



COMMUNITY SERVICES COMMITTEE AGENDA

Community Services Committee Meeting
Monday, October 21, 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. Report dated October 16, 2013 from the General Manager of Community Development regarding Grace Hartman Amphitheatre - Post Business Plan Review. **5 - 10**

(ELECTRONIC PRESENTATION) (RECOMMENDATION PREPARED)

- Louis Bélanger, Architect, Yallowega Bélanger Architecture

(Yallowega Bélanger Architecture has been hired to conduct a review of the Grace Hartman Amphitheatre Business Plan. The purpose of this report is to provide Council with the terms of reference and steps taken as part of the business plan review. Louis Bélanger of Yallowega Bélanger Architecture will be providing a presentation of initial findings of the business plan review.)

2. Report dated October 8, 2013 from the General Manager of Community Development regarding Healthy Community Cabinet - Create Greater Sudbury Concept Plan. **11 - 30**

(ELECTRONIC PRESENTATION) (RECOMMENDATION PREPARED)

- Michael Cullen, Chair of the Healthy Community Cabinet Advisory Panel
- Dean Lupini, Chair of the Healthy Community Engagement Sub-committee

(The report from the Healthy Community Cabinet has a resolution requesting support from Council to pursue funding opportunities.)

3. Community Development - Neighbourhood Level Analysis Using GIS Mapping **(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)**

- Mark Simeoni, Manager of Community & Strategic Planning

(This is a presentation on the status of the project partnering with GIS to provide neighbourhood level analysis of determinants of health.)

REGULAR AGENDA

REFERRED & DEFERRED MATTERS

- R-1. Report dated September 5, 2013 from the General Manager of Community Development regarding Information Regarding the Costs Associated with Reopening the Barrydowne Arena. **31 - 35**

(FOR INFORMATION ONLY)

(This matter was deferred at the September 16, 2013 meeting of the Community Services Committee. - This report provides information on costs associated with reopening the Barrydowne Arena and revisiting costs of developing a new ice facility on Lorraine Street.)

MANAGERS' REPORTS

- R-2. Report dated October 11, 2013 from the General Manager of Community Development regarding Sudbury Community Arena - Dehumidification. **36 - 37**
(FOR INFORMATION ONLY)

(The report provides an update on the humidity problems experienced at the Sudbury Community Arena along with informing Council of the emergency purchase as required by the purchasing by-law for purchases exceeding \$35,000.)

- R-3. Report dated October 9, 2013 from the General Manager of Community Development regarding Ski Hills - Marketing/Flex Pass Options. **38 - 45**
(RECOMMENDATION PREPARED)

(This report provides marketing and flex pass options in order to increase usage of the City's municipally run ski hills (Adanac, Capreol and Lively) as requested at the July 8th, 2013 Community Services Committee.)

- R-4. Report dated October 8, 2013 from the General Manager of Community Development regarding Geese Control Review. **46 - 48**
(FOR INFORMATION ONLY)

(The geese management program report provides an update on the program schedule, costs, operator along with the geese management techniques implemented as part of the program.)

- R-5. Report dated October 9, 2013 from the General Manager of Community Development regarding Community Homelessness Prevention Initiative (CHPI) Program. **49 - 54**
(RECOMMENDATION PREPARED)

(This report is regarding the Community Homelessness Prevention Initiative (CHPI) Program guidelines and priorities.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

BRIGITTE SOBUSH, DEPUTY CITY CLERK

Request for Decision

Grace Hartman Amphitheatre - Post Business Plan Review

Presented To:	Community Services Committee
Presented:	Monday, Oct 21, 2013
Report Date	Wednesday, Oct 16, 2013
Type:	Presentations

Recommendation

WHEREAS the mandate of the Grace Hartman Amphitheatre is to provide residents and visitors to Sudbury with a well-managed, well-designed and equipped outdoor venue in which a full and varied seasonal program of community and professional events takes place in the context of Bell Park and its uses, and;

WHEREAS the findings of the Grace Hartman Amphitheatre post season review further concludes that there should be a balance between the primary user group of community organizations, with the facility still being able to support larger scale, community festival productions, and;

WHEREAS City Council has identified installing a roof on the Grace Hartman Amphitheatre as a priority project as part of the City of Greater Sudbury Strategic Plan 2012-2014;

THEREFORE BE IT RESOLVED THAT a 2014 budget enhancement option be prepared for Council's consideration which will include the cost for a roof along with extra hard seating.

Signed By

Report Prepared By

Jeff Pafford
Community Development Coordinator
Digitally Signed Oct 16, 13

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Oct 16, 13

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Oct 16, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Oct 16, 13

Finance Implications

At the Community Services Standing Committee meeting of September 16, 2013, a 2014 budget enhancement option for the installation of a roof over the seating at the Grace Hartman Amphitheatre was requested. Based on this report and given approval, the option would include hard seating as well as the roof. As indicated in the report there is \$1,382,070 in funding which is available for capital improvement of the Grace Hartman Amphitheatre. The capital improvements cost is estimated between \$4,710,000 to \$5,260,000.

Background

As part of the redevelopment of the Grace Hartman Amphitheatre, Novita Consultants was hired to provide

a business plan for the facility. The business plan included guiding principles for operation of the amphitheatre, a market analysis, rationale for seating capacity, and recommended operational practices.

Following the first year of operating in 2011, a business plan review process was undertaken to address feedback received and needs for future capital investments as well as mandate of the facility.

At the Finance and Administration Committee meeting of February 21, 2012, a resolution was passed by Council that the post season analysis of the Grace Hartman Amphitheatre, was to be completed prior to any additional capital investments.

As per the update provided to the Community Services Standing Committee on January 21, 2013, the contract with the original firm hired to conduct the business plan review was terminated for failure to perform. Yallowega Bélanger Architecture was subsequently hired to conduct a review of the Grace Hartman Amphitheatre Business Plan starting June 2013.

Business Plan Review Terms of Reference

As part of the business plan review, Yallowega Bélanger was required to examine the following:

- Identify concerns, issues, challenges identified throughout consultations with stakeholders.
- Priority list of future capital investments.

Consultation with stakeholders took place during August and September 2013. The following stakeholders were to be consulted with as part of the business plan review process:

- community user groups
- major festival organizers
- promoters
- appropriate City staff

The following deliverables were required:

- Direction regarding specific capital investments for the facility (additional fixed seating, roof).
- Mandate of the facility (the balance between community use and commercial (promoted events) usage.

Facility Usage

The original Grace Hartman Amphitheatre business plan identified an average season high of 65 booking days with an operating season of May 15th to September 30th. Facility usage for the past three operating seasons is as follows:

Season	# of Booking Days	# of Events	Operating Season
2011	14	5	July 8th to August 28th
2012	28	23	April 28th to September 25th
2013	41	31	March 23rd to September 28th

Event Summary

The following charts list the events which took place at the Grace Hartman Amphitheatre for the 2011, 2012 and 2013 operating seasons.

2011 Season		
Date(s)	Event	Type of Event
July 8 to 10	Northern Lights Festival Boréal	Festival
July 20 to 24	Les Jeux de la Francophonie Canadienne	Community Event
July 29	Blue Rodeo Concert	Promoted Event
August 18	Melissa Etheridge Concert	Promoted Event
August 25 to 28	Sudbury SummerFest	Festival

2012 Season		
Date(s)	Event	Type of Event
April 28	Irish Heritage Club of Sudbury Organ Donor Walk	Community Event
May 9	Vale Concert Series	Community Event
May 26	Alzeimers Society Zumba-thon	Community Event
May 27	Pet Save New Leash on Life Walk	Community Event
June 1 & 2	Greater Sudbury Celtic Festival and Highland Games	Festival
June 7	St. Jean Baptiste Celebrations	Community Event
June 20	Vale Concert Series	Community Event
June 21	National Aboriginal Day	Community Event
June 24	Bell Park Concert Series	Community Event
July 6 to 8	Northern Lights Festival Boréal	Festival
July 18	Vale Concert Series	Community Event
July 28	Childrens Community Network Family Respite Picnic	Community Event
July 29	PC BBQ Town	Community Event
August 5	Bell Park Concert Series	Community Event
August 9	Human League Association Fundraising Concert	Community Event
August 10	CGS Playground Program Talent Show	Community Event
August 12	Classic Car Show	Community Event
August 15	Vale Concert Series	Community Event
August 23 to 27	Sudbury SummerFest	Festival
September 3	Labour Day Family Fun Fest	Community Event
September 12	Vale Concert Series	Community Event
September 15	Laurentian University SGA Frosh Concert	Community Event
September 25	NeORA Conference - CGS	Community Event

2013 Season		
Date(s)	Event	Type of Event
March 23 & 24	Northwest Fudge Factory Children's Easter Egg Hunt	Community Event
April 27	Irish Heritage Club of Sudbury Organ Donor Walk	Community Event

May 5	Maison Vale Hospice - RBC Hike for Hospice	Community Event
May 22	Vale Concert Series	Community Event
May 26	Pet Save New Leash on Life Walk	Community Event
June 2	Celebration 2013 Interchurch Rally	Community Event
June 6	St-Jean de Baptiste Celebrations	Community Event
June 6	La Slague Concert (Damien Robitaille)	Community Event
June 8	Admiral Entertainment New Music Fest	Promoted Event
June 9	Bell Park Concert Series	Community Event
June 19	Vale Concert Series	Community Event
June 21	National Aboriginal Day	Community Event
June 27 to 30	74th Annual Finnish Canadian Grand Festival	Community Event
June 30	Bell Park Concert Series	Community Event
July 5 to 7	Northern Lights Festival Boréal	Festival
July 11	Sudbury LIVE! (Denniston Entertainment)	Promoted Event
July 17	Vale Concert Series	Community Event
July 18	Sudbury LIVE! (Denniston Entertainment)	Promoted Event
July 27	Childrens Community Network Family Respite Picnic	Community Event
August 6	CGS Playground Program Talent Show	Community Event
August 8	CGS Playground Program Talent Show	Community Event
August 8	Sudbury LIVE! (Denniston Entertainment)	Promoted Event
August 14	Dibrina Sure Staff Function	Private Event
August 14	Vale Concert Series	Community Event
August 22 to 25	Sudbury SummerFest	Festival
September 22	Labour Day Family Fun Fest	Community Event
September 5 to 8	Jazz Sudbury	Festival
September 11	Vale Concert Series	Community Event
September 13	Laurentian University SGA Frosh Concert	Community Event
September 14	La Slague Froche event	Community Event
September 28	Fall Back Music and Arts Festival (KC Events and Promotions)	Promoted Event

Financial Analysis

The original business plan recommended the following operational budget for the Grace Hartman Amphitheatre and surrounding grounds:

Total Expenses	\$189,550
Total Revenues	\$60,000

Actual financial information for the 2011, 2012 and 2013 (as of September 30th) operating seasons are as follows:

Season	2011	2012	2013
Total Expenses	\$54,048	\$242,614	\$218,298

Total Revenues	\$42,705	\$42,154	\$60,842
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Business Plan Review - Facility Mandate

The mandate of the facility as per the original business plan is:

"To provide residents and visitors to Sudbury with a well-managed, well-designed and equipped outdoor venue in which a full and varied seasonal program of community and professional events takes place in the context of Bell Park and its uses."

An underlying principle of the original business plan is that redeveloped amphitheatre should serve the community first. "While the Amphitheatre would welcome commercial and touring attractions, its raison d'être is to be the summer home for a wide range of community attractions and events."

The review conducted by Yellowega Bélanger Architecture reaffirms the previously outlined collective decision concluded in the Business Plan (prepared by Novita, March 2010), which was to ensure the amphitheatre's mandate continues to serve the community first; while still being welcoming to commercial and touring attractions. This report further concludes that there should be a balance between the primary user group of community organizations, with the facility still being able to support larger scale, community festival productions. While the not-for-profit community use stakeholders are generally happy with the existing facility, a number of small scale improvements should be implemented to further enhance their use. Also, in order to fully support larger community festival type events, a recommended scope of work including a new roof structure and additional fixed seating is recommended.

Business Plan Review - Recommendations for Facility Improvements

Enhance Not-For-Profit Community Use of the Amphitheatre by completing the following:

- Purchase of additional in-house presentation and sound equipment to ensure community groups do not have to rent equipment and are fully equipped to host a production. Minor equipment upgrades include a microphone stand, a monitor, front row speakers, and additional cabling for lights and equipment.
- Install acoustical treatment at the stage area such as acoustic panels along the back of the stage and install a stage curtain.
- Improvements to the sound booth are required to make it a usable space for technicians.
- Upgrading to existing catwalk system is required to meet Health and Safety requirements, such as a new gridded cage/railing along front upper catwalk.

Enhance the facility for community festivals such as Northern Lights Festival Boreal and Summerfest by completing the following:

- Install 60 new fixed seats within the existing fixed seat area as well as converting grass seating to 600 fixed seats to create 1221 fixed seating capacity, keeping the remaining +/-700 informal grass seats in place.
- Construct a roof assembly over the existing and proposed fixed seating area, ensuring all fixed seats have roof coverage. The remaining grass informal seating will be left uncovered.
- Increase back of stage area in the amphitheatre building to relieve congestion between musicians, event managers, City staff, promoters and sound crew.
- Increase the visual barriers from the park to the amphitheatre stage area by installing additional angular metal fencing.

As an option, increase frequency of high production/large scale promoted events at Grace Hartman

Amphitheatre by completing the following:

- Increase fixed seating capacity.
- Create more roof area over fixed seating.
- Enhance vehicular access to the facility for deliveries, tour busses and emergency vehicles to relieve congestion and to ensure distinct areas for pedestrians and vehicles.
- Enhance pedestrian access between the York/Paris St parking areas and the amphitheatre.
- Increase the visual barriers from the park to the amphitheatre stage area by installing additional angular metal fencing.

Capital Estimate - Additional Fixed Seating

As reported to the Finance and Administration Committee as part of the 2013 Capital Budget Overview, the estimate cost for 500 additional hard seats at the Grace Hartman Amphitheatre was \$1,210,000.

Application was made to the Community Infrastructure Improvement Fund (CIIF) with proposed funding from the CIIF in the amount of \$402,930 and the remainder of \$807,000 from the Capital Financing Reserve Fund (Citizen and Leisure Services). The application was not successful.

Capital Estimate - Amphitheatre Roof

As per the report from the General Manager of Community Development to City Council at the meeting of March 31, 2010 regarding financing options for a roof and additional seating capacity, the estimated cost for the construction of a full canopy roof was \$2,400,000. This estimate included only hard construction costs.

Yallowega Bélanger Architecture has confirmed that an estimate for a 'Space Frame' roof over the entire seating area of the amphitheatre would be in the range of \$2,400,000 to \$2,800,000. Additional costs associated with the project (acoustic treatment and sound amplification, consulting fees and other soft costs) increase the project estimate to a range of \$3,500,000 to \$4,050,000.

Available Financing for Amphitheatre Capital Investments

The following funds have been identified for future amphitheatre capital investments (total of \$1,382,070).

- \$300,000 - Identified as part of the 2012 Community Development Capital envelope for Bell Park capital improvements
- \$200,000 - Reserve fund previously committed by Council for an amphitheatre roof
- \$807,070 - Capital Financing Reserve Fund (Citizen and Leisure Services) originally committed to CIIF application for additional fixed seating
- \$75,000 - Ward 10 HCI Fund commitment towards an amphitheatre roof

Request for Decision

Healthy Community Cabinet - Create Greater Sudbury Concept Plan

Presented To:	Community Services Committee
Presented:	Monday, Oct 21, 2013
Report Date	Tuesday, Oct 08, 2013
Type:	Presentations

Recommendation

WHEREAS the Healthy Community Strategy has been one of Council's key planning and strategic priorities dating back to 1999, and;

WHEREAS the progress towards a healthy, sustainable community requires strong political leadership, broad participation, and community engagement through partnerships, education, and advocacy for change, and;

WHEREAS City Council has adopted the Public Participation Policy in 2008 which sets the value of civic engagement and public participation, and;

WHEREAS the Healthy Community Cabinet passed a motion endorsing the development of a community engagement tool that can be used both online and offline to engage the community in conversation, project design and provide an opportunity for citizens to participate in the next stage of creating Greater Sudbury as a healthy, sustainable community in which to live, work and play;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury endorse, in principle, the application for funding for the community engagement tool by community organizations that sit on the Healthy Community Advisory Panel as a collaborative effort. Application will be made through various local, provincial, and federal agencies, as well as seeking funding opportunities through private sector stakeholders.

Background

The Healthy Community Strategy was created as part of the City of Greater Sudbury Healthy Community Initiative in 2005. The document functioned as a roadmap to guide the initiative from an initial concept to a defined strategy with priorities and an implementation model for success. Since that time, there has been tremendous dedication and investment by the Healthy Community Cabinet, sub-committees, and the community on behalf of Council of the City of Greater Sudbury (Council). The goal has been to evolve the City of Greater Sudbury into a healthy, sustainable and desirable place to live for present and future

Signed By

Report Prepared By

Cindi Briscoe
Community Development Co-ordinator
Digitally Signed Oct 8, 13

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Oct 8, 13

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Oct 8, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Oct 9, 13

citizens.

The Healthy Community Initiative (HCI) embraces a broad vision of health while focusing on transformative change, sustainability, and the social determinants of health associated with the four strategic priorities (pillars): Human Health and Well-being, Environmental Sustainability, Economic Vitality, and Civic Engagement and Social Capital.

As an example of community engagement, approximately 40 individuals/community groups have been recognized to date at the Healthy Community Recognition Awards for their contributions towards minimizing the 11 sustainable development challenges of Greater Sudbury - (Appendix A HCC Sustainable Development Challenges).

The Healthy Community Strategy has also been identified as one of four key corporate planning documents and one of five strategic priorities of Council.

Healthy Community Strategic Plan Goals (2010 to 2014)

1. Sharing and celebrating successes
2. Implementing community plans
3. Promoting lifelong learning
4. Healthy Community Summit

The goals move the Healthy Community Initiative towards a sustainable future. They are centered on the same principles, definitions and concepts outlined in the original strategy with consideration for the economic, social, and environmental realities of today. The four strategic priorities (pillars) of the Healthy Community Initiative represent the foundation on which the goals are built.

Healthy Community Summit and Create Greater Sudbury Concept Plan

The Healthy Community Cabinet plans to host a Summit in the spring of 2014, as identified in the Healthy Community Strategic Plan goals. This event will host the Healthy Community Recognition Awards and will also focus on engaging the community in creating real and positive change by launching a *community engagement tool* - (Appendix A HCC Sustainable Development Challenges).

The goal of this tool is to create conversations, design projects, and form groups that will give residents the opportunity to participate at the grassroots level. Imagine being given the opportunity to get involved improving your neighbourhood park; enriching the arts sector; sprucing up an area of town; helping preserve the beauty of the land; rejuvenating spaces; improving literacy levels; or providing an improved quality of life for individuals. This tool has the capacity to move conversations forward regarding the 11 sustainable development challenges identified in the Healthy Community Strategic plan to potential projects or policy statements.

Funding will be required to get the *community engagement tool* off the ground. Application will be made by community organizations that sit on the Healthy Community Cabinet Advisory Panel to the Ontario Trillium Foundation and other funding agencies to garner support for this initiative.

Next Steps

Healthy Community Survey

A telephone and online survey was conducted this summer to determine the level of awareness the community has regarding the Healthy Community Strategy. In spite of all the good work that has been completed to date, approximately 80% of the public are unaware of the healthy community strategic plan. A majority of citizens believe the strategy encompasses general health and environmental issues only. There was no mention of economic or social capital.

The survey also indicated that approximately 82% of individuals are interested in what happens in the

community and are interested in participating through two modes: online (67% - websites, email, social media) or face to face via community forums/meetings (15%).

The *community engagement tool* would provide an opportunity to increase the awareness of the Healthy Community Strategy. This tool could be utilized by Community Action Networks (CANs), other community organizations, and individuals who are interested in civic engagement.

It's availability both online and offline, will provide access to the tool for a broad range of citizens.

Public Participation Policy

In 2007 the Social Planning Council of Greater Sudbury conducted a survey of civic engagement experiences within the community at the request of the City of Greater Sudbury for the purpose of providing feedback that could be used to develop a Public Participation Policy - (Appendix C HCC Public Participation Spectrum). The results of the survey indicated that residents consider civic engagement extremely important. The need to be inclusive and to provide equal opportunities for all citizens to participate in community process was also identified as very significant. The City of Greater Sudbury recognizes that political decision-making is most effective when it includes public input from an active, engaged, and educated public.

There are many forms of public participation such as the participatory budget process, various planning and development initiatives, numerous advisory committees and panels as well as neighbourhood level involvement through the Community Action Networks (CANs).

Since the introduction of the Public Participation Policy, there has been a maturity of information received through these broader consultative processes. Public Participation has evolved through the Public Participation Spectrum (Inform, consult, involve, collaborate, empower) whereby an opportunity to get broader community stakeholder involvement and input regarding political decision making can be taken to a more engaged level.

Conclusion

As the Healthy Community concept matures through the Public Participation spectrum, there is an opportunity to further empower the community with the development of the *community engagement tool*.

The Healthy Community Cabinet is requesting that the Community Services Committee of the City of Greater Sudbury endorse, in principle, the application for funding for the *community engagement tool* by community organizations that sit on the Healthy Community Advisory Panel as a collaborative effort. Application will be made through various local, provincial, and federal agencies, as well as seeking funding opportunities through private sector stakeholders.

Healthy Community Cabinet – Create Greater Sudbury Concept Plan

11 Sustainable Development Challenges identified in the Healthy Community Strategy

Human Health/ Well-being	Environmental Sustainability	Economic Vitality	Civic Engagement / Social Capital
<ul style="list-style-type: none"> •Health Status •Health and Safety 	<ul style="list-style-type: none"> •Impaired ecosystem •Lake water quality 	<ul style="list-style-type: none"> •Out-migration •Unemployment •Arts and Culture facilities/promotions •Infrastructure deficit 	<ul style="list-style-type: none"> •Homelessness •Family poverty •Educational attainment



CREATE GREATER SUDBURY

USER EXPERIENCE CONCEPT PLAN

DRAFT REV. 2.5

2013 10 02



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HEALTHY COMMUNITY INITIATIVE

The Healthy Community Strategic Plan has identified eleven challenges in four strategic priorities (pillars) for the healthy sustainable development of Greater Sudbury.

ECONOMIC VITALITY

- Out-Migration
- Unemployment
- Arts and Culture
- Infrastructure Deficit

HUMAN HEALTH AND WELL-BEING

- Health Status
- Health and Safety

CIVIC ENGAGEMENT AND SOCIAL CAPITAL

- Homelessness
- Family Poverty
- Educational Attainment

ENVIRONMENTAL SUSTAINABILITY

- Impaired Ecosystems
- Lake Water Quality



The first Healthy Community Strategy was created as part of the City of Greater Sudbury Healthy Community Initiative in 2005. The document functioned as a roadmap to guide the initiative from an initial concept to a defined strategy with priorities and an implementation model for success. There continues to be tremendous dedication and investment by the community to evolve the City of Greater Sudbury into a healthy, sustainable and desirable place to live for present and future citizens.

One of the most notable accomplishments resulting from the development of the Healthy Community Initiative was Greater Sudbury's designation as a Regional Centre of Expertise in 2006 by the United Nations University. This unique privilege validated and supported the Healthy Community Strategy and continues to function as a world-wide learning-and-sharing network of like-minded individuals, organizations, and cities.

After many years of continued progress and achievements, the Healthy Community Cabinet is planning a new process that will change the way Greater Sudbury moves forward.

Create Greater Sudbury is the result of the growing demand for collaboration among our community's citizens, and it is designed to bring Greater Sudbury together in addressing our eleven community challenges.

THINK HEALTHY COMMUNITY, THINK HOLISTIC

We must think of our community as a whole. A healthy community is one that is vibrant and thriving in all aspects of life: social, economic, environmental, and health. **The goal** of Create Greater Sudbury is to enable Sudburians to help create an even healthier and thriving community. We want a community of engaged citizens creating a better city, one project at a time.



CREATE GREATER SUDBURY

CALL TO ACTION

To have YOU, neighbourhood organizations, school groups, Community Action Networks or simply interested citizens bring ideas to completion through projects that make Greater Sudbury a healthier and more vibrant community.

BRING YOUR IDEAS!

Do you have a vision for your community? Do you have an idea, big or small, that will help transform Greater Sudbury into a more inclusive, resilient, and sustainable community? Or do you want to get involved with initiatives that shape our city? We want you to bring your ideas to Create Greater Sudbury.

Create Greater Sudbury is a place where people can gather to bring their ideas to life! Bring your own or be inspired by others. The goal is to create conversations, spawn projects, design things, or form groups that will allow Greater Sudbury to steer the direction of their community, together.

Imagine an opportunity to improve your neighbourhood park; to enrich the arts in Greater Sudbury; to beautify an area of town; help preserve the beauty of our land; rejuvenate spaces; improve literacy levels; or provide a better quality of life for people. Projects of any scale are encouraged.



PROCESS AS A GUIDE

Create Greater Sudbury will help you to develop projects, guide you through a **creative process** and help you gain community support to move your idea along.

Create Greater Sudbury is also a place to browse and explore other exciting initiatives in the community, and to find ways to either learn or contribute through them. The result is a community where citizens are part of an ongoing conversation, and not just spectators in their community.

Funding is also part of the process. Many projects require hard working volunteers and generous contributions; while others may require a few simple actions. For some projects however, the requirement for funding may be a reality. Create Greater Sudbury facilitates fundraising as part of the process in order to help participants succeed with their projects.



COMMUNITY HIVE:

A Community Project Engine

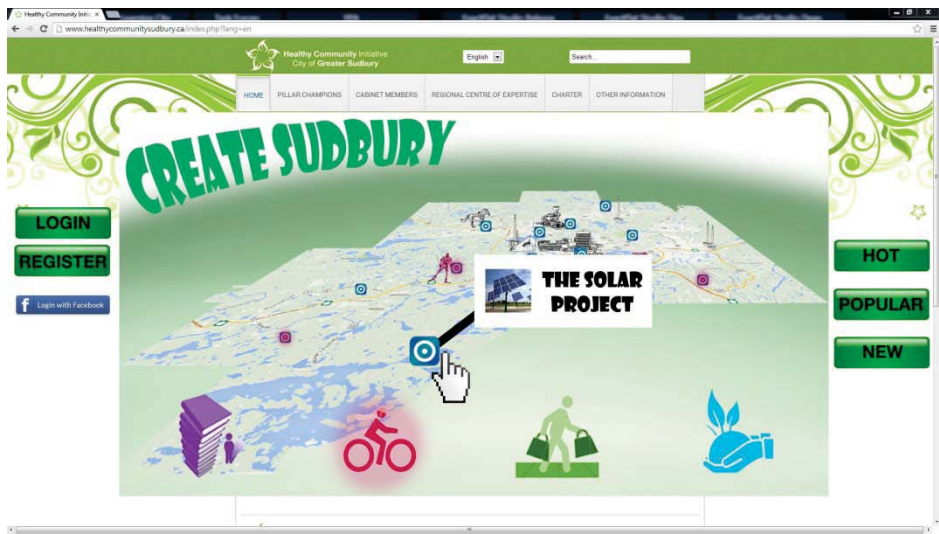
Create Greater Sudbury has built a tool called the **Community HIVE**. This is the tool which the community will use to participate in initiatives that lead towards a more inclusive, resilient, and sustainable community. Think of it as a community project engine for developing your ideas in either an online or offline environment.

Online Hive

The Community HIVE is an online process - an interactive website that will spawn community initiatives. It is a place that is accessible, and provides an effective way to participate in their community. The online hive makes it possible to gain visibility, attract support, facilitate conversations, execute a process and raise funds. Participants can start here to see what’s already going on, or begin with their own ideas.

The first thing you will see at the online hive is everything that’s going on with Create Greater Sudbury through an interactive front page.

Figure 1 : Create Greater Sudbury Front Page Concept

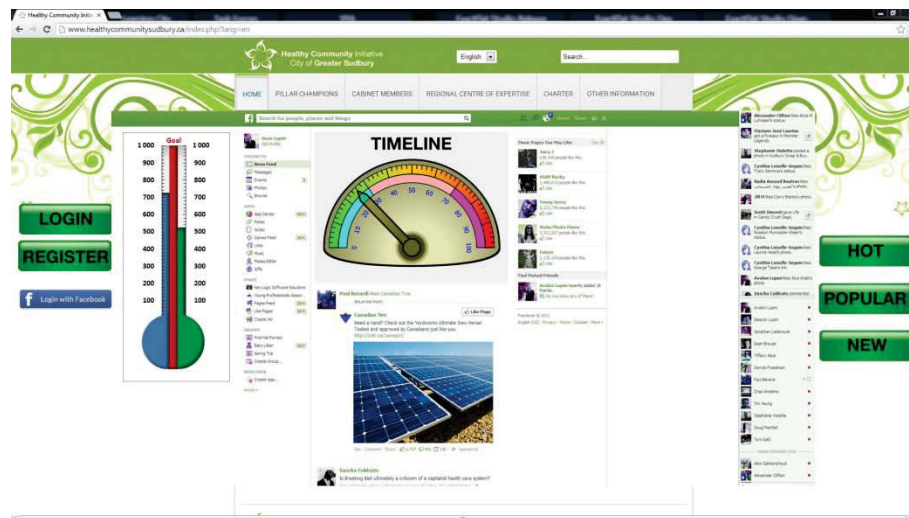




You will quickly find the projects that interest you, and be able to mine down for more information. When you reach an individual project page, you can find out everything you need to know, and even start contributing.

Create Greater Sudbury will be moderated to maximize productivity. Projects will be assessed under the Healthy Community lens to ensure that they are relevant to our community's challenges. Conversations will also be facilitated to keep everyone on task.

Figure 2 : Create Greater Sudbury Project Page Concept



Offline Hive

Powerful conversations happen face to face with people talking. For groups who prefer to collaborate in person, we have an offline version of the Community HIVE.



The Community HIVE Action Kit will contain all the tools that will allow you to kick start a project. This kit will guide you and your team through a process towards developing a project or initiative and making it a reality. Through the “creative process” provided to you in the kit, your group will develop a challenge question. The timeline is up to you. Once you’re done, you can upload the results to the online Community HIVE to integrate your project with the online system.

The Action Kit is designed to be accessible, interactive and fun. Once you have your kit, you will have everything you need to develop your project.

Figure 3 : The Community HIVE Action Kit Concept



CREATE GREATER SUDBURY SUMMIT

The Create Greater Sudbury Summit is what ties all of this together. The Spring 2014 summit will incorporate the launch of Create Greater Sudbury. The event will gather people together to launch the initiative, and also to introduce some flagship challenges to help Greater Sudbury become an even healthier,



sustainable community. The summit will focus on engaging the community in creating real and positive change. The goal of the summit is to create energy within the community by engaging individuals to utilize the Create Greater Sudbury hives after the launch.

The launch will lead 4 “Pillar Challenges” that reflect the Healthy community pillars:

- Human Health And Well-Being
- Civic Engagement And Social Capital,
- Environmental Sustainability,
- Economic Vitality.

Participants in the summit will follow the “creative process” in the Create Greater Sudbury community action kits to develop ideas for the 4 challenges. The event will be documented and mirrored in the online “Community HIVE” and results will be posted. Short mini-documentaries will document the process.

These 4 challenges will kick start the initiative as the first to become a part of the Community Hive. The momentum from the summit will be amplified as participation in these challenges becomes accessible to the broad community and the “Community HIVE” goes live to the public.

Additionally, existing Healthy Community partners will be invited to integrate their existing projects in order to be a part of Create Greater Sudbury from the start. The initiative will start out with a full fleet of projects already underway.

The Summit will also host the Healthy Community Recognition Awards. Future summits will honor projects that have been incubated by Create Greater Sudbury.



BE A LEADER

Join a movement that is positive, supportive, encouraging, optimistic, hopeful, and embraces change. These qualities are a requirement of all participants. No room for negativity here. You, as participants and moderators will lead the community in the shift to this frame of mind.

Together! Collaboration is the key to success in any community project. Feedback, contribution, and refinement are the catalysts that will develop your idea.

Create Greater Sudbury will be hard at work promoting these values throughout our community to attract leaders from across the map. This ongoing campaign will aim to build a diverse crowd of collaborators, and build recognition amongst all citizens that a community-wide conversation is happening.



SOME BASICS OF THE PROCESS

Timeline

The “creative process” will have a series of timed phases to help keep a project on track. Each step will allow sufficient time to complete a goal, but will encourage participants to get the job done.

Evaluation

Projects will first be evaluated through the Healthy Community lens to ensure that they align with the Healthy Community Strategic plan. They will then be open for public contribution. Good ideas are magnetic. Concepts that gain popularity will stand out because of the crowds around them.

Ideas Gallery

At the end of the “creative process”, the fully fleshed out project will be archived in an ideas gallery. There your work will live on for others to learn from and hopefully continue to grow. Your group will be able to continue to post updates to the project as it moves forward.

Ownership

Consideration needs to be given regarding ownership of ideas. Create Greater Sudbury is a forum for conversation and a facilitator of a process. Once in the public domain, ideas can only be protected by patent and copyright laws. All participants, whether individuals or organizations, will be responsible for their contributions and the protection of their content.



CREATIVE PROCESS: 6 PHASES

Bring together a group of people in your community or in the online community HIVE who share similar ideas. Or post your challenge question in the community HIVE and find like-minded people.

1. Ask the big question

Collectively work to come up with a challenge question to clarify your goal. The thing that is at the heart of the problem you are trying to solve. Ask the big question.

(i.e.- How can we build a community garden that will build local knowledge about fresh food?)

2. Pollinate: Generate inspiring ideas

Begin to think about solutions to challenges, gather ideas and bring them back to the hive. They can be anything even remotely related. There is no filtering.

Anything that inspires you. You should have a multitude of options and solutions to the challenge. Brainstorm. Think broadly.

3. Think Differently: Seek a new understanding

Connect the dots. Connect ideas. Merge and mix ideas. Distill them down. Look at the idea from many angles. Turn it upside down.



4. Filter Your Ideas

Edit your ideas. Evaluate them. Ask hard questions. Squeeze them down into one option.

5. Test it

In the process of testing, you work things out. You don't know if an idea will work until you try to make it real. Prototype it, model it, sketch it, tell a story about it, bring the idea to life and post it online.

6. Plan for Action

Chart a course for the next steps as the project moves towards the real world. After this... it's up to you!

The result is a project brought to life, which was thought out and designed through community collaboration, funded by people who support its vision, and executed by citizens who are dedicated to a healthier, more vibrant community.



FUNDING YOUR PROJECT...GET UP AND GOING!

At the end of the “creative process” some projects may require funding to develop further. Many traditional funding sources are available in the community. But as an additional option, Create Greater Sudbury will host a curated page on Kickstarter. The Kickstarter page will especially benefit those who are inexperienced in fundraising by guiding them through a proven method. It will also provide exposure since it exists under the umbrella of Create Greater Sudbury and its supporters. The goal of this tool is to help projects along, but the method of funding is entirely up to the project owner(s).

Kickstarter is a crowd funding web platform. By using this site you can help raise the funds to jump start your project. In order to move to this phase, you must create a video, artwork or even a sketch about the project and a description that will create a vision for the community members to see. This is the project pitch. Clearly state your goals of the initiative for the potential funders. They need to understand where their contribution is going.

Transparency is key to this part of the process. Keep in mind, in order to keep projects moving forward and to give contributors (backers) the best bang for their buck, a project must meet its required funding goal. If the goal is not met, the funds are returned to the backers and the project will have to continue trying. This is to ensure that no projects are started with funding setbacks, or that contributors have not invested in an uncompleted project.

For guidelines on using Kickstarter, go to:

<http://www.kickstarter.com/start?ref=footer>

Example project:

<http://www.kickstarter.com/projects/thebeezkneez/revive-the-hive-with-the-beez-kneez-honey-house?ref=35p2r3>

Healthy Community Cabinet – Create Greater Sudbury Concept Plan

IAP2 Public Participation Spectrum

IAP2 Public Participation Spectrum

Developed by the International Association for Public Participation

INCREASING LEVEL OF PUBLIC IMPACT

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

For Information Only

Report dated September 5, 2013 from the General Manager of Community Development regarding Information Regarding the Costs Associated with Reopening the Barrydowne Arena.

Presented To: Community Services Committee

Presented: Monday, Oct 21, 2013

Report Date Tuesday, Oct 08, 2013

Type: Referred & Deferred Matters

Recommendation

For Information Only

Background

This matter was deferred at the September 16, 2013 meeting of the Community Services Committee.

Original Report attached.

Signed By

No signatures or approvals were recorded for this report.

For Information Only

Information Regarding the Costs Associated with Reopening the Barrydowne Arena

Presented To:	Community Services Committee
Presented:	Monday, Sep 16, 2013
Report Date	Thursday, Sep 05, 2013
Type:	Managers' Reports

Recommendation

For Information Only

Background

On July 8th, 2013, the Community Services Committee was provided with a presentation and report regarding the Arena Renewal Strategy and the results of community consultations. During the discussion regarding the Strategy, Committee requested a report with options to reopen the Barrydowne Arena as an ice pad or as a recreation facility. Additionally, staff were requested to include information regarding the proposal to construct a new ice pad in the Lorraine Street area of New Sudbury.

Barrydowne Arena

The Barrydowne Arena was decommissioned in 2003, during a restructuring of City facilities. The facility was maintained as a storage depot until 2012, when it was leased to a private company for use in the film industry.

During the years after the facility was decommissioned, much of the ice plant was dismantled and parts were used to repair other ice plants in City facilities. In order to rejuvenate the facility, a new ice plant would be required. As no ice production has occurred in 10 years, it is anticipated that much of the system that is still in existence may be unusable. Additionally, the loss of permafrost due to there not being ice on the concrete surface, would require the replacement of the ice pad. Dasher boards and glass were removed and would need to be replaced, along with bleachers, benches and refurbishing dressing rooms and flooring. There has also been considerable vandalism to the exterior of the building, and new windows, doors and exterior renovations would be required. Accessibility retro-fits would also be required in order to meet provincial standards. Based on the estimates obtained from the building condition reports during the Arena Renewal Strategy exercise, Table 1 provides a high level projection of the potential costs associated with restoring the Barrydowne Arena as an ice facility. The total estimated cost is the range of \$3.8M.

Additional consideration could be given to alternate uses of the building for recreational activities such as a skate boarding, roller blading/roller skating. Although there would still be significant capital investment required to renovate the building in order to meet the needs of these activities, the cost would be significantly less than renovating the ice pad and capital costs associated with the ice plant and associated ice pad components. The total estimated cost of renovating the building for alternate use would be

Signed By

Report Prepared By

Rob Blackwell
Manager, Quality, Administrative and Financial Services
Digitally Signed Sep 5, 13

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Sep 5, 13

Recommended by the Department

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

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Sep 10, 13

approximately \$1.3M.

Table 1: Estimated Costs to restore Barrydowne Arena as an ice facility

Component	Estimated Cost
Ice Pad	\$650,000
Bleachers	\$300,000
Dasher board and shielding system	\$275,000
Roof replacement	\$500,000
Building enhancements (interior/exterior)	\$951,000
Refrigeration Plant	\$520,000
Accessibility retrofits	\$200,000
Design and contract management	\$300,000
Contingency	\$150,000
Total	\$3,846,000

Table 2: Estimated costs to restore Barrydowne Arena as an alternate use facility

Component	Estimated Cost
Roof replacement	\$500,000
Building enhancements (interior/exterior)	\$486,000
Accessibility retrofits	\$200,000
Design and contract management	\$95,000
Contingency	\$60,000
Total	\$1,341,000

Lorraine Street Option

In November 2009, Greater Sudbury City Council was presented with options regarding the aging infrastructure of arenas. One of the options for Council's consideration was a new twin pad facility on Lorraine Street, off of Lasalle Blvd., west of Notre Dame.

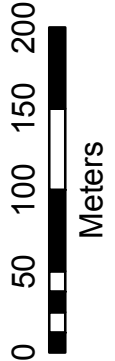
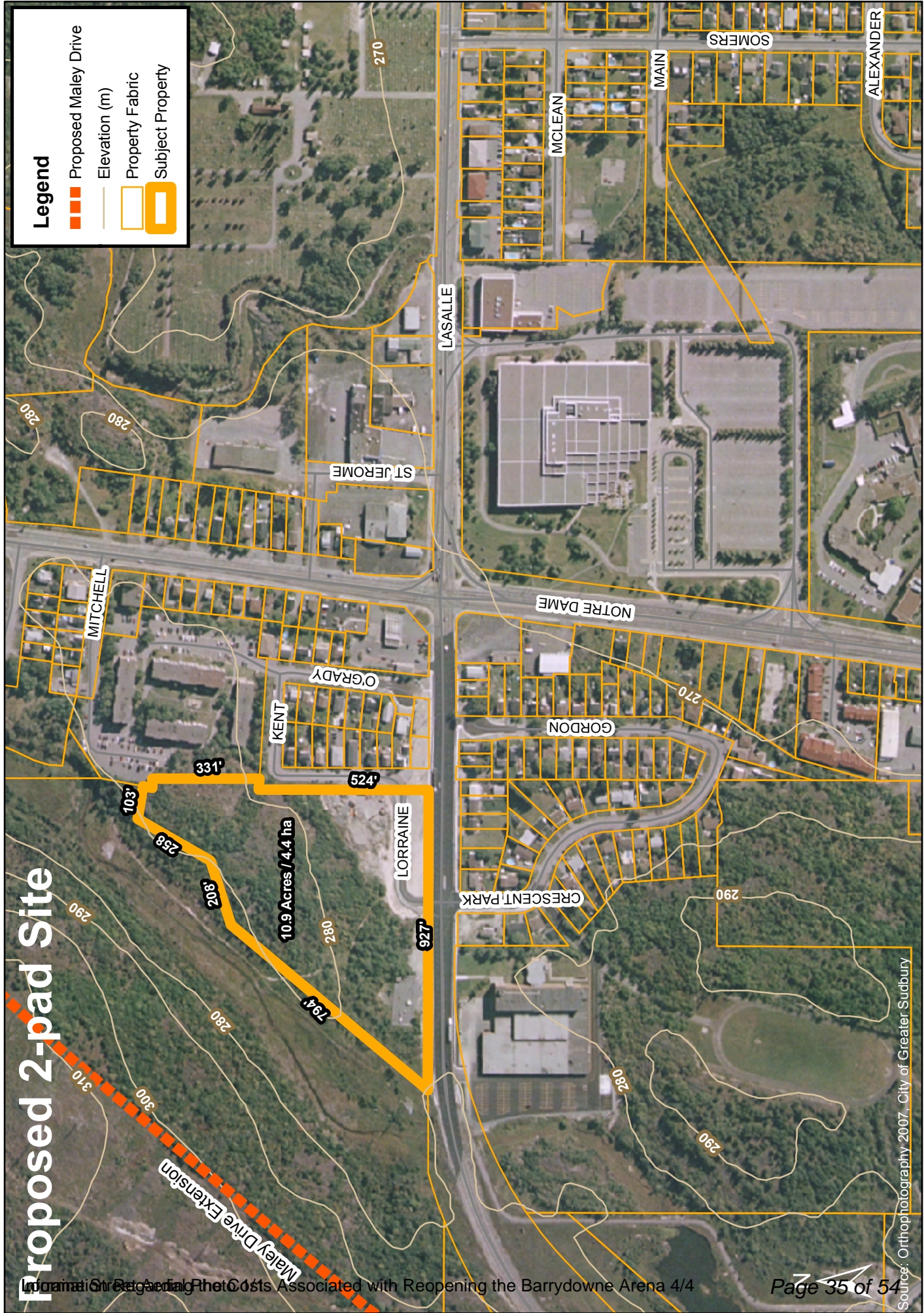
The Lorraine Street location was considered at that time as it is a City owned parcel of land of sufficient size for a two pad facility. The property has good access, available services and is in a location as recommended by the Parks, Open Spaces & Leisure Master Plan. The original intent of the twin pad was to replace Cambrian Arena, which had been closed due to ice pad issues, and to address a shortage of one ice pad in the former City of Sudbury, as indicated by the Master Plan.

The total estimated cost for a two pad facility at this location was originally \$25M, but was later revised and presented to Council in April 2010 as a \$22.6M project. The project was not pursued as Council opted to repair Cambrian Arena and add a second ice pad at the Countryside Sports Complex (now the Gerry McCrory Countryside Complex).

Number of ice pads required:

The City currently operates 16 ice pads. As identified in the report completed by Monteith Brown Planning Consultants based on the provision target of 1 ice pad per 405 youth registrants and based on the

forecasted number of youth registrants (2012-2016), the City could operate with 15 ice pads. The report also identified that the core area (former City of Sudbury) was deficient by approximately 1 ice pad. The need for the additional ice pad (core area) was realized by constructing a second ice pad at the Gerry McCory Country Countryside Sports Complex.



For Information Only

Sudbury Community Arena - Dehumidification

Presented To: Community Services Committee

Presented: Monday, Oct 21, 2013

Report Date: Friday, Oct 11, 2013

Type: Managers' Reports

Recommendation

For Information Only

Background

On Friday, September 20th, 2013, the Ontario Hockey League (OHL) game scheduled at the Sudbury Community Arena was canceled due to extremely high humidity. The outside temperature resulted in a humidity level of 100%. As the Sudbury Community Arena is not equipped with a dehumidification system, there was "fog" on the ice surface and condensation occurring inside the arena, leading to a cancellation of the game due to safety concerns.

The facility has experienced humidity issues in previous years particularly during the fall and spring seasons. In previous years, during exhibition Sudbury Wolves hockey games, humidity issues have resulted in fans being relocated to elevated seats to allow for unobstructed views over the "fogged" glass. Attendance is generally less at exhibition games allowing for ease of movement of fans. Additional fans at regular season games also produce more heat in the facility exacerbating the issue. Recent climate trends in the past number of years have resulted in additional pressures to operate indoor ice facilities which are not equipped with dehumidification equipment.

Engineer's Recommendation

A professional engineer was consulted in order to review the issue and to discuss options. In order to eliminate future humidity problems at the Arena, the engineer recommended that the City purchase and install two dehumidifiers. Based on the seating capacity at the Sudbury Community Arena, the engineer recommended that the facility would require two 10,000 cubic feet per minute (cfm), gas fired dehumidifiers (Munters A30-1500G). The recommended units were recently installed at the Windsor Arena and old Maple Leaf Gardens in Toronto.

The cost to purchase the two units is estimated at \$350,000. The total project cost including installation, engineering and contingency is estimated between \$750,000 and \$850,000. The dehumidifiers, once

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Report Prepared By

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Manager of Arenas
Digitally Signed Oct 15, 13

Division Review

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Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Oct 15, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Oct 15, 13

installed, may be relocated to a new facility in the future.

Other Short-Term Responses

The engineer provided options for reducing the humidity levels as alternatives to purchasing permanent dehumidification units:

Building Temperature

Pre-cooling the building will help to remove moisture from the air. This recommendation was implemented prior to Friday, September 20th game, however it was not effective due to the extreme high humidity level outside of the building.

Portable Commercial Dehumidification Equipment

Installing temporary portable industrial dehumidifiers to remove moisture could also be considered. Specialized suppliers were contacted to determine availability, cost and to identify the potential requirement for building retrofits to accommodate portable equipment. A quote for rental equipment (5 units, 5000 cfm/unit) was obtained. Weekly rental costs are approximately \$30,000, the monthly rate is approximately \$50,000. Costs are inclusive of delivery, set-up and operation of the units for the rental period.

Summary

Due to projected high humidity levels on Friday, October 4th, 2013, on an emergency basis, portable commercial dehumidifiers were rented to ensure that upcoming OHL games are not affected by potential humidity issues in the short term. The quoted cost for the rental is \$50,000 for the month. Of special concern is the upcoming spring season, when humidity could again become an issue (approximately 8 weeks of potential playoffs in April - May). As cited below, the requirements of the purchasing by-law have been met.

The following information from the Purchasing By-law has been included from Supplies and Services:

As this is being deemed an emergency purchase the by-law requires the following:

22.-(1) Where an Emergency exists requiring the immediate procurement of Goods, Services or Construction, a GM or the Agent may purchase the required Goods Services or Construction by the most expedient and economical means, notwithstanding any other provision of this By-Law. As soon as practicable thereafter, the Agent shall comply with Section 26 of this By-law.

(2) For all Emergency purchases made by a GM, the GM shall as soon after the purchases as reasonably possible, notify the Agent with a written report detailing the circumstances of the Emergency. A report to Council shall be made by the General Manager or the Agent in all circumstances where the Emergency purchases exceeds \$35K.

Section 26 provides that a PO needs to be issued by the Agent incorporating the relevant terms and conditions.

Request for Decision

Ski Hills - Marketing/Flex Pass Options

Presented To: Community Services Committee

Presented: Monday, Oct 21, 2013

Report Date Wednesday, Oct 09, 2013

Type: Managers' Reports

Recommendation

WHEREAS at the July 8, 2013 Community Services Committee meeting additional information was requested regarding marketing and flex pass options for City of Greater Sudbury ski hills;

THEREFORE BE IT RESOLVED THAT the recommended marketing strategies in the report dated October 21, 2013 from the General Manager of Community Development be implemented for the 2013-2014 ski season and that staff report back as part of a post season ski hill operating report, and;

THAT new rates corresponding to flex passes, promotional pricing and ticket upgrade strategies be brought forward as part of the 2014 User Fee By-Law for approval.

Finance Implications

Any marketing initiatives introduced will be supported by existing operational dollars.

New rates corresponding to flex passes, promotional pricing and ticket upgrade strategies will be brought forward as part of the 2014 User Fee By-Law for approval.

Signed By

Report Prepared By

Jeff Pafford
Community Development Coordinator
Digitally Signed Oct 9, 13

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Oct 9, 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

Background

In 2011, the Council of the City of Greater Sudbury approved the Leisure Services Strategic Plan (2011-2015) which established a number of goals for the division to strive for to advance the needs of the community in the areas of parks services, arenas and recreation. One of the main goals was to advance communication and access for citizens, user groups and partners.

On May 6, 2013, staff presented a ski hill post season operating report to the Community Services Committee (Appendix 'A'). As part of that report, a number of initiatives were identified to further advance communication with ski hill season pass holders, users and stakeholders. Initiatives identified included:

- Implement an annual user satisfaction survey for CGS ski hill membership holders.
- Expand use of traditional and social marketing to better promote and communicate CGS ski hill information to new and existing users.
- Examine a 'Ski All Three' pass and other similar promotions to encourage the use of all three CGS ski hills.
- Implement a modern pass sales system to increase customer service and allow online registrations and sales.

At the Community Services Committee meeting of July 8, 2013, staff were further directed to report back on marketing and flex pass options which would increase participation of the three municipally run ski hills (Adanac, Capreol and Lively).

Marketing of City of Greater Sudbury Ski Hills

Currently, municipally run ski hills are promoted utilizing the following communications tools:

- Television advertisements to promote season pass sales in late December.
- Section dedicated to ski hills in the Fall-Winter Leisure Guide.
- Inclusion in the Greater Sudbury Visitor's Guide and Ontario Snow Resorts Association (OSRA) Guide.
- Email distributions to season pass holders.
- A dedicated and descriptive section on the City of Greater Sudbury website.
- Public Service Announcements to inform about season start, closures, etc.

The Leisure Services Division has been working with Resort Development Solutions to develop a roadmap for the capital improvements required at CGS ski hills and improved utilization of the facilities for the next five ski seasons. As part of their preliminary findings, Resort Development Solutions noted the following marketing initiatives:

- Increased use of social media (Facebook and Twitter) is required to post daily ski conditions for all three ski areas, special events happening at the facilities and any hill closures. Resort Development Solutions recommends dedicated social media accounts for ski hills.
- Examine hourly ticket price strategy, especially for weekday evenings (4 p.m. to 7 p.m.).
- Hosting 'Happy Hour' events and activities on Thursdays, Fridays and Saturdays.
- Hosting more event based activities (music events, demo days, etc.) to attract new visitors.

Furthermore, as per the initiatives outlined as part of the post-season operating report, season passes will be made available online for the 2013-2014 ski season. Additionally, a user satisfaction survey will be developed and circulated at the conclusion of the upcoming ski season.

Flex Pass Options

Under current ski hill pricing, an individual must purchase a separate membership or pass for each of the three CGS ski hills (Adanac, Capreol or Lively). Flex passes and ticket upgrades are methods that can be introduced to offer existing customers at any of the three sites an opportunity to experience other facilities. These strategies will reduce congestion at peak times at one facility, and shift users to slower operating periods at other sites.

The following recommendations for flex pass and ticket upgrade strategies are as follows:

- 'Super pass' or 'Ski all Three pass' which would allow pass holders to use all three City of Greater Sudbury ski hills.
- Pass holders of Capreol or Lively ski hill could upgrade their ticket and use Adanac paying the difference (\$13) between a half day rate at their hill (\$11) and the rate of a half day pass at Adanac

(\$24). Upgrades would only be permitted during non-peak times (no weekends or holidays).

- Adanac season pass holders could utilize Capreol or Lively ski hills when there are ski hill races or special events taking place at Adanac ski hill. This will alleviate pressure off Adanac during event based activities and introduce the other two sites to new skiers and snowboarders.

As pricing for the 2013-2014 ski season has already been advertised, it is recommended that any new rates be introduced as part of the 2014 User Fee By-Law for the 2014-2015 ski season.



Request for Decision

Ski Hills - Post Season Operating Report

Presented To:	Community Services Committee
Presented:	Monday, May 06, 2013
Report Date	Wednesday, Apr 17, 2013
Type:	Managers' Reports

Recommendation

WHEREAS the ski hills post season report provides an analysis of the 2012-2013 operating season of the Adanac, Capreol and Lively ski hills, and;

WHEREAS as a result of the findings, goals and objectives have been established for the upcoming 2013-2014 season which are designed to increase participation and improve the experience for users of the ski hills, and;

WHEREAS as part of the evaluation, research was conducted on cold weather policies which have been developed to assist ski hill operators making decisions on operating facilities during extreme cold temperatures.

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury approve the Ontario Snow Resorts Association (OSRA) policy for the operation of ski hill facilities during extreme cold temperatures which would result in closing facilities when temperatures are colder than -35°C. The policy would be implemented for the upcoming 2013 - 2014 ski season.

Signed By

Report Prepared By

Jeff Pafford
Community Development Coordinator
Digitally Signed Apr 17, 13

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Apr 17, 13

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Apr 22, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Apr 22, 13

Overview

The City of Greater Sudbury Leisure Services Division operates the Adanac, Capreol and Lively Ski Hills. The 2012-2013 ski hill season saw over 16,000 visitors at the three locations combined. This report will provide highlights of the 2012-2013 ski season and will outline goals for the following season as per the Leisure Services Division Strategic Plan 2011-2015.

2012-2013 Participant Statistics

The Adanac Ski Hill continues to attract a significant number of users. The following are statistics for 2012-2013 ski season: 68 operating days/25 evenings, season pass holders (293), 5 day pass sales (215), program participants (219), private lessons (1,231), student visits (510) and day visits (14,300). Average

visits per opening shift is 153.8.

In 2012-2013, the Capreol Ski Hill had 36 operating days (average of 9.3 visits per day) and total visits (334). The Lively Ski Hill had 38 operating days (average of 51.8 visits per day) and total visits (1,968).

3 Year Comparison

Adanac Ski Hill							
Season	Operating Days	Season Passes	5 Day Passes	Program Participants	Private Lessons	Student Visits	Day Visits
2010-2011	71 days / 31 evenings	393	100	182	1000	569	14,850
2011-2012	62 days / 27 evenings	222	124	183	1100	616	14,200
2012-2013	68 days / 25 evenings	293	215	219	1231	510	14,300

Capreol Ski Hill			
Season	Operating Days	Season Passes	Total Visits
2010-2011	22	9	433
2011-2012	31	8	416
2012-2013	36	4	334

Lively Ski Hill			
Season	Operating Days	Season Passes	Total Visits
2010-2011	39	70	2343
2011-2012	35	73	2171
2012-2013	38	85	1968

2012-2013 Highlights and Activities

Canadian Ski Patrol Services

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

Adanac Concession Services

Prior to the 2012-2013 ski season, a Request for Proposal was issued for the operation of the Adanac concession and awarded to 1876296 Ontario Limited. Initial feedback from Adanac patrons was positive, noting the improved food quality and variety. Having a private operator run concession operations has also allowed Adanac staff to devote attention to ski programming and other ski operations.

Adanac Ski Club

The Adanac Ski Club continues to make use of the Adanac Ski Hill for practices and events. The club has grown to over 100 members recently, up from 60 just a few years ago.

Improved Marketing and Website

A dedicated URL (www.greatersudbury.ca/ski) was used to promote all three ski hill facilities where residents could find information about ski hill conditions, runs open, pass and membership rates and general ski information such as the Alpine Code of Conduct.

Leisure Services staff also used email to directly keep those season pass holders up to date regarding ski hill closures, upcoming events, etc.

Races Hosted at Adanac

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

Walden Winter Carnival Opening Ceremonies

The Walden Winter Carnival Organizing Committee made use of the Lively Ski Hill as a fireworks launch point as part of their 2013 Winter Carnival Opening Ceremonies.

Ecole secondaire Hanmer use of Capreol Ski Hill

Ecole secondaire Hanmer continued its tradition of hosting their school winter carnival at Capreol Ski Hill providing students with the opportunity to downhill ski, slide and make use of the neighbouring Capreol Cross Country ski trails.

Great Cardboard Toboggan Event

Big Brothers Big Sisters hosted their annual Great Cardboard Toboggan Event at Adanac Ski Hill, providing those non-skiers and non-snowboarders an opportunity to enjoy the winter facility while raising funds for a great cause.

Ski Hill User Fee Comparison

The following charts detail the user fees associated with use of Adanac, Capreol and Lively Ski Hills in comparison with lift fees from other similar sized facilities in Northeastern Ontario.

Pass rates at Capreol and Lively Ski Hills are based on a 3.5 hour (weekdays) or 4.5 hour (weekend) opening therefore when comparing rates at Capreol and Lively to other ski hills, it is best to compare with half day rates.

Fees shown do not include applicable taxes.

City of Greater Sudbury Ski Hills			
Ski Facility	Adult Full Day Pass	Adult Half Day Pass	Adult Season Pass
Adanac Ski Hill	\$25.66	\$20.35	\$376.11
Capreol Ski Hill	\$9.29	-	\$119.47
Lively Ski Hill	\$9.29	-	\$119.47

Non CGS Ski Hills			
Ski Facility	Adult Full Day Pass	Adult Half Day Pass	Adult Season Pass
Onaping Ski Hill	\$28.00*	-	-
Laurentian Ski Hill (North Bay)	\$33.62	\$28.31	\$464.60
Kamiskotia Snow Resort (Timmins)	\$38.00	\$28.00	\$529.00
Boogie Mountain (Espanola)	\$31.00	\$24.00	\$319.00
Tri Town Ski Village (New Liskeard)	\$25.00	\$15.00	-
Mt. Dufour (Elliot Lake)	\$34.51	\$28.32	\$352.21
<i>*2011-2012 rate</i>			

Cold Weather Policy

During the 2012-2013 ski hill season, there were 6 days which temperatures were below -25°C before wind chill. Staff have contacted the Ontario Snow Resorts Association (OSRA) regarding policies for the operation of ski hill facilities during extreme cold temperatures.

OSRA has developed a scale that will enable the public to accurately reflect the level of comfort they may expect while engaged in winter recreation. This scale has been named Comfort Tips and specifically relates wind chill to a set of parameters the public can use to enable them to enjoy winter activities.

Temperatures Above -5°C

- Enjoy outdoor winter activities
- Consider wearing a hat and gloves

Temperature -5°C to -20°C

- Enjoy outdoor winter activities
- Dress in layers
- Exposed skin will be cold: consider wearing a hat, scarf, gloves/mittens and a wind-resistant layer

Temperature -20°C to -35°C

- Keep active while outdoors
- Dress in warm layers
- Limit amount of exposed skin
- Wear a hat, scarf, gloves/mittens and wind-resistant outer layer

Temperature Below -35°C

- Minimize outdoor activity
- Wear all essential winter clothing and layers
- Cover all exposed skin

Staff are recommending that the OSRA Comfort Tips be adopted and that language be included in ski hill promotions noting that the City of Greater Sudbury would close ski hill facilities when temperatures are colder than -35°C. In instances when facilities are closed due to cold temperatures, the City will strive to reschedule during alternate dates and times to make up for hours missed.

Goals and Objectives for 2013-2014 Ski Season

The following are examples of how staff will work with the Leisure Services Strategic Plan 2011-2015 to increase participation and improve the experience at City of Greater Sudbury ski hills.

Continued effort in the infrastructure renewal of both small and large scale projects

- Develop life cycle analysis for ski hill assets including buildings and lift devices and identify capital and replacement needs
- Work with stakeholders on the replacement of the Lively Ski Hill chalet and development of the Lively Ski Hill venue as a four season recreation centre

Advance Communication with Citizens, User Groups and Partners

- Implement an annual user satisfaction survey for CGS Ski Hill membership holders
- Expand use of traditional and social marketing to better promote and communicate CGS ski hill information to new and existing users
- Examine a 'Ski All Three' pass and other similar promotions to encourage the use of all three CGS ski hills
- Implement a more modern pass sales system to increase customer service and allow online registrations and sales

Promote Sports Tourism and Special Events

- Promote CGS ski hills as opportunities for sporting events in partnership with local ski clubs, etc.
- Promote use of CGS ski hills as potential venues for year round special events (walkathons, fitness challenges, etc.)

Further develop inclusive, dynamic and fiscally responsible leisure and recreation programming under the Healthy Community Human Health and Well-Being Pillar

- Examine the operations of Capreol Ski Hill and explore opportunities for alternate use including tubing and off-season activities with stakeholders
- Work with Ontario Track 3 Association and local volunteers to re-introduce skiing and snowboarding lessons for children and youth with disabilities at CGS ski hills.

For Information Only

Geese Control Review

Presented To:	Community Services Committee
Presented:	Monday, Oct 21, 2013
Report Date	Tuesday, Oct 08, 2013
Type:	Managers' Reports

Recommendation

For Information Only

Background

At the June 11th, 2013, Council meeting Council of the City of Greater Sudbury (Council) requested an information report on the Geese Management Program operated by Parks Services.

In 2006, staff brought forward concerns related to the increase in Canada Geese visits to parks and playfields, especially those near bodies of water or marshlands. Council approved \$45,000 for the purchase of a sweeper to assist in clean up of droppings from these areas. Parks staff have utilized this equipment continuously as a method of reducing waste, in collaboration with the current management program. In 2013, an additional sweeper was purchased to further increase and expand the day to day maintenance of various sites.

As part of the 2008 budget, Council approved a one time allocation of \$75,000 for a Geese Management Program pilot project to take place during the 2008 season. Staff presented a report to Council at the end of the 2008 season highlighting the program's success.

Council approved permanent funding in the amount of \$75,000 in 2009 in order to continue the Geese Management Program.

Geese Management Program

In 2009, City of Greater Sudbury (CGS) requested proposals and secured the services of a qualified and experienced company, DST Consulting Engineers, to assist with the management of Canada Geese in parks for a 2 year period. The contract was awarded for an additional 2 year term (2011 and 2012) with a 3 year option to renew, 2013, 2014, and 2015 subject to negotiations favorable to both parties. The program operates for approximately 5 months per season, commencing in mid May until late October.

The sites which were part of the original pilot project were assigned the highest priority sites for the Geese Management Program. The sites included James Jerome Sports Complex, Bell Park, Grace Hartman Amphitheatre (GHA) properties, Nepahwin Park, Robinson Playground, and Moonlight Beach.

Signed By

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Division Review

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Recommended by the Department

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The current program consists of a variety of control methods which based on initial staff research in 2008, were shown to be effective in geese management. The control methods include, canine control, habitat modification, public awareness, and control pyrotechnics (noise makers) modification.

The canine control has proven to be the most effective control method. Habitat modification has been introduced within the program by way of installing a "goose fence" at Robinson playground and Nepahwin Park. The fences have assisted to deter some entry of geese to the sites from nearby water bodies. The public awareness program consist of signage installed at the program sites in order to advise the citizens of the geese management activity taking place, by educating park patrons against feeding the geese. The control pyrotechnics (noise makers) are included as part of the daily program resulting in "scaring" the geese away from sites. Using a combination of different control methods and changing tactics often assist in preventing geese from being conditioned to any one method.

The program commenced in May of 2009 and allowed for 10 visits per week to each of the sites identified in performing the control methods listed above. Due to cost increases within the option years, the program was adjusted by the number of weekly site visits and by cutting back on the number of program weeks. The program started one week later in 2013 (week of May 27th, 2013) in order to work within the budget allocation.

Optional provisions to control the geese population were included in the contract and costed separately. The program included an egg depreciation program which included nest searches and egg oiling. This component has not been tested for effectiveness and destruction techniques have not been implemented within the program to date. Under the current contract, the cost provided for an egg depredation program over and above the current techniques was approximately \$3,500 for 1 site, provided that there were eggs in the area.

Geese Populations

It has been estimated that on average throughout Ontario, geese populations are increasing up to 10% - 15% per year. This could mean a possible 40% increase in the volume of geese visiting CGS parks since the program was introduced in 2009. Geese have been observed in the local parks much earlier in the season than in previous years, some sightings within the month of April. Canada Geese are known to adapt quickly to new conditions, therefore in order for deterrence measures to remain effective, it is beneficial for programs to be reviewed, modified and extended periodically.

A recent publication from the Canadian Wildlife Service on Canada Geese indicates that "The extraordinary growth of Canada Geese, like that of many species of geese, has occurred because of their adaptability to environments that have been heavily influenced by human populations. Many gravitate to suburban and urban areas where they are not only protected from predators, but also are safe from hunting."

Current Management Techniques Used in Other Areas of Ontario

A recent publication from the Canadian Wildlife Service published articles on Geese Management and Control. The publication highlights that "In addition to reducing the attractiveness of public lands to geese and employing different deterrent techniques, municipal governments can also reduce conflicts by allowing hunting wherever possible, preventing well-meaning citizens from feeding wild waterfowl, and considering geese when making future landscape planning decisions."

Some techniques being used within Geese Management programs across Ontario include:

Hazing or Harassment of Geese

Considered as one of the most popular, effective and humane goose control methods used. Hazing includes various scaring techniques and canine control. Many municipalities, school boards, golf courses, and cemeteries accross Ontario employ the use of canine handlers and dogs for hazing of geese. The Border Collie is a popular breed used in this method and there are companies in Ontario that offer these services. For example, two Border Collies were recently hired in 2013 on a 1 year contract in the amount of \$44,000 to solve these issues for Agriculture Canada at a federally run Central Research Farm near Ottawa. The dogs have so far been effective in reducing geese presence as they are involved in 3 hour monitoring of the site at both dusk and dawn. Border Collie services have also been hired for the campus of University of Waterloo, the canines patrol the campus grounds twice daily to assist with their geese problem. Students are also able to text in nesting sites when discovered to assist in resolving past problems of aggressive geese who are nesting.

Habitat Modification

A recent publication from the Animal Alliance of Canada, which was funded by various partners including the Canadian Wildlife Service and the City of Mississauga, indicates that Habitat Modification of geese is considered to be an effective long term strategy, as it deters geese from inhabiting a particular area. The publication highlights that; "A barrier of long grass separating grazing areas from a water source is successful in deterring waterfowl from an area. Waterfowl do not like to walk through tall grass (or shrubs, trees) because it interferes with mobility and predators can hide in it. Some natural barriers that can be used are: trees, brush, shrubs, hedges, and wildflowers." The publication suggests the following do's and don't's for effective habitat modification:

- Do - Vegetate / landscape at shorelines to make it less attractive to geese.
- Do - Restrict a goose's access to the shoreline from the water.
- Do - Establish tall vegetation within barrier planting, such as trees.
- Do - Invest in the installation of fencing along shorelines where possible to deter geese from coming off waterways onto public lands.
- Don't - Allow access through breaks in shoreline barrier plantings.

Egg Management

Some municipalities in Southern Ontario where extensive nesting sites exist utilize egg management techniques to help reduce future local populations of geese. The City of Pickering has adopted this method within their program. With a permit from the Canadian Wildlife Service, trained contractors search common breeding areas and place a vegetable based, biodegradable oil on the eggs within 10 days. This prevents the egg from developing and hatching. The City of Toronto uses this technique within their High Park property as well, this park has a large pond area which have been an attraction for the nesting of geese in some areas of the park.

Capture and Relocation

The City of Pickering also employs this technique by employing qualified contractors for rounding up and relocation services. This technique is completed during the 6 to 8 week molting phase in June when the geese have no flight feathers and can safely be captured. Similar to egg oiling, permits are required from the Canadian Wildlife Service to proceed with this activity. The City of Toronto at times has utilized relocation services to move geese from High Park to approved sites outside of Toronto.

Pilot Project (Ottawa's "Goosebuster" - Remote Controlled Hexcopter)

The City of Ottawa has engaged in a pilot program with an Ottawa tech expert in August of 2013, to scare geese away from Petrie Island, a beach that has been closed in the past due to concerns with geese. The method being tested is the use of a small remote control device that was self built. If the method proves to be effective, The City of Ottawa may expand the program to other beaches.

Conclusion

Additional research will be conducted on Geese Management/Control strategies in 2013 and 2014. Based on the results of the research, a budget option will be presented to Council as part of the 2015 budget to further expand the existing program to include geese population controls, an increase in site visits, along with an expansion of the program to include additional sites.

Request for Decision

Community Homelessness Prevention Initiative (CHPI) Program

Presented To:	Community Services Committee
Presented:	Monday, Oct 21, 2013
Report Date	Wednesday, Oct 09, 2013
Type:	Managers' Reports

Recommendation

WHEREAS the City of Greater Sudbury receives funding from the Provincial government under the Community Homelessness Prevention Initiative (CHPI) to provide support for persons who are homeless or at risk of homelessness, and;

WHEREAS a community partner consultation was held to identify priorities for use of the CHPI funding;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury endorse the priorities for CHPI funding as determined through the community partner consultation in accordance with the funding guidelines, and;

THAT the City of Greater Sudbury direct staff to allocate funding received from Municipal, Provincial and Federal Governments based on the priorities determined and develop programs that meet the program guidelines and requirements, and;

THAT the City of Greater Sudbury resubmit the resolution #CC2012-394 passed on December 11, 2012 to Provincial Government requesting that the Ontario Provincial Government maintain the 2012 level of funding for homelessness programs and benefits and retain the Community Start Up and Maintenance Benefit with these changes reflected in the new CHPI funding allocation.

Signed By

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Division Review

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Recommended by the Department

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Finance Implications

Funding announcements and confirmations are received from the Provincial and Federal Governments on an annual basis. As a result, any funding changes will be reflected in the operating budget on an annual basis.

Background

Effective January 1, 2012, the Housing Services Act, 2011 and supporting regulations came into effect which supports the Province's Long Term Affordable Housing Strategy. This focuses on transforming the way housing and homelessness services are delivered in order to achieve better outcomes for people.

Effective January 1, 2013 the Province has consolidated several existing homelessness funding streams into one new allocation called Community Homelessness Prevention Initiative (CHPI). This allocation has been administered by the municipalities with flexibility provided to address the individual local needs. The scope of the consolidation includes:

- Community Homelessness Prevention Program
- Emergency Energy Fund
- Emergency Hostel Services
- Domiciliary Hostel Program (no program active in the City of Greater Sudbury)
- Provincial Rent Bank

In addition, the Province has removed the Ontario Works (OW) and Ontario Disability Support Program (ODSP) Community Start Up Maintenance Benefit (CSUMB) from social assistance and combined this with the other programs mentioned above. The base CHPI allocation that the City of Greater Sudbury has received is significantly less than received in prior years.

On December 27, 2012, the Province through the Ministry of Community and Social Services (MCSS) announced:

- A One Time Grant Funding to support the transition to the CHPI.
- The additional funding was intended to support municipalities in transitioning to the new consolidated CHPI.
- The funding is intended to complement CHPI allocation funding
- Municipal Service Managers have been given the flexibility to use the funds for a range of CHPI housing and homelessness related supports based on local priorities
- The City of Greater Sudbury's allocation is \$1,058,261 for January 1, 2013 to March 31, 2014 (fifteen month period)
- The City of Greater Sudbury will be required to report to the Province on the expenditures of the funding in 2014

The CHPI program is administered throughout the Social Services Division and the two outcome based measures that are required by the Province are:

1. People who are homeless obtain and retain housing
2. People at risk of homelessness remain housed

Community Consultation and CHPI Priorities

In June 2013, a Community Consultation was held to review the new CHPI guidelines and service categories. Following the consultation, a survey was sent out electronically to community partners to identify and rank priorities for administering the CHPI funding responding to local community needs.

CHPI Service Categories

The following chart illustrates the results of the priority ranking based on community input:

Priority Level	Service Category	Priority Services Within the Category
One	Emergency Shelter Solutions	<ul style="list-style-type: none"> • the provision of safe beds through emergency shelters • the provision of necessary basic needs within shelter
Two	Homelessness Prevention	<ul style="list-style-type: none"> • last month's rent deposits • paying rental or utility arrears for someone facing eviction priorities
Three	Other Services and Supports	<ul style="list-style-type: none"> • crisis prevention and intervention • case management
Four	Housing with Related Supports	<ul style="list-style-type: none"> • housing allowance attached to the person • household setup

Based on the results of the survey, the community respondents felt that it was important to provide funding under all four service categories.

CHPI Guiding Principles

The Province has outlined the following guiding principles for the development and administration of the CHPI program:

- Housing First Approach
- People centered
- Partnership based
- Locally driven
- Inclusive
- Fiscally responsible
- Outcome focused

Core values drive the Housing First Approach:

- Client centeredness
- Prevention
- Belief in recovery
- Flexibility
- Accessibility (ie. making any door the right door)
- Integration
- Cultural appropriateness
- Long-term supports provided when needed

In addition the following guiding principles were identified during the consultation:

- Consistent accessibility to services and decision making
- Focus on sustainable solutions that stop the revolving door
- Provide choice
- Commit to efficiency and speed of response
- Ensure that resources are being used for adequate/safe responses
- Ensure that the Human Rights Code is adhered to and that there is no discrimination

From the community agency survey 96.3% of respondents agreed with using the above as guiding principles for the CHPI program funding.

Moving Forward

The community agency consultation process confirmed that the initial programs identified for the CHPI funding, emergency shelter solutions and homelessness prevention, were the highest ranked priority categories identified. As a result, the Social Services Division will continue to allocate the CHPI and other Provincial and Federal funding available within the funding guidelines and continue to respond to local needs.

Where other funding opportunities become available and within the funding guidelines, the Social Services Division will develop additional programs and/or allocate additional funding to the priorities based on the community ranking and need.

The City of Greater Sudbury receives funding from all levels of government to support homelessness programs. The Social Services Division/Community Development Department ensures that the funding is used in a strategic and coordinated manner in order to maximize the full potential of the funding. Work will continue to monitor the allocation of funding to ensure that the priorities are being met, however if there is a reduction in the funding received by the Province, the corresponding reduction will be administered to the program to ensure allocations within budgetary guidelines.

The City of Greater Sudbury will allocate funding within the four CHPI service categories as follows:

Emergency Shelter Solutions

Emergency shelter solutions were identified as the highest priority for homelessness funding. Emergency shelter solutions include the provision of safe beds and necessary basic needs through emergency shelters.

The City of Greater Sudbury continues to partner with both L'Association des jeunes de la rue and the Salvation Army to provide emergency shelter programs for individuals and families in need in our community. These services are an integral and vital component in assisting the vulnerable citizens in our community.

L'Association des jeunes de la rue has been operating Foyer Notre Dame for several years. This organization provides emergency shelter for female and male youth in the community. 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 the Men's and Women and Families Shelter Program. Their program goals are to provide board, lodging and personal needs to homeless persons on a short term basis as well as provide support to these individuals.

The City of Greater Sudbury will continue to partner with these service providers to maintain emergency shelter programs.

Homelessness Prevention

Homelessness prevention was identified as the second highest priority for homelessness funding. This can include the provision of last month's rent deposits, or the paying of rental or utility arrears for someone facing eviction.

The City of Greater Sudbury administers the CHPI program which provides funding for:

- last month's rent deposits for persons who are homeless or at risk of homelessness; or
- rental arrears for persons who are facing eviction; or
- utility arrears for persons who are facing disconnection of utilities; or
- utility deposits for persons who are homeless or at risk of homelessness

The CHPI program is available to persons in receipt of OW or ODSP, or have an income below the Household Income Limits (HILS) determined by the Provincial Government.

In addition, the CHPI fund provides an amount for household items for persons who are in receipt of OW or ODSP benefits and meet one of the following exceptional circumstances:

- the necessity to relocate as a result of a catastrophic event (e.g. flood, fire); or
- the necessity to relocate as a result of domestic violence; or
- leaving a shelter or transitional housing facility; or
- being discharged from an institution such as a hospital, correctional facility or addiction treatment program; or
- the necessity to relocate as a result of a disability (e.g. where the recipient is moving to a home that better meets their disability-related needs).

The City of Greater Sudbury will continue to allocate funds to the CHPI program under the existing criteria.

Other Supports and Services

Other supports and services were identified as the third priority for homelessness funding. This can include crisis prevention and intervention as well as case management supports.

The City of Greater Sudbury provides the following programs for people who are homeless or at risk of homelessness under partnership with the Homelessness Network:

- Case management
- Outreach services
- Housing list
- Extreme Cold Weather Alert Program

The City of Greater Sudbury will continue to allocate funding to the Homelessness Network and will explore opportunities to partner with other existing community programs that provide case management, such as those offered through the Addiction Supportive Housing (ASH) program.

Housing with Supports

Housing with supports was identified as the fourth priority for homelessness funding. This can include programs that provide a housing allowance attached to the person, or funds for household set up.

The City of Greater Sudbury currently administers a housing allowance program through housing services. Using CHPI funds, a short term rent supplement program will be initiated until March 2014. Where funding is available, rent supplement and housing allowance programs will continue to be supported.

Summary of the service categories and programs addressing the priorities:

Service Category	Programs
Emergency Shelter Solutions	Salvation Army <ul style="list-style-type: none"> • Men's Emergency Shelter Program • Women and Families Emergency Shelter Program L'Association des jeunes de la rue <ul style="list-style-type: none"> • Female Youth Emergency Shelter Program • Male Youth Emergency Shelter Program
Homelessness Prevention	Community Homelessness Prevention Program (CHPI) <ul style="list-style-type: none"> • last month's rent deposits for persons who are homeless or at risk of homelessness; or • rental arrears for persons who are facing eviction; or • utility arrears for persons who are facing disconnection of utilities; or • utility deposits for persons who are homeless or at risk of homelessness In addition, the CHPI fund provides an amount for household items for persons who are in receipt of OW or ODSP benefits and meet one of the following exceptional circumstances: <ul style="list-style-type: none"> • the necessity to relocate as a result of a catastrophic event (e.g. flood, fire); or • the necessity to relocate as a result of domestic violence; or • leaving a shelter or transitional housing facility; or • being discharged from an institution such as a hospital, correctional facility or addiction treatment program; or • the necessity to relocate as a result of a disability (e.g. where the recipient is moving to a home that better meets their disability-related needs).
Other Supports and Services	Homelessness Network <ul style="list-style-type: none"> • Case management • Outreach services • Housing list • Extreme Cold Weather Alert Program
Housing with Supports	Existing programs within Social Services, Housing Services and community agencies. Housing allowance program and a short term rent supplement program.

Summary

It is recommended that the City of Greater Sudbury Council endorses the priorities for CHPI funding as determined through the community partner consultation in accordance with the funding guidelines.

It is also recommended that the City of Greater Sudbury Council direct Social Services Division staff to allocate funding received from Municipal, Provincial and Federal Governments based on the priorities determined and develop programs that meet the program guidelines and requirements.

Given that there has been no further announcements of program reinstatements it is recommended that the City of Greater Sudbury Council resubmit the resolution #CC2013-394 passed on December 11, 2012 to Provincial Government requesting that the Ontario Provincial Government maintain the 2012 level of funding for homelessness programs and benefits and retain the Community Start Up and Maintenance Benefit with these changes reflected in the new CHPI funding allocation.