



# COMMUNITY SERVICES COMMITTEE AGENDA

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Community Services Committee Meeting  
**Monday, August 12, 2013**  
Tom Davies Square

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**COUNCILLOR RON DUPUIS, CHAIR**

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**Terry Kett, Vice-Chair**

10:00 a.m. COMMUNITY SERVICES COMMITTEE MEETING  
COUNCIL CHAMBER

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## **DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

## **PRESENTATIONS**

### 1. Affordable Access to Recreation

#### **(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)**

- John Binks, Volunteer, City of Greater Sudbury Roundtable on Physical Activity and Recreation
- Susan Verrilli, Volunteer, City of Greater Sudbury Roundtable on Physical Activity and Recreation

(In 2011, the Healthy Communities Fund Partnership identified a need to improve access to physical activity and recreation in the City of Greater Sudbury. This led to the creation of the Greater Sudbury Physical Activity Working Group (PAWG), an advocacy committee consisting of local organizations from the aboriginal, health, social services, and sport and recreation sectors. Late in 2012, the PAWG, with support from the Heart & Stroke Foundation SPARK Advocacy Grant and Healthy Communities Fund Partnership evolved to establish the City of Greater Sudbury Physical Activity and Recreation Roundtable. The Roundtable's vision is: 'Everyone has access to affordable recreation in their community in order to enjoy health and social benefits to improve their prospects for a better future' and is therefore committed to advocating for the development of policies and programs that will allow universal access to physical activity and recreation opportunities in the City of Greater Sudbury.)

### 2. Report dated July 31, 2013 from the General Manager of Community Development regarding Annual update from the Advisory Panel on Children and Youth and Recommendation on Full Service Community Schools. **(ELECTRONIC PRESENTATION) (RECOMMENDATION PREPARED)**

**5 - 6**

- Janet Gasparini, Chair of the Advisory Panel on Children and Youth

(Members of the Advisory Panel will provide an update of their work over the last year and present a recommendation regarding the community Vision for Full Service Schools.)

### 3. Report dated August 1, 2013 from the General Manager of Community Development regarding Fitness Centre Membership Fees - Recommendation. **(ELECTRONIC PRESENTATION) (RECOMMENDATION PREPARED)**

**7 - 10**

- Cindy Dent, Manager of Recreation

(This report provides a recommendation on fitness fee increases and fees structure in order to achieve a 75% net operating cost recovery.)

## **CONSENT AGENDA**

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

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

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

### **CORRESPONDENCE FOR INFORMATION ONLY**

- C-1. Report dated July 31, 2013 from the General Manager of Community Development regarding Operational Review of Whitewater Lake Trailer Park. **11 - 13**  
**(FOR INFORMATION ONLY)**

(This report is the response to the request from the Community Services Committee on April 15, 2013, that Whitewater Lake Park have an operational review undertaken by staff with results brought back to the Committee.)

### **REGULAR AGENDA**

#### **MANAGERS' REPORTS**

- R-1. Report dated July 31, 2013 from the General Manager of Community Development regarding Early Development/School Readiness Subsidy and Priority Waitlist Policy. **14 - 16**  
**(RECOMMENDATION PREPARED)**

(This report outlines results from a program review of the Socialization Child Care Program and recommends a policy for a new Early Development/School Readiness Subsidy Policy.)

- R-2. Report dated July 30, 2013 from the Chief of Emergency Services regarding Linen Services for Emergency Medical Services. **17 - 19**  
**(RECOMMENDATION PREPARED)**

(This report outlines standardization for the annual purchasing of linens and laundry service for Emergency Medical Services (EMS) Division.)

#### **ADDENDUM**

#### **CIVIC PETITIONS**

#### **QUESTION PERIOD AND ANNOUNCEMENTS**

#### **NOTICES OF MOTION**

## **ADJOURNMENT**

**BRIGITTE SOBUSH, DEPUTY CITY CLERK**

**FRANCA BORTOLUSSI, COUNCIL ASSISTANT**

## Request for Decision

### Annual update from the Advisory Panel on Children and Youth and Recommendation on Full Service Community Schools

Presented To:	Community Services Committee
Presented:	Monday, Aug 12, 2013
Report Date	Wednesday, Jul 31, 2013
Type:	Presentations

### Recommendation

WHEREAS publicly-funded schools are valuable community assets and are important centres of community in many neighbourhoods, and;

WHEREAS full service community schools have the potential to enhance youth and parent engagement and community involvement and overcome social and economic barriers to learning and participating, and;

WHEREAS school boards need the assistance of a range of community partners to meet the complex needs of families in our communities, and;

WHEREAS the City has a role to play in supporting strong community schools, and promoting a vision for Full Service Community Schools;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury endorse the Vision for Full Service Community Schools, presented by the Advisory Panel on Children and Youth.

#### Signed By

##### Report Prepared By

Kate Barber  
Policy & Community Developer Child Care  
*Digitally Signed Jul 31, 13*

##### Division Review

Tyler Campbell  
Manager of Children Services  
*Digitally Signed Jul 31, 13*

##### Recommended by the Department

Catherine Matheson  
General Manager of Community Development  
*Digitally Signed Jul 31, 13*

##### Recommended by the C.A.O.

Doug Nadorozny  
Chief Administrative Officer  
*Digitally Signed Jul 31, 13*

## Background

The Advisory Panel on Children and Youth is a committed partnership of elected representatives, local experts, businesses and citizens working together to build a sense of civic responsibility to improve the quality of life for children. Among the Advisory Panel's primary objectives are:

- to act as a support to the Mayor and Council on matters relating to children by providing advice on the development of policies and programs to address the needs of all children in the City of Greater Sudbury; and
- to support strategies that foster and promote Sudbury's capacity to support children, parents and healthy child development, especially for those children who are disadvantaged due to poverty or any other factors that put them at risk.

## About the Vision for Full Service Community Schools

The work of the Best Start Network in creating Best Start Hubs for young children and their families in 13 schools throughout our community has demonstrated the value of opening school facilities to children and families; strengthening the partnerships between schools and community; providing more integrated services for children and families, and building a sense of community for families, centred in local schools.

The Children and Youth Roundtable Advisory Panel has worked to expand the concept of schools as hubs of community to older children and youth and has found support for this idea from many other constituencies. The Ministry of Education's pilot "Priority Schools" initiative has created an opportunity for the Advisory Panel to work with School Board and Community partners, including Ward Councillors and Community Action Networks, to develop models of Schools as Community Centres that could be replicated in selected neighbourhood schools, to meet the needs of their local communities.

The Advisory Panel developed a "Vision for Full Service Community Schools" which has been endorsed by all four school boards, the Sudbury District Health Unit and other community partners. The Advisory Panel is currently undertaking a Report Card on Full Service Community Schools which will highlight the progress that has been made and the opportunities and challenges in moving this vision forward.

One example of a school that has made significant progress in becoming a full service school is St. David's Catholic School in the Flour Mill/ Donovan neighbourhood. The following programs and partnerships are currently underway at this school:

- Breakfast Program - in partnership with the Breakfast Clubs of Canada, Better Beginnings Better Futures, the Kinsmen Club and Holy Trinity Men's Club
- Ojibwe as a Second Language
- Elder in the School Program - White Buffalo Road Healing Lodge
- The School Preservation Program - Child and Family Centre
- St. Albert Adult Education Centre
- Aboriginal Best Start Hub
- After School Better B Kids
- After School Homework Club
- Cambrian College/Laurentian University- placement students
- Holy Trinity Church/ Christ the King Church- parish partnership
- Love of Reading - Chapters / Indigo Book Grant
- Greater Sudbury Police - visiting program and VIP drug prevention
- Sudbury Regional Hospital Youth Diabetes Program - screening and education
- Community use of schools - youth programming and adult programming in the evening and evening healing circles for men and women through White Buffalo Road Healing Lodge
- After school sports and clubs facilitated by teachers, EA's and community volunteers
- Christmas gift programs

The Advisory Panel recommends that Council endorse this vision to show support for this community initiative.

Presented To:	Community Services Committee
Presented:	Monday, Aug 12, 2013
Report Date	Thursday, Aug 01, 2013
Type:	Presentations

## Request for Decision

### Fitness Centre Membership Fees - Recommendation

#### Recommendation

WHEREAS at the February 4, 2013, Community Services Standing Committee meeting, Council approved an increase in fitness centres fees to realize a 75% net operating cost recovery resulting in a revenue increase estimated at \$120,706.00, and;

WHEREAS a new fitness membership fees structure has been established for all City owned and operated fitness centres to meet the approved cost recoveries target;

THEREFORE BE IT RESOLVED THAT the new membership fees rate structure be approved and implemented as of January 1, 2014, and;

THAT the incremental increase in user fees be adjusted in the 2015 operating budget, and;

THAT a fitness equipment replacement reserve fund be established, and;

THAT the expected increase in 2014 user fees of \$20,000 be reserved into the fitness equipment replacement reserve fund, and;

THAT an annualized amount of \$20,000 be reserved for the fitness equipment replacement reserve fund.

#### Signed By

##### Report Prepared By

Cindy Dent  
Manager of Recreation  
*Digitally Signed Aug 1, 13*

##### Division Review

Real Carre  
Director of Leisure Services  
*Digitally Signed Aug 1, 13*

##### Recommended by the Department

Catherine Matheson  
General Manager of Community  
Development  
*Digitally Signed Aug 1, 13*

##### Recommended by the C.A.O.

Doug Nadorozny  
Chief Administrative Officer  
*Digitally Signed Aug 2, 13*

#### Finance Implications

If approved, the fitness fee membership increase at the cost recovery of 75% represents an expected additional revenue of approximately \$120,700. Given that the uptake of memberships with the new fee structure is uncertain at this time, and membership renewals may vary, the 2015 operational budget will be adjusted to reflect the actual revenue in 2014. Also, 2014 additional fees generated up to \$20,000 will be placed in reserve. In addition, an annual contribution of \$20,000 will be made to the Fitness Equipment Replacement Reserve Fund, from the increase in user fee revenue realized.

## Background

The purpose of the report is to provide the Community Services Committee with a recommendation on fitness fee increases and fees structure in order to achieve a 75% net operating cost recovery. The following resolution was passed on February 4, 2013:

CS2013-10: WHEREAS, at the December 3, 2012, Community Services Committee meeting, Council requested additional information on the City operated Fitness Centres related to user fees, net operating cost recoveries and fee comparisons with other fitness facility operators;

AND WHEREAS additional information has been provided as requested along with options for revenue increases to meet specific cost recovery targets;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury approve Option 3 (That the fitness centres fees be increased resulting in a 75% net operational cost recovery) to increase overall revenues at fitness facilities in order to increase the net cost recoveries;

AND THAT staff be requested to review the current fitness membership fees structure at all City owned and operated fitness centres and recommend increases to realize approved net cost recoveries as noted above;

AND THAT the user fee increases, once approved, be implemented for the 2014 season.

#### **Fitness Centres**

There are 6 fitness centres operating directly from City owned facilities. The City directly operates 5 centres which include:

- Rayside-Balfour Workout Centre
- Howard Armstrong Recreation Centre (HARC)
- Dowling Leisure Centre
- Falconbridge Wellness Centre
- Capreol Millennium Centre

The McClelland Squash and Fitness Centre located at the McClelland Arena is operated by a community based, non-profit organization. On average, the City operated fitness centres have approximately 2,000 monthly members.

#### **Fitness Membership Fees/Structure**

A review of current membership fees revealed disparities between membership fees and facilities/programs available to members at different City of Greater Sudbury fitness centres.

The membership fees review and recommendation provides an opportunity to redesign the membership structure taking into consideration the facility amenities (space, equipment, programs, etc.). Members have requested flexible memberships for use at other City operated fitness centres.

The recommended structure would include establishing 3 levels of memberships based upon the following information.

#### **Facilities/Programs Included in Membership**

Membership Structure	Weight / Cardio	Change Room / Shower	Gym / Studio	Sauna	Squash	Track	Recreation Swim	Drop in Fitness
Level 1 Membership	X	X	X	X	X	X	X	X
Level 2 Membership	X	X	X	X				
Level 3 Membership	X	X						

#### **Membership Levels/Fitness Centres**

##### **Level 1 Membership**

Howard Armstrong Recreation Centre  
Dowling Leisure Centre/Onaping Falls Community Centre - Pool

##### **Level 2 Membership**

Rayside Balfour Workout Centre

##### **Level 3 Membership**

Capreol Millennium Centre  
Falconbridge Wellness Centre

#### **Major Changes to Membership Include:**

- Harmonization and alignment of fees
- Flexible membership for use at other City operated fitness centres
- Recreational swims at Onaping Pool will be added to the membership for the Dowling Leisure Centre
- Drop in fitness classes will be added to Dowling Leisure Centre
- Fitness punch cards will be added to Dowling Leisure Centre
- Squash will be included in the membership Dowling Leisure Centre and HARC and will not be a separate membership category
- Swimming lessons will not be part of membership at HARC
- 10 visit pass for each centre
- The 6 and 9 month membership option will no longer be available

**Recommended fee structure:** The following is the recommended fitness membership fee structure:



## Membership Fees

Level 1 Membership	Daily	10 Visits	Monthly	3 Months	Yearly
Adult	\$ 10.00	\$ 70.00	\$ 50.00	\$ 135.00	\$ 480.00
Senior	\$ 9.00	\$ 63.00	\$ 45.00	\$ 121.50	\$ 432.00
Student / Youth	\$ 9.00	\$ 63.00	\$ 45.00	\$ 121.50	\$ 432.00
Junior / 2nd Member	\$ 7.00	\$ 49.00	\$ 35.00	\$ 94.50	\$ 336.00
3rd and Subsequent Family Members	\$ 5.00	\$ 35.00	\$ 25.00	\$ 67.50	\$ 240.00
Level 2 Membership	Daily	10 Visits	Monthly	3 Months	Yearly
Adult	\$ 9.00	\$ 63.00	\$ 45.00	\$ 121.50	\$ 432.00
Senior	\$ 8.10	\$ 56.70	\$ 40.50	\$ 109.35	\$ 388.80
Student / Youth	\$ 8.10	\$ 56.70	\$ 40.50	\$ 109.35	\$ 388.80
Junior / 2nd Member	\$ 6.30	\$ 44.10	\$ 31.50	\$ 85.05	\$ 302.40
3rd and Subsequent Family Members	\$ 4.50	\$ 31.50	\$ 22.50	\$ 60.75	\$ 216.00
Level 3 Membership	Daily	10 Visits	Monthly	3 Months	Yearly
Adult	\$ 8.00	\$ 56.00	\$ 40.00	\$ 108.00	\$ 384.00
Senior	\$ 7.20	\$ 50.40	\$ 36.00	\$ 97.20	\$ 345.60
Student / Youth	\$ 7.20	\$ 50.40	\$ 36.00	\$ 97.20	\$ 345.60
Junior / 2nd Member	\$ 5.60	\$ 39.20	\$ 28.00	\$ 75.60	\$ 268.80
3rd and Subsequent Family Members	\$ 4.00	\$ 28.00	\$ 20.00	\$ 54.00	\$ 192.00

\*Membership fees do not include HST.

## City of Greater Sudbury Adult 2012-2013 Rates

Facilities	Daily	1 Month	3 Months	6 Months	9 Months	Annual
HARC	\$5.53	n/a	\$68.14	\$127.43	\$162.83	\$185.84
Rayside Balfour	\$6.19	\$41.59	\$105.31	\$181.42	n/a	\$331.86
Capreol	\$3.10	\$25.66	\$63.72	\$115.93	\$167.26	\$221.24
Dowling	\$3.10	\$36.28	\$92.04	\$175.22	\$256.64	n/a
Falconbridge	\$3.10	\$25.66	\$63.72	\$115.93	\$167.26	n/a

## Fee Comparisons

The following is a summary of fitness fee comparators charged by other Municipalities and the private sector. The membership fees do not include H.S.T.

Municipality	Daily	1 Month	3 Months	6 Months	Annual
Ajax	\$8.85	n/a	\$153.00	\$237.00	\$407.00
Oakville	\$8.63	n/a	\$146.02	n/a	\$384.96
Barrie	\$6.14	\$52.50	n/a	n/a	n/a
Espanola	\$8.48	\$29.75	\$79.00	\$140.25	\$245.75
Thunder Bay	\$8.19	\$60.00	n/a	n/a	\$522.00
<b>Private Fitness Centres</b>					
YMCA	\$11.42	\$53.86	n/a	n/a	n/a
Laurentian	\$11.50	n/a	\$175.00	\$325.00	\$600.00
McClelland Fitness Centre	\$ 4.42	\$44.25	\$106.19	\$176.99	\$265.49
Good Life Fitness Centre	\$13.27	\$50.00	\$150.00	\$300.00	\$600.00
Snap Fitness	\$ 8.85	\$49.95	\$149.85	\$299.70	\$551.40

#### Average Adult Fitness Membership Fee Comparators (2012/2013 : \*2014)

Comparator	Daily	1 Month	3 Months	6 Months	9 Months	Annual
City of Greater Sudbury	\$4.20	\$32.30	\$78.59	\$143.19	\$188.50	\$246.31
* Proposed 2014	\$9.00	\$45.00	\$121.50	n/a	n/a	\$432.00
Municipally Operated	\$8.06	\$47.42	\$126.01	\$188.63	n/a	\$389.93
Private Sector	\$9.89	\$49.52	\$145.26	\$275.42	n/a	\$504.22

#### C.G.S. Adult Fitness Fee Rate Percentage Increase (2012/2013)

Facilities	Daily			Monthly		
	2012-2013	New	% of Increase	2012-2013	New	% of Increase
Howard Armstrong Rec Centre	\$5.53	\$10.00	80.83%	n/a	\$50.00	n/a
Dowling Leisure Centre	\$3.10	\$10.00	222.58%	\$36.28	\$50.00	37.82%
Rayside-Balfour Workout Centre	\$6.19	\$9.00	45.40%	\$41.59	\$45.00	8.20%
Capreol Millennium Centre	\$3.10	\$8.00	158.06%	\$25.66	\$40.00	55.88%
Falconbridge Wellness Centre	\$3.10	\$8.00	158.06%	\$25.66	\$40.00	55.88%

Facilities	3 months			Yearly		
	2012-2013	New	% of Increase	2012-2013	New	% of Increase
Howard Armstrong Rec Centre	\$68.14	\$134.00	96.65%	\$185.84	\$480.00	158.29%
Dowling Leisure Centre	\$92.04	\$135.00	46.68%	n/a	\$480.00	n/a
Rayside-Balfour Workout Centre	\$105.31	\$121.50	15.37%	\$331.86	\$432.00	30.18%
Capreol Millennium Centre	\$63.72	\$108.00	69.49%	\$221.24	\$384.00	73.57%
Falconbridge Wellness Centre	\$63.72	\$108.00	69.49%	n/a	\$384.00	n/a

#### Conclusion

The new membership structure and rates will assist with realizing the approved net cost recovery at 75%. Options are being considered to accommodate a payment plan for ease of payment. As part of additional revenues generated from the membership fee increases, it is recommended that \$20,000.00 be transferred to a fitness equipment replacement reserve fund in order to purchase new fitness equipment and upgrade existing fitness facilities. At the present time, allocated funds are budgeted for repairs and maintenance for fitness equipment only. A resolution has been prepared for Council's consideration.

## For Information Only

### Operational Review of Whitewater Lake Trailer Park

Presented To:	Community Services Committee
Presented:	Monday, Aug 12, 2013
Report Date	Wednesday, Jul 31, 2013
Type:	Correspondence for Information Only

### Recommendation

For Information Only

### **Background**

The Community Services Committee received a report from the Community Development Department on April 15<sup>th</sup>, 2013 regarding a review of municipally operated trailer parks. The report was a follow up to a report presented in February 2013, which resulted in direction to staff to provide further details regarding Trailer Parks with respect to programmable space at each site as well as detail of the RFP per site.

The following recommendations were carried by the Committee at the April 15<sup>th</sup> meeting:

*CS2013-21 Berthiaume/Caldarelli: THAT the City of Greater Sudbury receive the report dated April 3, 2013 from the General Manager of Community Development regarding Trailer Parks – Review for information only.*

*CS2013-22 Barbeau/Cimino: THAT the City of Greater Sudbury direct staff to find alternate ways to increase the number of bidders for the operation of trailer parks;*

*AND THAT Whitewater Lake Park have an operational review undertaken by staff with results brought back to the Committee.*

The current report will address the request for an operational review of Whitewater Lake Park and will provide financial information about the park's operation, including financial details of the operator's agreement and history of the competitive bid process that has been followed in awarding agreements. The following figures illustrate the park and the dedicated space for the trailer park.

#### Signed By

##### **Report Prepared By**

Rob Blackwell  
Manager, Quality, Administrative and  
Financial Services  
*Digitally Signed Jul 31, 13*

##### **Division Review**

Real Carre  
Director of Leisure Services  
*Digitally Signed Jul 31, 13*

##### **Recommended by the Department**

Catherine Matheson  
General Manager of Community  
Development  
*Digitally Signed Jul 31, 13*

##### **Recommended by the C.A.O.**

Doug Nadorozny  
Chief Administrative Officer  
*Digitally Signed Jul 31, 13*

## **Park Description**

Whitewater Park, located in the Greater Sudbury Community of Azilda, contains the municipally operated Whitewater Trailer Park. The park has a total land area of 32.4 acres, with the trailer park occupying approximately 5.4 acres. The trailer park provides for approximately 25 trailer sites.

The park is, and has historically, been well utilized, and is generally at, or near, capacity. Whitewater Park also includes a municipal park, supervised beach and a comfort station.

## **Trailer Park Operations**

The City of Greater Sudbury's municipal trailer parks are operated by contractors that must participate in a competitive bid process in order to be awarded the contract to operate the park. The latest contract was awarded April 29<sup>th</sup>, 2010 and then extended for the 2012 and 2013 seasons.

The following table provides the daily operating cost provided by the operating contract for all 3 municipally operated parks. It illustrates that the cost of operating Whitewater Park is approximately 50% higher than the other parks.

**Table 1: Daily Operating Costs paid to Park Operators**

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Whitewater</b>	\$230	\$235	\$240	\$250	\$250	\$250	\$250
<b>Centennial</b>	\$147	\$154	\$162	\$167	\$184	\$185	\$186
<b>Ella</b>	\$140	\$150	\$160	\$160	\$165	\$167	\$170

A contributing factor for the higher operating cost for Whitewater is the lack of competition in the bidding process as only one contractor submitted a bid for that park over the period illustrated above. It should be noted that there was also only one bidder each for Centennial and Ella Lake parks.

The following table presents the revenues and expenses for Whitewater Trailer Park for 2011-2012, including the costs associated with the operator's contract.

**Table 2: Whitewater Lake Seasonal Trailer Park Expenses and Revenues**

	<b>2012 actual</b>	<b>2011 actual</b>
Expenses (includes cost of operator contract*)	\$83,633	\$71,068
Revenue	\$33,554	\$23,268
Impact to Levy	(\$50,079)	(\$47,800)
*cost of operator contract	\$33,250	\$27,840

Because the municipal trailer parks exist within municipal parks, the cost associated with maintenance and upkeep is difficult to discern. Based on parks staff estimates, the expenses illustrated below assume that 65% of costs would remain even if Whitewater was no longer a trailer park, but was maintained solely as a city park.

Table 3 provides a detailed review of the expenses for Whitewater Park for 2012, illustrating the budgeted and actual expenses, as per the cost centre report. Note that the original budgeted amount did not reflect the extra 18 days of operation that were added to the camping season, as per Council's direction in 2012.

There is also an noted increase in expenditures in the “Repairs and Maintenance” line account, which reflects repair costs to Whitewater Park that were not directly associated with the operation of the trailer park (shoreline restoration and repair).

**Table 3: Detailed Expenses - Whitewater Park 2012**

<b><i>Expenses</i></b>	<b><i>Budget</i></b>	<b><i>Actual</i></b>
Building & Ground Maintenance	\$0	\$48
Repairs & Maintenance	\$7,120	\$35,418
Natural Gas	\$1,256	\$1,262
Hydro	\$13,230	\$9,434
Water	\$3,636	\$4,221
Garbage Collection P.S.	\$3,867	\$0
Contract - Parks Operation	\$26,933	\$33,250
Security Costs	\$770	\$0
Internal Recoveries	\$1,061	\$0
<b><i>Total</i></b>	<b><i>\$57,873</i></b>	<b><i>\$83,633</i></b>

### ***Requests for Proposals and the Bidding Process***

The bidding process for RFP’s is managed by the Supplies and Services Section of the City of Greater Sudbury. Once formalized and approved, the RFP posted to the CGS Tenders website for viewing and bidding opportunities to the general public. The posting time on the site is generally 3 weeks.

The department will offer additional marketing and advertising for RFP’s, including newspaper advertisements and increased use of social media in hopes of increasing the number of bidders.

## Request for Decision

### Early Development/School Readiness Subsidy and Priority Waitlist Policy

Presented To:	Community Services Committee
Presented:	Monday, Aug 12, 2013
Report Date	Wednesday, Jul 31, 2013
Type:	Managers' Reports

### Recommendation

WHEREAS the City seeks to continue to provide school readiness, social opportunities and early identification for children of Ontario Works (OW)/Ontario Disability Support Program (ODSP) recipients, and;

WHEREAS the Social Services Division and Children's Services Section have identified annual funding to continue to provide Early Development/School Readiness (ED/SR) subsidy for toddlers and preschoolers, and;

WHEREAS the City wants to ensure that those children most in need get prioritized access to ED/SR Subsidy within the existing budget;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury approve the ED/SR Subsidy and Priority Waitlist Policy.

### Finance Implications

The total cost of the Early Development/School Readiness Program was approximately \$800,000 in 2012. The policy changes will result in an estimated savings of \$550,000 based on 2012 usage rates. The total budget for the program starting in 2014 will be \$500,000 per year, with half of the costs contributed by Social Services. This will allow for the funding of 23 toddler spaces and 26 pre-school spaces based on the per diem rate that is paid to providers.

### Background

This report is a follow up to the June 17<sup>th</sup> Community Services Committee meeting, whereby staff indicated that they would bring forward further information about the policy change for the ED/SR (formerly known as Socialization/School Readiness Program for High Risk Families). The policy change was part of a series of cost cutting measures recommended to respond to a significant reduction in the Provincial budget for child care and related services.

#### Signed By

##### **Report Prepared By**

Tyler Campbell  
Manager of Children Services  
*Digitally Signed Jul 31, 13*

##### **Division Review**

Ron Henderson  
Director of Citizen Services  
*Digitally Signed Jul 31, 13*

##### **Recommended by the Department**

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

##### **Recommended by the C.A.O.**

Doug Nadorozny  
Chief Administrative Officer  
*Digitally Signed Aug 7, 13*

## Early Development/School Readiness Program

This program has been providing subsidized licensed child care to OW clients who do not have to participate in work or school activities due to the young age of their child(ren). ODSP recipients are also eligible for the program and it has been offered for approximately seven years. The intent of the program was to provide social and school readiness opportunities for children who may be at risk based on the social determinants of health and other factors. The program, for children between the ages of 18 and 48 months, was implemented locally and is not provincially mandated.

### Program Changes

In order to allow more children to participate in the program within the allocated budget, subsidy for licensed daycare through the ED/SR Program is being reduced from full-time (5 days per week) to a part-time rotating schedule (2-3 days per week).

### Financial Savings

The total cost of the Early Development/School Readiness Program was approximately \$800,000 in 2012. The policy changes will result in an estimated savings of \$550,000 based on 2012 usage rates. The total budget for the program starting in 2014 will be \$500,000 per year, with half of the costs contributed by Social Services. This will allow for the funding of 23 toddler spaces and 26 pre-school spaces based on the per diem rate that is paid to providers.

	<b>Budget</b>	<b>Daily Rate</b>	<b>Avg # Days/Yr</b>	<b># F/T Spaces</b>	<b>Min. # of Children/Yr</b>
Toddler	\$250,000	\$41.00	260	23	47
Preschool	\$250,000	\$37.00	260	26	52

### Program Review

In April 2013, it was identified that there were 125 families registered in the program and 135 children between the ages of 18 and 48 months participating.

A survey of 34 users revealed that:

- 100% of parents and children are very happy or mostly happy with the program;
- 97% believe the program will help their child be more successful in school;
- 53% reported that the program met its intended purpose of the early identification of development problems with their child and supported them to get help; and
- 91% of parents have been able to attend to personal issues, such as counselling.

### Impact to Current Users

Children registered in the program prior to policy changes approved by the Community Services Committee (CS2013-29), are being 'grandfathered' out of the program; their existing schedules will remain unchanged until they either leave the program or start school.

## **Bridging the Gap**

Children of OW/ODSP recipients who require full-time child care for work or education or who require child care due to medical or family crisis situations will continue to be able to apply for full time child care subsidy with appropriate documentation. Social referral and medical referral forms can be completed by an approved social agency for families who are experiencing a significant crisis or medical issue where the child's participation in a childcare program would alleviate the crisis and/or significantly reduce stress on the family that would otherwise have a negative impact on the child.

Alternatively, parents who would like further school readiness programs for their children can visit Best Start Hubs during the days children are not attending daycare. Best Start Hubs are free family centres located in schools throughout Greater Sudbury. Staff is trained to refer parents and children to specialized programs and services when a need is identified.

## **Early Development/School Readiness Subsidy and Priority Waitlist Policy**

### **Policy Statement:**

Children Services will establish an annual budget to purchase licensed, centre based care for toddler and preschool aged children of OW/ODSP recipients. When the allocated ED/SR budget is being spent at the maximum expenditure level, Children's Services staff will establish a modified first-come, first-served waiting list.

### **Policy Intent:**

To provide school readiness, social opportunities and early identification for children of OW/ODSP recipients.

To ensure that approved funding under the Ontario Works ED/SR is not exceeded.

To ensure that those children most in need get prioritized access to Early Development/School Readiness Subsidy.

### **Prioritization Procedure**

Based on the allocated budget, Children Services will fund a pre-determined number of toddler and preschool spaces at two days a week and three days a week. Families in receipt of OW or ODSP who are not otherwise eligible for subsidy will be approved for these spaces as they are available. When they are all full, Children Services will run a modified first-come, first served waitlist of eligible clients who have been pre-assessed. The waitlist will prioritize those children for whom special needs or socialization referral has been completed by an approved referral agency. All other eligible children will be waitlisted on a first come, first served waitlist. As spaces becomes available, prioritized children will be placed, followed by other eligible children based on their eligibility date.



## Request for Decision

### Linen Services for Emergency Medical Services

Presented To: Community Services Committee

Presented: Monday, Aug 12, 2013

Report Date: Tuesday, Jul 30, 2013

Type: Managers' Reports

### Recommendation

THAT the City of Greater Sudbury authorize the City's Emergency Medical Services (EMS) Division to continue with the annual purchasing of linens and laundry services from Sudbury Hospital Services (SHS).

### Finance Implications

The purchase of linen and laundry services from Sudbury Hospital Services is funded within the existing EMS operating budget.

## Executive Summary

Emergency Medical Services seeks Council authorization to maintain linen services with Sudbury Hospital Services (SHS) for the purchase of linen and laundry services required by City of Greater Sudbury Emergency Medical Services (EMS). This includes dedicated hamper service so to recapture all EMS soiled laundry within the hospital system, process all bedding linens, provide unique identification stamping and delivery of fresh linen in quantities required to maintain services in all seasons and or conditions.

## Background

EMS requires linen and laundry services to ensure each patient is provided with clean, fresh linen (i.e. sheets, blankets, pillow cases, etc., with every call for emergency medical services). In addition, linen must be properly folded, packed for delivery, and restocked on a timely basis.

In health care, laundering linens properly and safely is a special task governed by CSA standards for reusable patient textiles\*. Often linens are contaminated with bodily fluids and must be properly laundered to ensure there are no cross contamination risks. Sudbury Hospital Services (SHS) manage their linen and laundry services on a large scale through a mixture of in-house processes and services. SHS handles this work on a large scale with trained staff and proper facilities.

Sudbury Hospital Services (SHS):

#### Signed By

##### **Division Review**

Joseph Nicholls  
Deputy Chief of Emergency Services  
*Digitally Signed Jul 30, 13*

##### **Recommended by the Department**

Tim Beadman  
Chief of Emergency Services  
*Digitally Signed Jul 30, 13*

##### **Recommended by the C.A.O.**

Doug Nadorozny  
Chief Administrative Officer  
*Digitally Signed Jul 31, 13*

SHS is a not-for-profit organization, technically a corporation without share capital. SHS has been in business since 1970, servicing CGS EMS as well as other EMS providers in the area, including Health Sciences North (HSN) and St Joseph's Continuing Care.

ISO certified (9001-2008), SHS adheres to CSA standard Z314.10-03 with all linens processed at their plant, using a 3-step sanitation process to protect against biological cross contamination: 1) dilution, 2) chemical, 3) temperature. Additionally, the plant uses positive air pressure storage with clean stock and negative air pressure with soiled, enhancing protection against cross contamination. Furthermore, workers are protected with barrier walls from soiled linen preventing potential cross contamination.

In 2012, 43,000 kg of linens were processed and shipped to EMS. Our current rate for processing linens is \$2.98/kg. SHS sources and purchases replacement linens on our behalf with no mark up. In 2012, the cost of laundering, repairing and replacing linen was \$137,528 at an average cost of \$11,460 monthly.

### **Benefits of HSN Standardization**

SHS has extended their expertise with the City's EMS Division for many years, where linen servicing has become streamlined and seamless:

1. SHS provides service to HSN; for this reason, immediately after transporting and transferring patients at the hospital, Paramedics have direct access to soiled laundry hampers so to dispose of soiled linens and open access to a maintained stock of fresh linens prior to returning to service without delay. Important note, this system allows SHS to recapture all our soiled linen, securing these tangible assets within the system.
2. Externally, EMS Headquarters receives regular deliveries of folded, packed and bagged linen in quantities appropriate to meet the needs during summer and winter seasons, including specially prepared airport transportation bundles only EMS requires. Furthermore, SHS provides lightweight aluminum storage racks on wheels, allowing mobile storage and management of linens by our technical group.
3. SHS is capable of supplying emergency access to large quantities of linens should the need arise.
4. As public institutions, hospitals have high accountability, standards, and safeguards to ensure quality service is delivered. SHS provides service to HSN in part of their quality patient care.
5. The provision of these services by SHS continues to meet the operational requirements of EMS where linen purchasing and laundry services existed since year 2000 and those years prior to the City's land ambulance assumption.
6. Partnering with our public hospital, colleagues within CGS and using combined buying power to provide cost-efficient services allows EMS to leverage this synergy.

If SHS did not provide linen services, a new system for separate linen processing would be required with significant planning and resources to be put into place, the challenges to Greater Sudbury EMS include:

1. Re-stamping/identifying of existing linen so not to be diverted to SHS for processing and subsequent charges.
2. Purchase of new collection hampers for hospital and all EMS sites.
3. Development of new processes to recapture soiled linen. A labour intensive process where Paramedics would be required to retrieve linen from under patients immediately after transportation to hospital. A practice that is inefficient; and furthermore, requires additional lifting and strain on the Paramedic, potentially increasing job related injuries.
4. Containing used linen in EMS vehicles is problematic due to space constraints and infection control.
5. Additional costs would be incurred for delivery, storage, and collection requirements.

### **Conclusion**

Continuing established services with SHS is the preferred option as it leverages existing supply, distribution, collection and cleaning processes without duplicating parallel services. This will negate additional costs to maintain infrastructure to distribute and recapture both clean and soiled linen separate from the hospital system.

SHS has the expertise and the economies of scale to provide essential linen services to the City of Greater Sudbury EMS. An accountable, stable institution providing service levels to HSN as set by industry standard.

The products and services supplied by SHS continue to meet the operational requirements of EMS. It is recommended that the City of Greater Sudbury continue linen services with SHS as outlined in this report.

\*Canadian Standards Association (2003). CSA Z314.10-03 Selection, Use, Maintenance & Laundering of Reusable Textile Wrappers, Surgical Gowns and Drapes for Health Care Facilities. Toronto: Author.