECTIVE APRIL 1, 2012</i>		
	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>
<i>TIER III</i>						
COMFORT STATION HALL, BEN MOXAM, ADANAC CHALET						
PUBLIC - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	85.84	11.16	97.00	88.50	11.50	100.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	92.04	11.96	104.00	94.69	12.31	107.00
TWO DAYS	181.42	23.58	205.00	185.84	24.16	210.00
THREE DAYS	269.91	35.09	305.00	278.76	36.24	315.00
PUBLIC - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	114.16	14.84	129.00	117.70	15.30	133.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	143.36	18.64	162.00	147.79	19.21	167.00
TWO DAYS	230.09	29.91	260.00	238.94	31.06	270.00
THREE DAYS	336.28	43.72	380.00	345.13	44.87	390.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	57.52	7.48	65.00	59.29	7.71	67.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	57.52	7.48	65.00	59.29	7.71	67.00
TWO DAYS	114.16	14.84	129.00	117.70	15.30	133.00
THREE DAYS	114.16	14.84	129.00	117.70	15.30	133.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	85.84	11.16	97.00	88.50	11.50	100.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	114.16	14.84	129.00	117.70	15.30	133.00
TWO DAYS	230.09	29.91	260.00	238.94	31.06	270.00
THREE DAYS	230.09	29.91	260.00	238.94	31.06	270.00
PUBLIC MEETING (ALL Week)	57.52	7.48	65.00	59.29	7.71	67.00
NEW YEAR'S EVE	199.12	25.88	225.00	203.54	26.46	230.00
<i>TIER IV</i>						
<u>FIELDING MEMORIAL PARK</u>						
PUBLIC - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	114.16	14.84	129.00	117.70	15.30	133.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	171.68	22.32	194.00	176.99	23.01	200.00
TWO DAYS	336.28	43.72	380.00	345.13	44.87	390.00
THREE DAYS	522.12	67.88	590.00	539.82	70.18	610.00

SCHEDULE "CD-J"**TO BY-LAW 2012-5F****COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS**

<u>CATEGORY</u>	<i>EFFECTIVE UNTIL MARCH 31, 2012</i>			<i>EFFECTIVE APRIL 1, 2012</i>		
	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>
PUBLIC - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	143.36	18.64	162.00	147.79	19.21	167.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	424.78	55.22	480.00	438.05	56.95	495.00
TWO DAYS	814.16	105.84	920.00	840.71	109.29	950.00
THREE DAYS	1,141.59	148.41	1,290.00	1,176.99	153.01	1,330.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	85.84	11.16	97.00	88.50	11.50	100.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	148.67	19.33	168.00	153.10	19.90	173.00
TWO DAYS	287.61	37.39	325.00	296.46	38.54	335.00
THREE DAYS	287.61	37.39	325.00	296.46	38.54	335.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	114.16	14.84	129.00	117.70	15.30	133.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	486.73	63.27	550.00	504.42	65.58	570.00
TWO DAYS	964.60	125.40	1,090.00	991.15	128.85	1,120.00
THREE DAYS	1,460.18	189.82	1,650.00	1,504.42	195.58	1,700.00
PUBLIC MEETING (ALL Week)	57.52	7.48	65.00	59.29	7.71	67.00
NEW YEAR'S EVE	548.67	71.33	620.00	566.37	73.63	640.00
OTHER LOCATIONS						
FIELD HOUSE (NEIGHBOURHOOD PLAYGROUND BUILDING)						
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
ONE DAY	57.52	7.48	65.00	59.29	7.71	67.00
MONTHLY RATE (UP TO 5 USES)				118.58	15.42	134.00
ANNUAL RATE - 12 TIMES PER YEAR				238.94	31.06	270.00
ANNUAL RATE - UNLIMITED				327.43	42.57	370.00
FALCONBRIDE RECREATION CENTRE						
GYM (PER HOUR)	36.28	4.72	41.00	37.17	4.83	42.00
BIRTHDAY PARTIES - Up to 12 Children	130.97	17.03	148.00	135.40	17.60	153.00
BIRTHDAY PARTIES - 13 to 20 Children	161.06	20.94	182.00	166.37	21.63	188.00
SPORTS TEAM PARTIES - Up to 20 Children plus Coaches	151.33	19.67	171.00	155.75	20.25	176.00
MILLENNIUM RESOURCE CENTRE						
CLASSROOM - (PER HOUR)	31.86	4.14	36.00	32.74	4.26	37.00
CLASSROOM - (PER DAY)	128.32	16.68	145.00	132.74	17.26	150.00
BIRTHDAY PARTIES	58.41	7.59	66.00	60.18	7.82	68.00
DOWLING LESIURE CENTRE						
DOWLING KITCHEN COFFEE/SANDWICHES	30.09	3.91	34.00	30.97	4.03	35.00
COUNTRYSIDE ARENA						
BOARDROOM - COUNTRYSIDE	30.09	3.91	34.00	30.97	4.03	35.00
GALLERY - COUNTRYSIDE	95.58	12.42	108.00	98.23	12.77	111.00

SCHEDULE "CD-J"**TO BY-LAW 2012-5F****COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS**

CATEGORY	EFFECTIVE UNTIL MARCH 31, 2012			EFFECTIVE APRIL 1, 2012		
	FEE	HST	TOTAL	FEE	HST	TOTAL
MINNOW LAKE PLACE						
NO ALCOHOL						
PUBLIC - HALL/GYM FULL DAY	128.32	16.68	145.00	132.74	17.26	150.00
PUBLIC - HALL/GYM HALF DAY	63.72	8.28	72.00	65.49	8.51	74.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - HALL/GYM FULL DAY	75.22	9.78	85.00	77.88	10.12	88.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - HALL/GYM HALF DAY	38.05	4.95	43.00	38.94	5.06	44.00
ALCOHOL						
PUBLIC						
MONDAY TO THURSDAY (PER DAY)				171.68	22.32	194.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY				287.61	37.39	325.00
TWO DAYS				566.37	73.63	640.00
THREE DAYS				814.16	105.84	920.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS						
MONDAY TO THURSDAY (PER DAY)				85.84	11.16	97.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY				114.16	14.84	129.00
TWO DAYS				230.09	29.91	260.00
THREE DAYS				230.09	29.91	260.00
CLASSROOM (UPPER & LOWER LEVEL) - PER BOOKING				76.99	10.01	87.00
HOWARD ARMSTRONG RECREATION CENTRE						
MEETING ROOM	28.32	3.68	32.00	29.20	3.80	33.00
PICNIC PAVILLION						
PRIVATE GROUP	120.35	15.65	136.00	123.89	16.11	140.00
ARENA FLOORS						
COMMUNITY CENTRE, MCCLELLAND ARENA, CHELMSFORD ARENA, CONISTON COMMUNITY CENTRE, RAYMOND PLOURDE ARENA, CARMICHAEL ARENA, CAMBRIAN ARENA, COUNTRYSIDE ARENA						
*COMMERCIAL- BASE RATE						
DAILY RENTAL (INCLUDES A SET UP DAY I.E. FRI FOR SAT SHOW)	2,053.10	266.90	2,320.00	2,115.04	274.96	2,390.00
*NON-PROFIT (NON-ALCOHOL) -BASE RENTAL						
DAILY RENTAL	814.16	105.84	920.00	840.71	109.29	950.00
FLOOR SPORTS (per Hour)	42.48	5.52	48.00	44.25	5.75	50.00
CONISTON DOG SHOWS	743.36	96.64	840.00	769.91	100.09	870.00
CARMICHAEL GEM SHOW	1,212.39	157.61	1,370.00	1,247.79	162.21	1,410.00
20 YARD DISPOSAL BIN				212.39	27.61	240.00
*NON-PROFIT (ALCOHOL) -BASE RENTAL						
DAILY RENTAL (SECURITY/RENTERS COST)	1,141.59	148.41	1,290.00	1,176.99	153.01	1,330.00
CAPREOL ARENA / J. COADY ARENA DAILY RATE	628.32	81.68	710.00	646.02	83.98	730.00
CN GOLF TOURNAMENT RATE	318.58	41.42	360.00	327.43	42.57	370.00
SUDBURY COMMUNITY ARENA						
DAILY RENTAL	3,292.04	427.96	3,720.00	3,398.23	441.77	3,840.00
MATERIAL FEES WILL BE CHARGED, WHERE APPLICABLE, AT COST RECOVERY						

Appendix A

Page 1 of 5

SCHEDULE "CD-I"

TO BY-LAW 2013 XXX

COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS

<u>CATEGORY</u>	<u>EFFECTIVE UNTIL</u> <u>MARCH 31, 2014</u>			<u>EFFECTIVE</u> <u>APRIL 1, 2014</u>		
	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>
COMMUNITY HALLS						
<i>TIER 1</i>						
DR. EDGAR LECLAIR COMMUNITY CENTRE, CAPREOL COMMUNITY CENTRE, CENTENNIAL COMMUNITY CENTRE, GARSON COMMUNITY CENTRE, TM DAVIES COMMUNITY CENTRE, FALCONBRIDGE RECREATION CENTRE, DOWLING LEISURE CENTRE						
PUBLIC - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	181.42	23.58	205.00	185.84	24.16	210.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	207.96	27.04	235.00	212.39	27.61	240.00
TWO DAYS	429.20	55.80	485.00	442.48	57.52	500.00
THREE DAYS	628.32	81.68	710.00	646.02	83.98	730.00
PUBLIC - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	247.79	32.21	280.00	256.64	33.36	290.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	429.20	55.80	485.00	442.48	57.52	500.00
TWO DAYS	778.76	101.24	880.00	805.31	104.69	910.00
THREE DAYS	1,017.70	132.30	1,150.00	1,044.25	135.75	1,180.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	91.15	11.85	103.00	93.81	12.19	106.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	152.21	19.79	172.00	156.64	20.36	177.00
TWO DAYS	305.31	39.69	345.00	314.16	40.84	355.00
THREE DAYS	305.31	39.69	345.00	314.16	40.84	355.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	152.21	19.79	172.00	156.64	20.36	177.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	305.31	39.69	345.00	314.16	40.84	355.00
TWO DAYS	601.77	78.23	680.00	619.47	80.53	700.00
THREE DAYS	601.77	78.23	680.00	619.47	80.53	700.00
PUBLIC MEETING (All Week)	91.15	11.85	103.00	93.81	12.19	106.00
NEW YEAR'S EVE	557.52	72.48	630.00	575.22	74.78	650.00

SCHEDULE "CD-I"

TO BY-LAW 2013 XXX

COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS

CATEGORY	EFFECTIVE UNTIL MARCH 31, 2014			EFFECTIVE APRIL 1, 2014		
	FEE	HST	TOTAL	FEE	HST	TOTAL
TIER II						
CHELMSFORD COMMUNITY CENTRE, HOWARD ARMSTRONG RECREATION CENTRE, KINSMEN HALL, NAUGHTON COMMUNITY CENTRE, ONAPING FALLS COMMUNITY CENTRE MCCLELLAND COMMUNITY CENTRE						
PUBLIC - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	121.24	15.76	137.00	124.78	16.22	141.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	152.21	19.79	172.00	156.64	20.36	177.00
TWO DAYS	305.31	39.69	345.00	314.16	40.84	355.00
THREE DAYS	451.33	58.67	510.00	469.03	60.97	530.00
PUBLIC - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	181.42	23.58	205.00	185.84	24.16	210.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	305.31	39.69	345.00	314.16	40.84	355.00
TWO DAYS	601.77	78.23	680.00	619.47	80.53	700.00
THREE DAYS	867.26	112.74	980.00	893.81	116.19	1,010.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	91.15	11.85	103.00	93.81	12.19	106.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	121.24	15.76	137.00	124.78	16.22	141.00
TWO DAYS	247.79	32.21	280.00	256.64	33.36	290.00
THREE DAYS	247.79	32.21	280.00	256.64	33.36	290.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	121.24	15.76	137.00	124.78	16.22	141.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	247.79	32.21	280.00	256.64	33.36	290.00
TWO DAYS	495.58	64.42	560.00	513.27	66.73	580.00
THREE DAYS	495.58	64.42	560.00	513.27	66.73	580.00
PUBLIC MEETING (ALL Week)	61.06	7.94	69.00	62.83	8.17	71.00
NEW YEAR'S EVE	429.20	55.80	485.00	442.48	57.52	500.00

SCHEDULE "CD-I"

TO BY-LAW 2013 XXX

COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS

<u>CATEGORY</u>	<u>EFFECTIVE UNTIL</u> <u>MARCH 31, 2014</u>			<u>EFFECTIVE</u> <u>APRIL 1, 2014</u>		
	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>
<u>TIER III</u>						
COMFORT STATION HALL, BEN MOXAM, ADANAC CHALET						
PUBLIC - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	91.15	11.85	103.00	93.81	12.19	106.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	97.35	12.65	110.00	100.00	13.00	113.00
TWO DAYS	190.27	24.73	215.00	194.69	25.31	220.00
THREE DAYS	287.61	37.39	325.00	296.46	38.54	335.00
PUBLIC - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	121.24	15.76	137.00	124.78	16.22	141.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	152.21	19.79	172.00	156.64	20.36	177.00
TWO DAYS	247.79	32.21	280.00	256.64	33.36	290.00
THREE DAYS	353.98	46.02	400.00	362.83	47.17	410.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	61.06	7.94	69.00	62.83	8.17	71.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	61.06	7.94	69.00	62.83	8.17	71.00
TWO DAYS	121.24	15.76	137.00	124.78	16.22	141.00
THREE DAYS	121.24	15.76	137.00	124.78	16.22	141.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	91.15	11.85	103.00	93.81	12.19	106.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	121.24	15.76	137.00	124.78	16.22	141.00
TWO DAYS	247.79	32.21	280.00	256.64	33.36	290.00
THREE DAYS	247.79	32.21	280.00	256.64	33.36	290.00
PUBLIC MEETING (ALL Week)	61.06	7.94	69.00	62.83	8.17	71.00
NEW YEAR'S EVE	207.96	27.04	235.00	212.39	27.61	240.00
<u>TIER IV</u>						
<u>FIELDING MEMORIAL PARK</u>						
PUBLIC - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	121.24	15.76	137.00	124.78	16.22	141.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	181.42	23.58	205.00	185.84	24.16	210.00
TWO DAYS	353.98	46.02	400.00	362.83	47.17	410.00
THREE DAYS	557.52	72.48	630.00	575.22	74.78	650.00

SCHEDULE "CD-I"

TO BY-LAW 2013 XXX

COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS

<u>CATEGORY</u>	<u>EFFECTIVE UNTIL</u> <u>MARCH 31, 2014</u>			<u>EFFECTIVE</u> <u>APRIL 1, 2014</u>		
	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>
PUBLIC - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	152.21	19.79	172.00	156.64	20.36	177.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	451.33	58.67	510.00	469.03	60.97	530.00
TWO DAYS	867.26	112.74	980.00	893.81	116.19	1,010.00
THREE DAYS	1,212.39	157.61	1,370.00	1,247.79	162.21	1,410.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	91.15	11.85	103.00	93.81	12.19	106.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	157.52	20.48	178.00	161.95	21.05	183.00
TWO DAYS	305.31	39.69	345.00	314.16	40.84	355.00
THREE DAYS	305.31	39.69	345.00	314.16	40.84	355.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	121.24	15.76	137.00	124.78	16.22	141.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	522.12	67.88	590.00	539.82	70.18	610.00
TWO DAYS	1,017.70	132.30	1,150.00	1,044.25	135.75	1,180.00
THREE DAYS	1,548.67	201.33	1,750.00	1,592.92	207.08	1,800.00
PUBLIC MEETING (ALL Week)	61.06	7.94	69.00	62.83	8.17	71.00
NEW YEAR'S EVE	584.07	75.93	660.00	601.77	78.23	680.00
OTHER LOCATIONS						
FIELD HOUSE (NEIGHBOURHOOD PLAYGROUND BUILDING)						
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
ONE DAY	61.06	7.94	69.00	62.83	8.17	71.00
MONTHLY RATE (UP TO 5 USES)	122.12	15.88	138.00	125.66	16.34	142.00
ANNUAL RATE - 12 TIMES PER YEAR	247.79	32.21	280.00	256.64	33.36	290.00
ANNUAL RATE - UNLIMITED	336.28	43.72	380.00	345.13	44.87	390.00
FALCONBRIDGE RECREATION CENTRE						
GYM (PER HOUR)	38.05	4.95	43.00	38.94	5.06	44.00
BIRTHDAY PARTIES - Up to 12 Children	139.82	18.18	158.00	144.25	18.75	163.00
BIRTHDAY PARTIES - 13 to 20 Children	171.68	22.32	194.00	176.99	23.01	200.00
SPORTS TEAM PARTIES - Up to 20 Children plus Coaches	160.18	20.82	181.00	164.60	21.40	186.00
MILLENNIUM RESOURCE CENTRE						
CLASSROOM - (PER HOUR)	33.63	4.37	38.00	34.51	4.49	39.00
CLASSROOM - (PER DAY)	137.17	17.83	155.00	141.59	18.41	160.00
BIRTHDAY PARTIES	61.95	8.05	70.00	63.72	8.28	72.00
DOWLING LESIURE CENTRE						
DOWLING KITCHEN COFFEE/SANDWICHES	31.86	4.14	36.00	32.74	4.26	37.00
COUNTRYSIDE ARENA						
BOARDROOM - COUNTRYSIDE	31.86	4.14	36.00	32.74	4.26	37.00
GALLERY - COUNTRYSIDE	100.88	13.12	114.00	103.54	13.46	117.00

SCHEDULE "CD-I"
TO BY-LAW 2013 XXX

COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS

CATEGORY	EFFECTIVE UNTIL MARCH 31, 2014			EFFECTIVE APRIL 1, 2014		
	FEE	HST	TOTAL	FEE	HST	TOTAL
MINNOW LAKE PLACE						
NO ALCOHOL						
PUBLIC - HALL/GYM FULL DAY	132.74	17.26	150.00	137.17	17.83	155.00
PUBLIC - HALL/GYM HALF DAY	65.49	8.51	74.00	67.26	8.74	76.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - HALL/GYM FULL DAY	77.88	10.12	88.00	80.53	10.47	91.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - HALL/GYM HALF DAY	38.94	5.06	44.00	39.82	5.18	45.00
ALCOHOL						
PUBLIC						
MONDAY TO THURSDAY (PER DAY)	171.68	22.32	194.00	176.99	23.01	200.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	287.61	37.39	325.00	296.46	38.54	335.00
TWO DAYS	568.37	73.63	640.00	584.07	75.93	660.00
THREE DAYS	814.16	105.84	920.00	840.71	109.29	950.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS						
MONDAY TO THURSDAY (PER DAY)	85.84	11.16	97.00	88.50	11.50	100.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	114.16	14.84	129.00	117.70	15.30	133.00
TWO DAYS	230.09	29.91	260.00	238.94	31.06	270.00
THREE DAYS	230.09	29.91	260.00	238.94	31.06	270.00
CLASSROOM (UPPER & LOWER LEVEL) - PER DAILY BOOKING	76.99	10.01	87.00	79.65	10.35	90.00
HOWARD ARMSTRONG RECREATION CENTRE						
MEETING ROOM	29.20	3.80	33.00	30.09	3.91	34.00
PICNIC PAVILLION						
PRIVATE GROUP	123.89	16.11	140.00	127.43	16.57	144.00
ARENA FLOORS						
COMMUNITY CENTRE, MCCLELLAND ARENA, CHELMSFORD ARENA, CONISTON COMMUNITY CENTRE, RAYMOND PLOURDE ARENA, CARMICHAEL ARENA, CAMBRIAN ARENA, COUNTRYSIDE ARENA						
*COMMERCIAL- BASE RATE						
DAILY RENTAL (INCLUDES A SET UP DAY I.E. FRI FOR SAT SHOW)	2,115.04	274.96	2,390.00	2,176.99	283.01	2,460.00
*NON-PROFIT (NON-ALCOHOL) -BASE RENTAL						
DAILY RENTAL	840.71	109.29	950.00	867.26	112.74	980.00
FLOOR SPORTS (per Hour)	44.25	5.75	50.00	46.02	5.98	52.00
CONISTON DOG SHOWS	769.91	100.09	870.00	796.46	103.54	900.00
CARMICHAEL GEM SHOW	1,247.79	162.21	1,410.00	1,283.19	166.81	1,450.00
20 YARD DISPOSAL BIN	212.39	27.61	240.00	216.81	28.19	245.00
*NON-PROFIT (ALCOHOL) -BASE RENTAL						
DAILY RENTAL (SECURITY/RENTERS COST)	1,176.99	153.01	1,330.00	1,212.39	157.61	1,370.00
CAPREOL ARENA / J. COADY ARENA DAILY RATE	646.02	83.98	730.00	663.72	86.28	750.00
CN GOLF TOURNAMENT RATE	327.43	42.57	370.00	336.28	43.72	380.00
SUDBURY COMMUNITY ARENA						
DAILY RENTAL	3,398.23	441.77	3,840.00	3,504.42	455.58	3,960.00

MATERIAL FEES WILL BE CHARGED, WHERE APPLICABLE, AT COST RECOVERY

Request for Decision

Arts & Culture Grant Program Eligibility Criteria

Presented To:	Community Services Committee
Presented:	Monday, Nov 18, 2013
Report Date	Thursday, Nov 07, 2013
Type:	Managers' Reports

Recommendation

THAT the City of Greater Sudbury adopt, effective January 1st, 2014, the policy attached to the schedule, to replace the policy adopted by Bylaw 2011-293 and that the appropriate bylaw be passed by Council for the 2014 grant allocation process.

Finance Implications

There is currently \$577,000 in the 2014 base operating budget to provide for the arts and culture grant program.

Background

In 2005 the City of Greater Sudbury created the Arts & Culture Grant Program, which recognizes the local arts and culture sector's contribution to the quality of life in the community. In an effort to continually improve the administration of this funding program and the support offered to applicants, an industry scan of best practices has been conducted and feedback was solicited from past proponents. With the guidance of both the Major Arts & Culture Grant Subcommittee of the CGCDC Board and the Community Arts & Culture Grant Advisory Panel, this review has led to drafting revised definitions within the grant eligibility criteria for applicants within the two grant streams.

An overview of the proposed changes is provided in contrast with the existing policy below. Please refer to the attached *Proposed Eligibility Criteria (2014)* for full grant category details.

Industry Scan

A review of other cultural funding streams included the Ontario Arts Council, the Canada Council for the Arts, the City of Ottawa, the Kingston Arts Council (on behalf of the City of Kingston), the City of Thunder Bay, the City of Hamilton and the City of London. For the most part the provincial and federal arts councils distinguish proponents on the basis of artistic discipline, whereas municipalities generally utilize eligibility criteria that encourage growth and innovation through established track records of the organizations, and

Signed By

Report Prepared By

Meredith Armstrong
Manager of Tourism and Culture
Digitally Signed Nov 7, 13

Division Review

Ian Wood
Director of Economic Development
Digitally Signed Nov 7, 13

Recommended by the Department

Paul Baskcomb
Acting General Manager of Growth & Development
Digitally Signed Nov 7, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Nov 9, 13

they use “Operational” and “Project” funding to distinguish grant streams.

Past proponents of the CGS Arts & Culture Grants were surveyed to provide feedback on the grant process. The major issues that were identified include:

- Confusion as to whether an organization should apply to the “Major” or the “Community” stream of funding, and how a proponent could move from one stream of funding to the other
- Disproportionate funding requests as compared to grants allocated
- Unclear distinction between projects and operations
- Onerous application requirements for organizations applying for smaller funding amounts (e.g.: under \$3,000)

Proposed Grant Categories

The Major Arts & Culture Subcommittee and the Community Arts & Culture Grant Advisory Panel met to debrief the 2013 intake round of funding. Based on these discussions, as well as feedback collected from grant proponents and from the other funding bodies (including the Ontario Arts Council and the Canadian Council for the Arts) and research on best practices in other municipalities, the information below summarizes updated categories to distinguish the grant streams.

The table compares existing and proposed policy at a high level:

	Existing Policy (2013)	Proposed Changes (2014)
Grant streams	Major and Community Grants	Operating and Project Grants
Funds available	Major Grants – \$496,000 Community Grants – \$81,000	Operating Grants – \$496,000 Project Grants – \$81,000
Grant sub-streams	None	Operating Grants <ul style="list-style-type: none"> • Multiyear • Annual Project Grants <ul style="list-style-type: none"> • Projects with funding requests of \$3,000 or more • Projects with funding requests less than \$3,000
Review/approval process	Major Grants – Recommendations by Major Arts & Culture Subcommittee, ratified by CGSCDC Board Community Grants – Recommendations by Community Arts & Culture Advisory Panel, ratified by Council	Operating Grants – Recommendations by Major Arts & Culture Subcommittee, ratified by CGSCDC Board Project Grants – Recommendations by Community Arts & Culture Advisory Panel, ratified by Council
Organizational structure	Applicant must be an incorporated not-for-profit organization in order to request a grant of \$3,000 or more	Operating Grants (Multiyear and Annual) – Applicant must be incorporated as a not-for-profit organization and must have been in existence for at least three years (five for Multiyear Operating Grants) Project Grants \$3,000 or more – Applicant must be incorporated as a not-for-profit organization

		Project Grants less than \$3,000 – Incorporation not required
Required track record	None required	<p>Multiyear Operating Grants – Applicant must have successfully obtained five sequential years of Annual Operating Grants</p> <p>Annual Operating Grants – Applicant must have received at least three Project Grants* of \$3,000 or more within the past five years</p> <p>Project Grants \$3,000 or more – Applicants must have received at least two Project Grants* of less than \$3,000 in the past</p> <p>Project Grants less than\$3,000 – None required</p> <p><i>*Project Grants may include other CGS funding such as Tourism Event Support or Healthy Communities Funding</i></p>
Ineligible expenses	Capital or deficit funding and expenses associated with personal use items	<p>Capital or deficit funding and expenses associated with personal use items</p> <p>Direct remuneration to the applicant</p>
Exclusions from eligibility	<p>Organizations that:</p> <ul style="list-style-type: none"> ● Act as funding bodies or training/educational institutions ● Are in default to the City for unpaid accounts or unsatisfactory reporting 	<p>Organizations that:</p> <ul style="list-style-type: none"> ● Act as funding bodies or training/educational institutions ● Are in default to the City for unpaid accounts or unsatisfactory reporting ● Receive 80% or more of its funding from government sources

Conclusion

The proposed grant eligibility criteria for the Arts & Culture Grant Program seek to address the need for clear succession and future planning for growing organizations. Feedback on the process will be collected on an ongoing basis. Updates to this policy may be required periodically to reflect the changing realities within the local arts and culture sector.

Guidelines will be made available to proponents outlining the application and response process, evaluation criteria and eligibility criteria.

As always stakeholders are encouraged to meet with staff individually to review the process and access additional resources.

Greater Sudbury Arts & Culture Grant Program Policy

Background

The City of Greater Sudbury Council approved the creation of the City's Arts & Culture Funding Program in 2005. The City of Greater Sudbury Arts & Culture Grant Program was established to invest funds into the local arts and culture sector, which is a contributing factor to the quality of life in our community.

The City also developed an *Arts & Culture Charter and Strategy* in 2006 to create a vision statement, guiding principles, goals and recommendations to foster growth and development of the arts and culture sector in Sudbury. The *Arts & Culture Strategy* also includes definitions pertinent to the arts and culture sector and plays an important role in guiding staff and City Council on the arts and cultural services to be developed for our community. In addition, the Cultural Planning process of 2013-2014 seeks to revisit priority areas of the sector and create a strategic plan that engages the community in its implementation plan.

The broad goals of the *Charter and Strategy* are to create;

- A community that is committed and supportive of arts and culture
- A community proud of its character and heritage
- A community that values the economic potential and contribution of the arts
- A community that nurtures innovation and creative expression
- A community that promotes strong collaborations and communication

Furthermore, a thriving and sustainable arts and culture sector has been identified as an economic engine in the Economic Development Strategic Plan, *Digging Deeper* (2012). The City of Greater Sudbury commits to setting a long-range goal of increasing spending in the arts as a percentage of total annual spending. The City's economic development division, the City of Greater Sudbury Community Development Corporation (CGSCDC), has been administering the application process for the Greater Sudbury Arts & Culture Funding Program since 2005. In 2013 this fund totaled \$577,000.

The program is intended to recognize the contribution of arts and cultural institutions, special events and projects to the quality of life in Greater Sudbury. It acknowledges that, while these institutions and organizations provide significant benefits to our community, they generally do not have the capability to be financially self-sustaining. In order to ensure their continuity and continuing benefit to the community, it is appropriate for the City to provide direct financial support and to encourage additional support from citizens, other levels of government, and the private sector.

It is anticipated that additional amendments to this policy and application forms may be required during the course of implementation to reflect organization needs and changing demand from the arts and culture sector.

Eligibility Criteria

Grants fall within two streams and are administered separately as follows:

Project Grants

- Reviewed by the Community Arts & Culture Advisory Panel and ratified by Council
- Total funds available in 2013 were \$81,000

“Projects” may include (but are not limited to):

- Special/one-time activities including exhibits, performances or specific aspects of festival participation (e.g.: website development, ticketing system, etc).
- Training and development for skills upgrading within the organization for the benefit of the community (capacity building).
- Acquisition of equipment necessary for the ongoing development of the organization (e.g.: point-of-sale system), which does not include equipment that must be replenished each year.

Operating Grants

- Reviewed by the Major Arts & Culture Subcommittee and ratified by the City of Greater Sudbury Community Development Corporation Board
- Total funds available in 2013 were \$496,000

“Operating Grants” support organizations that have an ongoing presence in the City of Greater Sudbury and an established track record of successfully providing quality programming and/or services. Only organizations that have a sequential five year track record in Annual Operating Grants may apply for Sustaining Operating Grants.

Exclusions for all streams

An application may be considered ineligible if:

- The applicant has submitted another application to the Arts & Culture Grant Program that year.
- The organization receives 80% or more of its funding from other government sources.
- The organization acts in the capacity of a funding body for, or makes grants to, any other group or organization that is/will also be funded by the City (e.g.: a foundation whose core mandate is fundraising).
- The funding is intended to support organizations that are primarily training or educational institutions.
- Its proposed activities duplicate support provided by the City of Greater Sudbury directly.
- The request includes capital or deficit funding.
- The applicant is in default to the City due to failure to report satisfactorily for previous grants, failure to refund grant overpayments or due to unpaid accounts.
- The applicant (including board members) receives direct remuneration as a result of programming.

Project Grants

Project Grants under \$3,000

The applicant must:

- Be an incorporated not-for-profit arts/culture organization or an unincorporated arts/culture organization/collective that is headquartered in the City of Greater Sudbury. Requests from

organizations whose primary mandate is not arts/culture may be considered if the project demonstrates a significant arts/culture component that enhances community access or promotes the development of the arts/culture sector. The organization must maintain a clear distinction in programs and budgets between the organization's ongoing activities and its arts/culture project.

- Have a stable volunteer/staff base in place to carry out activities (i.e.: demonstrate governance structure and partners).

Project Grants of \$3,000 or more

The applicant must:

- Be an incorporated not-for-profit arts/culture organization that is headquartered in the City of Greater Sudbury. Requests from organizations whose primary mandate is not arts/culture may be considered if the project demonstrates a significant arts/culture component that enhances community access or promotes the development of the arts/culture sector. The organization must maintain a clear distinction in programs and budgets between the organization's ongoing activities and its arts/culture project.
- Have a stable volunteer/staff base in place to carry out activities (i.e.: demonstrate governance structure and partners).
- Have an independent and volunteer board of directors that meets regularly and does not receive financial remuneration for this project.
- Have received a minimum of two small project grants (less than \$3,000) in the past and an established record of success.
- Submit financial statements for the applicant organization that are in line with the generally accepted accounting procedures (GAAP).

Regardless of the amount requested, **projects must:**

- Have a distinct start and end date within the calendar year for which the grant is provided.
- Have specific deliverables based on the project.
- Benefit the residents of the City of Greater Sudbury as laid out in the current *Arts & Culture Strategy*.
- Fit within a realistic budget (contact staff to inquire about realistic request levels and expenses for the specific project), and have sources of funding other than the City of Greater Sudbury. Organizational surpluses and reserves will be examined. When a surplus with a value in excess of three months operating expenses exists, further justification is required.
- Demonstrate a willingness to cooperate with related groups in the community.

Operating Grants

Annual Operating Grants

The applicant must:

- Be an established and incorporated not-for-profit arts/culture organization that is headquartered in the City of Greater Sudbury with arts/culture as its primary mandate.
- Have been in existence for at least three years providing regularly scheduled artistic/cultural programming to the community.
- Outline its services with specific deliverables that benefit the residents of the City of Greater Sudbury as laid out in the current *Arts & Culture Strategy*.

- Demonstrate a willingness to cooperate with related groups in the community.
- Have received minimum of three Project Grants or other municipal funding (e.g.: Tourism Event Support, Community Economic Development Funding, etc.) within the past five years, each totaling \$3,000 or more.
- Have received recognition for excellence in their artistic/cultural discipline (e.g.: in the form of peer support, awards, media, etc).
- Have an independent and active governing board of directors composed of volunteer board members.
- Demonstrate a considerable volunteer component.
- Have employment practices that comply with applicable legislative requirements, such as the Employment Standards Act of Ontario, the Pay Equity Act of Canada and the Ontario Human Rights Code.
- Demonstrate financial stability for at least three consecutive years as well as the need for the requested funding and provide evidence that funds are confirmed/projected from a variety of other sources are clearly stated in the application (i.e.: donations, sponsorships, user fees, other government sources). Organizational surpluses and reserves will be examined. When a surplus with a value in excess of three months operating expenses exists, further justification is required.
- Requirements for financial statements (through CADAC) are dependent on the level of the request:
 - \$25,000 or less requires a financial statement approved and signed by two board members other than the Treasurer;
 - Over \$25,001 requires a Notice to Reader financial statement provided by an independent, professionally designated accountant;
 - Over \$50,001 requires a Review Engagement financial statement provided by an independent, professionally designated accountant;
 - Over \$100,001 requires an Audited financial statement provided by an independent, professionally designated accountant.

Sustaining (Multiyear) Operating Grants

In addition to fulfilling all requirements outlined for Annual Operating Grants, the applicant must also:

- Have at least five years of successfully completed Annual Operating Funding from the City of Greater Sudbury.
- Outline future planning (i.e.: an established strategic plan), including activities with a funding term of three years.
- Submit a comprehensive post-project report annually during the term in order for funding to be renewed on a rolling three-year basis. Where practical, this may include a presentation and/or site visit.

Proponents to the “Sustaining” Operating Grants are subject to evaluation and approval prior to submitting a full application. Approved multi-year funding will be guaranteed at 90% of the amount requested, with the remaining 10% subject to volume and quality of the other applications received in every year of eligibility.

Eligible Expenses for Operating Grants

The costs incurred to deliver the organization’s programs and services, such as:

- Employee compensation and development
- The space in which the organization operates and related expenses (e.g.: rent, insurance, utilities, maintenance)
- Fees related to operations (e.g.: marketing, legal, accounting, etc.)
- Non-capital program and office equipment and supplies necessary for the on-going operation and development of the organization

Ineligible Expenses

- Capital costs (e.g.: expenses incurred on the purchase of land, buildings, construction, etc)
- Deficit funding (i.e.: funds intended to be used to cover and/or increase the organization's deficit position)
- Equipment or expenses for personal use (e.g.: uniforms, instruments, travel, etc)

Note: Decisions regarding the Arts & Culture Grant Program are made by the Major Arts & Culture Subcommittee and by the Community Arts & Culture Grant Advisory Panel. Some exemptions to the eligibility criteria may apply and are at the discretion of the respective review committees. Please contact staff should you have any questions.

Terms and Conditions

The terms and conditions below are to be referenced in the funding agreements. The funding agreements require successful applicants' signatures prior to the release of funds and form a legally binding agreement between the applicant and the City of Greater Sudbury.

1. Grants shall only be used for the purposes outlined in the letter of approval and any attachments thereto. Changes in the proposal shall only be made with the City's written approval. Any unused portion of the Grant remains the property of the City of Greater Sudbury.
2. Applicants in default to the City due to failure to account in a satisfactory manner for previous Grants, or to refund Grant overpayments, will not be eligible for consideration.
3. Applicants must identify any funds for this project derived from the disposal of an asset previously purchased with assistance from City of Greater Sudbury funds. The Recipient shall not sell, lease or otherwise dispose of assets purchased in whole or part with City Funds, without the prior written consent of the City.
4. Groups obtaining grants for equipment must provide an undertaking that the equipment will become the property of the City of Greater Sudbury in the event that the groups disband.
5. The grant application must be complete to be considered.
6. All applicants must submit a Post Project report by the date indicated in the letter of approval. Failure to provide a Post Project report will forfeit the ability to apply the following year.
7. All grant recipients must provide yearly financial statements. Audited statements are required if available and in accordance with the requirements outlined above.
8. The applicant organization shall submit any further pertinent information as may be required by the Arts & Culture Grant Advisory Panel and/or the City.
9. The City shall be entitled to impose additional terms and conditions in its letter of approval, at its discretion.
10. Granting of assistance in any one year or over several years is not to be interpreted as a commitment to future year's funding. Grants are not automatically awarded based on previous

year's applications. Continuation of multiyear funding agreements is conditionally based on successful completion of deliverables laid out in the previous year's funding agreement.

11. Neither the Applicant nor the Recipient shall assign its application or Grant, respectively, without the prior written consent of the City.
12. Recipients must acknowledge the support of the City of Greater Sudbury by using the City of Greater Sudbury logo on all forms of communication related to the activity for which they were funded. This includes advertising, information documents, websites and other electronic communications.
13. The Recipient shall keep and maintain all records, invoices and other documents related to the Grant in a manner consistent with generally accepted accounting principles and clerical practices, and shall maintain records for a period of three (3) years. The Recipient authorizes the City and its agents at all reasonable times to inspect and copy any records, invoices and documents relating to the Grant, in the possession, or under the control, of the Recipient.
14. The Recipient agrees that the City shall not be liable for any damages including, but not limited to, general, incidental, indirect, special or consequential damages, injury or loss of use, revenue or profit of the Recipient arising out of or related to the organization or its activities, unless it was caused by the negligence or willful act of an employee of the City.
15. The Recipient shall, at the request of the City, repay to the City the whole or any portion of the Grant if the Recipient:
 - ceases operating;
 - has knowingly provided false information in this application;
 - uses the funds for purposes other than those detailed in the attachments thereto;
 - breaches any of the terms and conditions of this Agreement;
 - breaches any of the provisions of the Human Rights Code, in the operation of this project;
 - commences, or has commenced against them, any proceeding in bankruptcy.

Where required, the Grant shall be repaid by cheque, payable to the City of Greater Sudbury and mailed to:

City of Greater Sudbury

Tourism and Culture Section
PO Box 5000 Station A
200 Brady Street
Sudbury, Ontario
P3A 5P3

Evaluation Criteria

Organizations will be evaluated based on their ability to meet the following evaluation criteria which measure the quality of the organization's programming, the ability to deliver and the outcome of the organizations project or plans. The evaluation also provides a method of identifying areas of weaknesses and strengths for guidance purposes.

The current Arts & Culture Strategy, the Economic Development Strategic Plan and the Cultural Planning process seek to identify priority areas for municipal investment in the local arts and culture sector.

Applications will be evaluated on the basis of the following criteria:

Organizational & Financial Health

For Operating Arts & Culture Grants, many of these criteria are informed by the financial information submitted through the CADAC (Canadian Arts Data / Données sur les arts au Canada) system.

- Revenue stream shows stability and growth.
- There is a demonstrable positive impact in the arts and culture community stimulating economic development and cultural tourism opportunities.
- There is an available market for the programs or events being offered.
- There is financial stability and accountability and the budget for the request for funding is reasonable and realistic.
- The Applicant demonstrates initiative and success in generating revenue other than municipal funding and encourages partnerships with a clear relationship between and among the partners.
- There is a clear mandate, competent administration and effective governance structure.
- There is a demonstrated need for financial assistance from the City and the current proposal is well planned and achievable.

Artistic/Cultural Merit

- The Organization has demonstrated standards of artistic/cultural achievement and excellence in past activities.
- The Applicant demonstrates innovation and creativity in its programming and activities.
- The proposed project/activity is distinct and innovative in the context of comparable activities in the City of Greater Sudbury and there is a demonstrated need.
- The project/activity encourages and provides unique opportunities for artists, other arts and cultural organizations and the public.
- The Organization's artistic or cultural activities have an impact on group or individual artistic or cultural development in the community through factors such as; the promotion of local talent and its expression; the introduction of all ages to arts and culture; the efforts and effects in encouraging an arts or community career.
- Members of the arts and culture community are included in the planning of the project.
- There is a level of engagement with local arts organizations, artists and community groups.
- The project/activity meets the objectives of the City of Greater Sudbury's Arts & Culture Strategy.

Community Impact

- The Applicant's activities are directed to the improvement of the quality of life in the City of Greater Sudbury.
- Public access to the work is a priority including access to the City of Greater Sudbury's diverse communities.
- The Organization has the appropriate marketing and publicity plan in place for its activities or work, reaching out to community audiences.
- There is substantial and/or growing public interest and attendance for the activities or work, stimulating wider appreciation of the City's arts and cultural heritage.

Grant Review Process

Guidelines will be provided to applicants outlining the application process, including the intake process; roles and responsibilities of staff and Subcommittee/Panel members in terms of the initial review, due diligence and recommendations; allocation of funds and funding agreements as well as reporting requirements and public recognition of support. These guidelines are subject to Subcommittee/Panel review and will be made available through the CGS and CGSCDC websites.

Definition of Terms

Applicant means the organization which submits this application to the City of Greater Sudbury.

City means the City of Greater Sudbury.

Recipient means the applicant organization which has submitted this application, has agreed to be bound by these terms and conditions, and has been awarded an Arts & Culture Grant by the City of Greater Sudbury.

Funding Agreement is an agreement entered into by the Applicant and the City at the time of grant dispersal which binds the Applicant to complete the activities as laid out in the application submitted and as agreed to in consultation with the city.

Arts and Cultural Organization is a not-for-profit group whose mandate is of an arts and cultural nature.

Arts encompasses the broad areas of visual arts including painting, drawing, sculpture and architecture, material arts and crafts such as ceramics, design carving and fiber arts, performing arts such as theatre, dance and music, literature such as fiction, poetry and dream, media arts such as photography, video and film and interdisciplinary arts.

Culture which consists of learned ways of acting, feeling and thinking is a term used to describe the way of life of a people. It includes all the traits and elements that distinguish a given society, its identity and its vision of the world. It includes our values, beliefs, customs, language, lifestyles and traditions.

Arts & Culture Industry refers to the relationship between culture and the economy.

Business Plan - A blueprint and communication tool for any organization. It is comprehensive in reflecting goals and objectives and how they are expected to be reached. It clearly outlines what and how and from where the resources to accomplish the goals and objectives will be acquired and utilized. It typically covers a period between three (3) and five (5) years.

Capital Costs - Money spent for replacing and improving business facilities.

Contact Information

If you have any questions regarding the Arts & Culture Grant Policy, please contact:

Emily Trottier, Business Development Officer
City of Greater Sudbury
Tourism and Culture Section
Tel: (705) 674-4455 ext. 4429
Fax: (705) 671-6767
Email: Emily.Trottier@GreaterSudbury.ca

Request for Decision

Rayside-Balfour City of Lakes Family Health Team Clinic

Presented To:	Community Services Committee
Presented:	Monday, Nov 18, 2013
Report Date	Wednesday, Nov 06, 2013
Type:	Managers' Reports

Recommendation

WHEREAS, at the October 21, 2013 Community Services Committee meeting, further information was requested regarding the progress of the City of Lakes Family Health Team (FHT) Rayside-Balfour site, and;

WHEREAS in 2012, the City of Greater Sudbury (CGS) allocated capital funds to address immediate building maintenance requirements at the former town hall in Rayside-Balfour, being roof repair and mould removal, building design costs moving forward, and;

WHEREAS in 2012, the CGS allocated \$650,000 in the Capital budget for the Municipal portion of the renovations required for the future site of the FHT in Rayside-Balfour, and;

WHEREAS confirmation from the Ministry of Health and Long-Term Care (MOHLTC) is still pending;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury request that the MOHLTC respond to the unique and immediate needs of the CGS's underserved community by further distributing provincial share of capital (\$650,000) funds that would allow the CGS to complete the fourth site of the City of Lakes FHT at the Rayside-Balfour location, and;

THAT the City of Greater Sudbury forward the motion to the MOHLTC and the North East Local Health Integration Network (LHIN).

Finance Implications

Funding of \$100,000 for the building design, and \$190,000 for repairs to roof and mold remediation for the Family Health Team, was approved within the 2011 operating and 2012 capital budgets.

Signed By

Report Prepared By

Sherri Moroso
Community Development Co-ordinator
Digitally Signed Nov 6, 13

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Nov 6, 13

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Nov 6, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Nov 9, 13

Background

The City of Lakes FHT was established in 2007 as a non-profit corporation following funding approval from the MOHLTC for a four-site operation. FHT partners include the Northern Ontario School of Medicine, Health Sciences North and the CGS. The FHT is an interdisciplinary team of health care professionals working collaboratively to provide comprehensive primary health care services to the residents of the CGS.

In the first six years of operation, the City of Lakes FHT opened three of four clinics in the areas of; Sudbury, Val Caron, and Walden. These sites provide primary care in a clinical setting for twelve family physicians, eleven inter-health professionals and a team of clerical/administrative staff. The FHT currently serves 16,500 patients and is continually growing. The total number of citizens in the Rayside-Balfour area is 14,424 which covers Chelmsford, Dowling, Azilda, and Levack/Onaping. The formula used to calculate primary care needs is estimated to be one practitioner to 1,380 patients based on population base. This would translate into the community of Rayside-Balfour requiring four new family physicians for the area. It should also be noted that there are currently 5 family physicians practicing in the area and are planning on retiring in the next two years.

In 2012, Council approved funding in the amount of \$650,000 as partnership funding for renovations estimated at 1.3 million. Council also approved building design costs of \$100,000 and the repair to the roof and mold remediation at a cost of \$190,000.

City of Lakes Family Health Team Update

The CoLFHT is committed to the addition of a fourth site within the City. The CoLFHT is working in partnership with the City on a joint proposal for the Ministry for the fourth site to be located in Rayside Balfour. The checklist which must be done for the application to the Ministry has been started. The CoLFHT is also working very closely with the City's physician recruiter in making recruitment a priority.

Ministry of Health and Long Term Care Update

The original proposal submitted to the MOHLTC in 2005 recognized the need to deliver primary health care to the Chelmsford area. The area of Rayside-Balfour is currently underserved, and there is a need for more primary care clinicians for that particular area. Recently information was received from the Ministry indicating that all programs funded by the MOHLTC must be revisited to assist with budget reductions. As a result, there is limited opportunity to seek new funding (not only for FHTs but for a range of government programs). The community has identified a need for primary health care services in Rayside-Balfour.

City of Greater Sudbury's Physician Recruitment Update

At present, there are several components of the CGS Primary Care Recruitment Program which have a direct application to FHT sites. Incoming physicians may qualify for the following:

FHT Incentive (\$10,000) - this one-time incentive is offered to family physicians (new to CGS) who agree to join the City of Lakes FHT.

Chelmsford Physician Recruitment Incentive Program – a valuable package of goods and services donated by Chelmsford business owners.

Despite these incentives and CGS staff's commitment to outline the family practice opportunities available in Rayside-Balfour, there have been relatively few prospective physicians who have expressed interest in this facility. This challenge is exacerbated because of the current uncertainty regarding the opening.

Council may wish to request options for a more focused recruitment approach for this initiative but should be aware that this will require a change in the Primary Care Recruitment Policy.

Building Update

The CGS is moving forward with an RFP to secure an Architect to begin schematic designs on the former town hall building in Chelmsford. It should be noted that this would be at the City's own expense and without involvement or support from the MOHLTC.

In terms of the building itself and work completed to date, repairs have been done to the roof, drainage and an RFP has been sent out for a contractor for the mold remediation. An environmental consultant was hired and worked with staff in capital management to create a scope of work for the removal of the material in question.

Current Concerns

- Aggressive funding cuts that have been identified by the MOHLTC.
- Lack of primary care giver interest in the Rayside-Balfour area. Most primary care givers are opting for offices in the city.
- Concern that the MOHLTC will not even consider funding the Rayside-Balfour site until the Valley site has reached its full staffing compliment for primary care.
- Physician recruitment dollars specific to Rayside-Balfour, may cause concern from other areas within the city when searching for of primary care givers.
- Concern that the MOHLTC may not equally fund this project at 50% as in past project.

Next Steps

Mayor and Council recognize the need to further enhance the City of Lakes FHT by moving towards the opening of the fourth site in Rayside-Balfour. Currently, there are approximately 30,000 orphan patients within the CGS, with 8,970 within the Rayside-Balfour area itself. This report reinforces the City's commitment to enhance the delivery of primary care services to those areas most affected by family physician shortages.

The CGS urges the MOHLTC to prioritize its funding to the Rayside-Balfour City of Lakes FHT in order that this project can proceed. The City, given passing of this resolution will prepare architectural drawings at 100% expense to the CGS.